



**AGENDA FOR THE REGULAR MEETING OF COUNCIL TO
COMMENCE AT 6:00 PM, IN THE COUNCIL CHAMBER, CITY
HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON
MONDAY, APRIL 1, 2019**

**MONDAY, APRIL 1, 2019
COUNCIL MEETING – 6:00 PM**

“Live” Broadcast via City Website www.cnv.org/LiveStreaming
Complete Agenda Package available at www.cnv.org/CouncilMeetings

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, April 1, 2019

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, March 4, 2019

PROCLAMATIONS

Green Shirt Day – April 7, 2019
Autism Awareness Month – April 2019

PUBLIC INPUT PERIOD

CONSENT AGENDA

Items *3 and *4 are listed in the Consent Agenda and may be considered separately or in one motion.

CORRESPONDENCE

- *3. Board in Brief – Metro Vancouver Regional District, February 22, 2019

BYLAW – ADOPTION

- *4. “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations)

DELEGATION

Viveca Ellis, Campaign Coordinator, BC Poverty Reduction Coalition
– #AllOnBoard Campaign

Item 5 refers.

CORRESPONDENCE

5. Viveca Ellis, Campaign Coordinator, BC Poverty Reduction Coalition
– #AllOnBoard Campaign, February 22, 2019
6. Martin von Holst, Chair, RCMP Day – Vernon Committee – RCMP Appreciation
Day in British Columbia, February 28, 2019
7. Women Deliver 2019 Conference, June 3 to 6, 2019, Vancouver, BC

REPORTS

8. Community Emergency Preparedness Fund
9. 2019 – 2028 Financial Plan Bylaw

Item 10 refers.

BYLAW – FIRST, SECOND AND THIRD READINGS

10. “Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703”

REPORT

11. Rezoning Application: 125 East 20th Street (Vancouver Resource Society for the
Physically Disabled / NSDA Architects)

Items 12 and 13 refer.

BYLAWS – FIRST AND SECOND READINGS

12. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701”
(Vancouver Resource Society for the Physically Disabled / NSDA Architects,
125 East 20th Street, CD-718)
13. “Housing Agreement Bylaw, 2019, No. 8702” (Vancouver Resource Society for
the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718, Rental
Housing Commitments)

REPORTS

14. Bike Valet at Community Events
15. INSTPP Priority Action – New Bus Service
16. Business Pulse Report: Central Lonsdale
17. Brewery and Distillery Accessory Lounge Use – M-4 Industrial Commercial Zoning Bylaw Amendment and Lounge Endorsement Referral Policy

BYLAW – FIRST AND SECOND READINGS

18. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705”
(Accessory Lounge Use)

REPORT

19. Amendment to Officers and Officials Bylaw (Statutory Officers / Designation of Municipal Employees / Exempt Benefits / Language Clarification)

Item 20 refers.

BYLAW – FIRST, SECOND AND THIRD READINGS

20. “Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw, 2019, No. 8710”
(Statutory Officers / Designation of Municipal Employees / Exempt Benefits / Language Clarification)

PUBLIC CLARIFICATION PERIOD

COUNCIL INQUIRIES

NEW ITEMS OF BUSINESS

NOTICES OF MOTION

CITY CLERK’S RECOMMENDATION

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Section 90(1)(e) [land matter].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN

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**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE
COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET, NORTH
VANCOUVER, BC, ON **MONDAY, MARCH 4, 2019****

PRESENT

COUNCIL MEMBERS

Mayor L. Buchanan
Councillor H. Back
Councillor D. Bell
Councillor A. Girard
Councillor T. Hu
Councillor J. McIlroy
Councillor T. Valente

STAFF MEMBERS

L. McCarthy, CAO
K. Graham, City Clerk
C. Baird, Deputy City Clerk
J. Peters, Assistant City Clerk
B. Pearce, Director, Strategic Initiatives and Services
H. Reinhold, Deputy Director, Strategic Initiatives and Services
B. Themens, Director, Finance
L. Garber, Deputy Director, Finance
L. Orr, Manager, Business Services
M. Epp, Director, Planning
D. Pope, City Engineer
K. Magnusson, Deputy Director, Engineering
R. Skene, Manager, Facilities and Real Estate
C. Nichols, Manager, Human Resources
K. Chan, Manager, Client and Technical Services
J. Svancara, Budget Analyst
D. Cameron, Budget Analyst
L. Lensink, Environmental Technician
L. Herman, Coordinator, Community Development
M. Hunter, Manager, Parks and Environment
H. Turner, Director, North Vancouver Recreation and Culture
G. Houg, Manager, Maintenance and Engineering Services,
North Vancouver Recreation and Culture
C. Kennedy, Superintendent, RCMP
S. Fraser, Manager, Police Support Services
D. Pistilli, Fire Chief
T. Huckell, Committee Clerk

The meeting was called to order at 6:00 pm.

APPROVAL OF AGENDA

Moved by Councillor Hu, seconded by Councillor Girard

1. THAT the Regular Council Meeting Agenda of March 4, 2019 be amended by deferring Item 9 – “Harry Jerome Community Recreation Centre Update: Potential Cost Reductions and Enhanced Project Management Measures” to a future meeting when all Council members are present;

AND THAT the Agenda, as amended, be approved.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Moved by Councillor McIlroy, seconded by Councillor Hu

2. Regular Council Meeting Minutes, February 25, 2019

CARRIED UNANIMOUSLY

PROCLAMATIONS

Mayor Buchanan declared the following proclamations:

Stop the Sexual Exploitation of Children and Youth Awareness Week
– March 4 to 10, 2019

World Lymphedema Day – March 6, 2019

World Down Syndrome Day – March 21, 2019

Moved by Councillor Bell, seconded by Councillor Back

THAT the Public Input Period be extended to hear more than 5 speakers listed on the sign-up sheet.

CARRIED UNANIMOUSLY

PUBLIC INPUT PERIOD

- Ron Sostad, 231 East 15th Street, North Vancouver, spoke regarding notices of motion and climate change.
- Claire Booth, 1-251 West 6th Street, North Vancouver, spoke regarding the pool for the Harry Jerome Community Recreation Centre.
- Linda Heese, 1501-140 East Keith Road, North Vancouver, spoke regarding curling at the Harry Jerome Community Recreation Centre.
- Vicki McLeod, 4025 Mt. Seymour Parkway, North Vancouver, spoke regarding varied uses for the Harry Jerome Community Recreation Centre.

CONSENT AGENDA

Moved by Councillor Back, seconded by Councillor Bell

THAT Item 3 be removed from the “Consent Agenda”.

CARRIED UNANIMOUSLY

REPORT

3. E-Comm – Appointment of Richard Walton, Board of Directors Designate
– 2019-2020 Term – File: 01-0230-20-0016/2019

Report: City Clerk, February 25, 2019

Moved by Councillor Valente, seconded by Councillor Bell

PURSUANT to the report of the City Clerk, dated February 25, 2019, entitled “E-Comm – Appointment of Richard Walton, Board of Directors Designate – 2019-2020 Term”:

THAT Richard Walton be appointed to the E-Comm Board of Directors as the North Shore Designate for the 2019-2020 Term.

CARRIED UNANIMOUSLY

Moved by Councillor McIlroy, seconded by Councillor Back

THAT Council recess to the Finance Committee Meeting regarding the “2019 Financial Plan”.

CARRIED UNANIMOUSLY

The meeting recessed to the Finance Committee at 6:16 pm and reconvened at 6:39 pm.

RECOMMENDATION OF THE FINANCE COMMITTEE

4. 2019 Financial Plan – File: 05-1700-01-0001/2019

Report: Deputy Director, Finance, February 20, 2019

Moved by Councillor Bell, seconded by Councillor Girard

PURSUANT to the report of the Deputy Director, Finance, dated February 20, 2019, entitled “2019 Financial Plan”:

THAT the 2019-2028 Project Plan, dated March 4, 2019, be endorsed;

THAT the 2019 Financial Plan be approved;

AND THAT staff bring forward a Financial Plan Bylaw (2019 to 2028) that reflects an overall tax rate of 4.25%, including 0.1% for the Program Plan (operating), 1.3% for the Provincial Employer Health Tax, 2% for infrastructure reserves and 0.85% for New Items.

CARRIED UNANIMOUSLY

REPORTS

5. Public School Playground Enhancements – File: 05-1610-01-0001/2019

Report: Director, Finance, February 20, 2019

Moved by Councillor Girard, seconded by Councillor Hu

PURSUANT to the report of the Director, Finance, dated February 20, 2019, entitled “Public School Playground Enhancements”:

THAT staff review the Public School Playground Enhancements Policy and report back to Council with updates to provide funding for public school playground enhancements.

CARRIED UNANIMOUSLY

6. Electric Vehicle Charging Station User Fees – File: 11-5280-20-0004/1

Report: Environmental Sustainability Specialist, February 20, 2019

Moved by Councillor McIlroy, seconded by Councillor Hu

PURSUANT to the report of the Environmental Sustainability Specialist, dated February 20, 2019, entitled “Electric Vehicle Charging Station User Fees”:

THAT usage fees be introduced for public electric vehicle charging stations as outlined in the report;

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698” (Electric Vehicle Charging Stations) be considered;

AND THAT staff proceed with notification regarding the introduction of user fees at public electric vehicle charging stations.

Moved by Councillor McIlroy, seconded by Councillor Bell

THAT the motion be amended to add the following clause:

“THAT any surplus revenue be allocated for new electric vehicle infrastructure.”

Amendment motion, **CARRIED UNANIMOUSLY**

Main motion, as amended, **CARRIED UNANIMOUSLY**

BYLAW – FIRST, SECOND AND THIRD READINGS

7. “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations)

Moved by Councillor McIlroy, seconded by Councillor Hu

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations) be given first and second readings.

CARRIED UNANIMOUSLY

Moved by Councillor McIlroy, seconded by Councillor Hu

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations) be given third reading.

CARRIED UNANIMOUSLY

REPORTS

8. Council Appointments to the Civic Youth Awards and Centennial Scholarships
Committee – File: 01-0360-20-0010/2019

Report: Coordinator, Community Services, February 20, 2019

Moved by Councillor Girard, seconded by Councillor Back

PURSUANT to the report of the Coordinator, Community Services, dated February 20, 2019, entitled “Council Appointments to the Civic Youth Awards and Centennial Scholarships Committee”:

THAT Councillor McIlroy and Councillor Valente be appointed to the Civic Youth Awards and Grants Committee;

AND THAT the North Vancouver Board of Education be invited to appoint one City School Trustee to be a member of the Civic Youth Awards and Grants Committee to review the grant applications and youth award nominations submitted for the year 2019.

CARRIED UNANIMOUSLY

9. Harry Jerome Community Recreation Centre Update: Potential Cost Reductions and Enhanced Project Management Measures – File: 02-0800-30-0002/1

Report: Deputy Director, Strategic Initiatives and Services, February 25, 2019

Removed from the agenda.

PUBLIC CLARIFICATION PERIOD

Mayor Buchanan declared a recess at 7:02 pm for the Public Clarification Period and reconvened the meeting immediately after.

COUNCIL INQUIRIES

Nil.

NEW ITEMS OF BUSINESS

Nil.

NOTICES OF MOTION

Nil.

CITY CLERK'S RECOMMENDATION:

Moved by Councillor Back, seconded by Councillor McIlroy

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Sections 90(1)(e) [land matter], 90(1)(g) [potential litigation], 90(1)(i) [legal advice], and 90(2)(b) [contract negotiations].

CARRIED UNANIMOUSLY

The meeting recessed to the Committee of the Whole, Closed session, at 7:03 pm and reconvened at 9:08 pm.

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

10. Land Matter, Potential Litigation, Legal Advice and Contract Negotiations
– File: 02-0800-30-0002/1

Report: Director, Finance, February 27, 2019

Moved by Councillor McIlroy, seconded by Councillor Girard

PURSUANT to the report of the Director, Finance, dated February 27, 2019, regarding a land matter, potential litigation, legal advice and contract negotiations;

THAT the action taken by the Committee of the Whole, Closed Session, be ratified;

AND THAT the wording of the recommendation and the report of the Director, Finance, dated February 27, 2019, remain in the Closed session.

CARRIED

Councillor Back, Councillor Bell and Councillor Valente are recorded as voting contrary to the motion.

ADJOURN

Moved by Councillor Bell, seconded by Councillor Valente

THAT the meeting adjourn.

CARRIED UNANIMOUSLY

The meeting adjourned at 9:09 pm.

“Certified Correct by the City Clerk”

CITY CLERK

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PROCLAMATION

GREEN SHIRT DAY

- WHEREAS** while 90 per cent of Canadians support organ donation, a mere 20 per cent have registered as organ donors; and
- WHEREAS** following the Humboldt tragedy on April 6, 2018, Canada saw an increased rate of organ donor registration that became known as the “Logan Boulet Effect”; and
- WHEREAS** Green Shirt Day honours the memory of Logan Boulet and the impact of his generous act of organ donation, and encourages Canadians to consider following his selfless example by registering as organ donors;
- NOW THEREFORE** I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **April 7, 2019** as **GREEN SHIRT DAY** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, April 1, 2019

Mayor Linda Buchanan



PROCLAMATION

AUTISM AWARENESS MONTH

WHEREAS

Autism Spectrum Disorder is a developmental disability that causes difficulties in communication, social interaction and behavior that occurs in approximately one out of every 68 births; and

WHEREAS

Autism Spectrum Disorder is five times more common in boys than girls, currently has no known cure and depending on the level of severity can cause lifelong challenges; and

WHEREAS

increased awareness of this disorder is vital as early diagnosis and intervention, as well as the existence of specialized and community support services, can lead to significantly improved quality of life for those challenged with Autism Spectrum Disorder;

NOW THEREFORE

I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **April 2019** as **AUTISM AWARENESS MONTH** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, April 1, 2019

Mayor Linda Buchanan



THE CORPORATION OF THE CITY OF NORTH VANCOUVER

Regular Council Meeting – April 1, 2019

PUBLIC INPUT PERIOD

The Public Input Period is addressed in sections 12.20 to 12.28 of “Council Procedure Bylaw, 2015, No. 8500.”

The time allotted for each speaker appearing before Council during the Public Input Period is two minutes, with the number of speakers set at five persons. Speakers’ presentations will be audio and video recorded, as well as live-streamed on the Internet, and will form part of the public record.

To make a submission to Council during the Public Input Period, a person must complete the Public Input Period sign-up sheet at City Hall prior to the Regular Council Meeting. A person who fails to complete, or only partially completes, the Public Input Period sign-up sheet will not be permitted to make a submission to Council during the Public Input Period. The sign-up sheet will be available on the table in the lobby outside the Council Chamber from 5:30 pm until 5:55 pm before a Council meeting.

When appearing before Council, speakers are requested to state their name and address for the record. Speakers may display materials on the document camera at the podium in the Council Chamber and provide written materials to the City Clerk for distribution to Council, only if these materials have been provided to the City Clerk by 4:00 pm on the date of the meeting.

The Public Input Period provides an opportunity for input only, without the expectation of a response from Council, and places the speaker’s concern on record.

Speakers must comply with the General Rules of Conduct set out in section 5.1 of “Council Procedure Bylaw, 2015, No. 8500” and may not speak with respect to items as listed in section 12.25(2).

Speakers are requested not to address matters that refer to items from a concluded Public Hearing/Public Meeting and to Public Hearings, Public Meetings and Committee meetings when those matters are scheduled on the same evening’s agenda and an opportunity for public input is provided when the particular item comes forward for discussion.

Please address the Mayor as “Mayor, followed by his/her surname” or “Your Worship”. Councillors should be addressed as “Councillor, followed by their surname”.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

CONSENT AGENDA

Items *3 and *4 are listed in the Consent Agenda and may be considered separately or in one motion.

RECOMMENDATION:

THAT the recommendations listed within the “Consent Agenda” be approved.

START OF CONSENT AGENDA

CORRESPONDENCE

- *3. Board in Brief, Metro Vancouver Regional District, February 22, 2019
– File: 01-0400-60-0006/2019

Re: Metro Vancouver – Board in Brief

RECOMMENDATION:

THAT the correspondence of Metro Vancouver, dated February 22, 2019, regarding the “Metro Vancouver – Board in Brief”, be received and filed.

For Metro Vancouver meetings on Friday, February 22, 2019

Please note these are not the official minutes. Board in Brief is an informal summary. Material relating to any of the following items is available on request from Metro Vancouver. For more information, please contact Greg.Valou@metrovanancouver.org or Kelly.Sinowski@metrovanancouver.org

Metro Vancouver Regional District**Barnston Island Agricultural Viability Study****RECEIVED**

The Board received for information the Barnston Island Agricultural Viability Study, prepared by Upland Consulting with input from Barnston Island residents and agricultural experts. The Board will also forward a copy of the study to the Ministry of Transportation and Infrastructure, Ministry of Agriculture, and the Agricultural Land Commission, and directed staff to report back with an action plan considering the study's eight recommendations.

MVRD Renewal of Second Mortgage with MVHC's Cedarwood Place**APPROVED**

Cedarwood Place is a Metro Vancouver Housing Corporation complex located at 7260 Granville Avenue in Richmond containing 73 one-bedroom apartments for seniors.

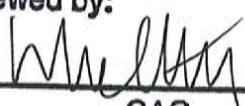
The Board approved continuing to provide second mortgage financing for Cedarwood Place in the remaining amount of \$4,162,365. The mortgage will be for another five-year term, and will have a variable interest rate based upon Metro Vancouver's internal rate of return on investments. The Board also directed the Corporate Officer to publish in a newspaper, pursuant to requirements of Section 185 of the Local Government Act, Metro Vancouver's intention to lend money to the MVHC.

MVRD Renewal of Internal Mortgages with MVHC's Regal Place Hotel, Manor House and Crown Manor**APPROVED**

The Board approved continuing to provide first mortgage financing on three MVHC properties. The mortgages will be for another five-year term, and will have a variable interest rate based upon Metro Vancouver's internal rate of return on investments:

- Regal Place Hotel property at 144 West Hastings Street, Vancouver BC, in the principal amount of \$459,048 due for renewal March 15, 2019;
- Manor House property at 145 West 5th Street, North Vancouver, BC, in the principal amount of \$1,292,933, due for renewal March 15, 2019; and
- Crown Manor property at 430 9th Street, New Westminster, BC, in the principal amount of \$771,675, due for renewal July 15, 2019;

The Board also directed the Corporate Officer to publish in the newspaper, pursuant to requirements of Section 185 of the Local Government Act, Metro Vancouver's intention to lend money to the MVHC.

Reviewed by:

CAO

2019 – 2023 Financial Plan – Aboriginal Relations**RECEIVED**

The Board received a report that sets out information regarding the 2019 budget and five-year financial plan for Metro Vancouver's Aboriginal Relations function. The 2019 budget for the function increased by \$193,035 as compared to the 2018 budget. This increase is attributed primarily to the addition of a new Program Manager position and includes salary, benefits, furniture and hardware purchases, training, and potential professional membership fees. The new Program Manager position was recommended in order to meet increasing expectations and obligations related to Metro Vancouver's communication and engagement with First Nations within the region.

Appointment of the 2019 Local Government Treaty Table Representative to the Katzie Negotiations**APPROVED**

The Board appointed Councillor Steve Ferguson, Langley Township, as the local government treaty table representative to the Katzie negotiations for 2019.

Appointment Metro Vancouver's 2019 Representative to UBCM Indigenous Relations Committee**APPROVED**

The Board appointed Chief Bryce Williams, Vice-Chair of Metro Vancouver's Aboriginal Relations Committee, to the Union of British Columbia Municipalities' (UBCM) Indigenous Relations Committee for 2019.

Appointment of a Metro Vancouver Observer to the Fraser Valley Aboriginal Relations Committee for 2019**APPROVED**

The Board appointed Councillor Bonita Zarrillo, City of Coquitlam, as the Metro Vancouver Aboriginal Relations Committee observer to the Fraser Valley Aboriginal Relations Committee meetings for 2019.

Quarterly Report on Reconciliation Activities**RECEIVED**

The Board received a report with a quarterly update on reconciliation activities involving Metro Vancouver and local governments as per the Committee's recommendation.

Overview of the Transit-Oriented Affordable Housing Study**RECEIVED**

The Board received a report with an overview of the Transit-Oriented Affordable Housing Study, which is a major multi-year policy research initiative undertaken in partnership with a diverse group of partners to expand the knowledge base among practitioners and decision-makers about how best to increase the affordable rental housing supply in the region, especially in transit-oriented locations.



Request for Sanitary Service Connection at 13112 Alouette Road, Maple Ridge

APPROVED

The City of Maple Ridge requested an extension to a sanitary service connection for a new single detached dwelling at 13112 Alouette Road. The new dwelling is proposed to be located within the existing FSA boundary. The Board resolved that the extension of sewerage services is consistent with the provisions of Metro Vancouver 2040: Shaping Our Future.

Request for Sanitary Service Connection at 13176 Alouette Road, Maple Ridge

APPROVED

The City of Maple Ridge requested an extension to a sanitary service connection to a new detached dwelling at 13176 Alouette Road.

The Board resolved that the extension of GVS&DD sewerage services is consistent with the provisions of Metro Vancouver 2040: Shaping Our Future.

Grouse Mountain Regional Park – Grant Funding Application, Canada Infrastructure Program

APPROVED

The Grouse Mountain Management Plan, adopted by the MVRD Board in 2018, identified several improvements to the regional park including new trail heads, upgrades to the Grouse Grind and the BCMC Trails, new trail development and operational storage. There is an opportunity to advance some of these upgrades through the Investing in Canada Infrastructure Program - Community, Culture and Recreation, which is a Federal capital program which creates long-term economic growth, builds inclusive, sustainable communities and supports a low carbon, green economy.

The Board endorsed the grant funding application for Grouse Mountain Regional Park - Trail and Amenity Improvements through the Investing in Canada Infrastructure Program - Community, Culture and Recreation.

Regional Parks George Ross Legacy Stewardship Program & Administration Agreement

APPROVED

The Board endorsed the amendments to the George Ross Legacy Stewardship Program as outlined in the report and approved the Administration Agreement between the Metro Vancouver Regional District and the Pacific Parklands Foundation for a term commencing February 22, 2019 and ending December 31, 2021, to annually disburse Legacy Reserve Fund interest earned annually during the term of this agreement, pending the fulfillment of legal requirements of the Local Government Act to provide notice of intention as described in the report.



Regional Parks Volunteer Services Update

RECEIVED

The Board received for information a report about volunteer services in Regional Parks.

Volunteers provide many benefits to Regional Parks Volunteer Program. The contributions from volunteers has been a significant factor in the success of the regional parks system for over 50 years. The Regional Parks Volunteer Framework will provide ongoing guidance to staff who support volunteers delivering Regional Parks services.

Release of the Independent Technical Review of the George Massey Crossing

RECEIVED

The Board received a report with information on the recently released Independent Technical Review of the George Massey Crossing, including background information on the initial George Massey Tunnel Replacement Project, and next steps.

Board and Committee Meeting Minutes and Voting Provisions

**RECEIVED
APPROVED**

The Finance and Intergovernment Committee's 2019 Work Plan included a review of the Board's Procedure Bylaw, specifically with respect to recording in the meeting minutes the names of members who voted in opposition to a question.

The Board received the report for information and endorsed the status quo, as presented as Option 1 in the report, whereby names of a Committee or Board member who vote in the negative, will be recorded in the minutes upon request by the member(s).

2019 Regional Clothing Waste Reduction Campaign

RECEIVED

Clothing is one of the fastest growing waste streams in Metro Vancouver due to rapidly changing fashion trend cycles and low prices, leading to increased clothing consumption and disposal. A regional clothing waste reduction campaign will be launched the week of February 18, 2019 and will run for eight weeks. The campaign platform will ask residents to "THINK THRICE ABOUT YOUR CLOTHES," with the supporting tagline to "Reduce, Repair and Re-use to Minimize Waste." The 2019 campaign will focus on educating residents about the issue of clothing waste in the region, while providing tips and information to assist residents in making more informed and sustainable decisions with regard to purchasing, caring for, and disposing of their clothing. Creative materials and collateral will be shared with members so they can support the campaign through their own communications channels.

The Board received the report for information.

2019 Regional District Sustainability Innovation Fund Applications**APPROVED**

The Regional District Sustainability Innovation Fund was created by the Board in 2004 to provide financial support to Regional District projects that contribute to the region's sustainability. The Board approved the allocation from the Regional District Sustainability Innovation Fund for the following projects:

- Climate Literacy Modules: \$160,000 over two years starting in 2019
- Sustainable Infrastructure and Buildings Design Guide: \$150,000 over two years starting in 2019
- Integrated Transit-Oriented Affordable Housing Implementation Calculator: \$100,000 in 2019

Electoral Area A Director Resignation from Office**RECEIVED**

The Board received for information the notification of the resignation of Director Justin LeBlanc from the office of Director for MVRD Electoral Area A.

MVRD Security Issuing Bylaw No. 1276, 2018**APPROVED**

The proposed Security Issuing Bylaw, in conjunction with the approved GVS&DD Borrowing Bylaw, provides the necessary authorization for the MVRD to borrow up to \$2,100,000,000 on behalf of the GVS&DD as and when required.

The Board passed and finally adopted Metro Vancouver Regional District Security Issuing Bylaw No. 1276, 2018; and forwarded Metro Vancouver Regional District Security Issuing Bylaw No. 1276, 2018 to the Inspector of Municipalities for Certificate of Approval.

**Metro Vancouver Regional District Security Issuing Bylaw No. 1276, 2018
Regarding GVS&DD Borrowing Bylaw No. 321, 2018****APPROVED**

The Metro Vancouver Regional District Security Issuing Bylaw No. 1276, 2018, grants the necessary authority for the MVRD to secure \$2,100,000,000 in long-term financing through the MFA on behalf of the GVS&DD.

The MVRD Board gave first, second and third readings to Metro Vancouver Regional District Security Issuing Bylaw No. 1276, 2018; and forwarded it to the Inspector of Municipalities for statutory approval.

**MVRD Notice of Bylaw Violation Enforcement and Dispute Adjudication
Amending Bylaw No. 1281, 2019****APPROVED**

The Board gave first, second and third readings to Metro Vancouver Regional District Notice of Bylaw Violation Enforcement and Dispute Adjudication Amending Bylaw No. 1281, 2019; then passed and finally adopted it.

MVRD Ticket Information Utilization Amending Bylaw No. 1282, 2019**APPROVED**

The Board gave first, second and third readings to Metro Vancouver Regional District Ticket Information Utilization Amending Bylaw No. 1282, 2019; then passed and finally adopted the bylaw.

Greater Vancouver Water District**Water Wagon Program 2018 Results****RECEIVED**

The Board received for information a report summarizing the Water Wagon program for 2018.

In 2018, the Water Wagon visited 15 Member jurisdictions, delivering 37,385 servings of water and engaging residents in 5,563 in-depth conversations about our water system and conservation.

The introduction of a new Water Wagon model in 2018 (replacing the previous water wagon which had been in place for the past seven years), with simplified logistical requirements, also increased the program's effectiveness. Procurement of a second 'tanker style' Water Wagon for the 2019 season is underway, which will allow the program to attend a larger variety and number of regional events, with increased opportunities for educating the public about Metro Vancouver's drinking water.

Regional Water Conservation Campaign and Water Regulations Communications 2018 Results**RECEIVED**

An important component of Metro Vancouver's Board Strategic Plan includes communication initiatives to ensure water resources are conserved and efficiently used throughout the region.

For 2018, promotional activities to create awareness for the updated watering regulations expanded, to notify residents of the changes. Metro Vancouver communicated the watering regulations prior to the May 1 activation date via advertising across the region and media engagement, and through a range of items distributed to Members for public education and enforcement. In its third year, the regional water conservation campaign continued to build on the successes of previous years, with a focus on encouraging household conservation and increasing public awareness of Metro Vancouver's water system. The campaign entered market in mid-April, with an emphasis on water resource education, before shifting to a conservation message in the warmer and drier summer months.

Campaign advertising appeared in a variety of news media, on social media and digital platforms and through opportunities secured by Members. These promotional efforts contributed to an increase in website page views over 2017 benchmarks with a 122% increase, from 24,528 page views to 54,377.

The Board received the report for information.

Drinking Water Management Plan Overview**RECEIVED**

The Board received for information a report that provides an overview of the 2011 Drinking Water Management Plan and the proposed approach and schedule for developing an updated DWMP.

The DWMP is not a provincially mandated Plan and was developed on a collaborative basis by the GVWD and its members. Consequently, the proposed approach and schedule for updating the Plan provides for significant input from member jurisdiction staff, the Water Committee, and the Board on an ongoing and concurrent basis. The proposed approach is consistent with the 2019 Work Plan priorities for the Water Committee, and provides an opportunity to incorporate the Board's strategic direction on drinking water initiatives into an updated DWMP.

Metro Vancouver's Procurement Process for Vendor Selection**RECEIVED**

Procurement activities at Metro Vancouver are conducted in accordance with the Board's Procurement and Real Property Contracting Authority Policy and are consistent with the requirements outlined in the Laws of Competitive Bidding and the various legislated trade agreements. Metro Vancouver maintains a procurement process with various points of oversight throughout to ensure each award has been conducted with the intent of achieving best value for the organization. While achieving best value, the process also ensures that the competition meets the organization's other procurement principles to seek competition in the marketplace and remain open, transparent, and non-discriminatory with those that compete for Metro Vancouver opportunities.

The Board received the report for information.

2019 Water Sustainability Innovation Fund Applications**APPROVED**

The Board approved the allocation from the Water Sustainability Innovation Fund for the following projects:

- Next Generation Snowpack Monitoring: \$160,000 over two years starting in 2019
- Treating Potential Emerging Contaminants at the Seymour Capilano Filtration Plant: \$300,000 over two years starting in 2020

Greater Vancouver Sewage and Drainage District**Northwest Langley Wastewater Treatment Projects – Project Status Update****RECEIVED**

Northwest Langley Wastewater Treatment Projects include an upgraded treatment plant, a new pump station, a new forcemain and river crossing, and a new outfall into the Fraser River. In addition, a storage tank will be constructed adjacent to the pump station, aimed at eliminating overflows in the Pitt Meadows/Maple Ridge area. Staff worked with impacted and interested groups, individuals, municipalities and First Nations to ensure concerns were identified and addressed through the project definition phase. Currently the first phase of ground improvements is being constructed on the

treatment plant site with tenders for the detailed design services for the new plant anticipated to close in March. The new pump station/storage tank and river crossing are currently in detailed design and expected to be tendered for construction later this year. The new outfall, in Parsons Channel, will be tendered later this year for the preliminary and detailed design. Treatment plant construction is expected to start in 2022 and commissioning of the new plant in late 2026. The project components are expected to cost \$1.329B. The project team is working to a 2026 completion for all components of the treatment system.

The Board received the report for information.

Climate Change Impacts on Precipitation and Stormwater Management

RECEIVED

A recent study generated future rainfall projections for moderate and high future climate scenarios. Significant increases in rainfall intensity due to climate change are expected: a 20 to 45% increase by 2050, and a 40 to 75% increase by 2100. Intense rainfall events will occur more frequently.

Infrastructure upgrades are required to maintain current levels of service for stormwater management and local flood protection in the future climate. Vulnerability and risk assessments of existing infrastructure are recommended to reflect risk thresholds and prioritize climate change adaptation measures to be incorporated into long-range capital plans. Climate change adaptation planning is coordinated between Metro Vancouver and member jurisdictions for areas where Metro Vancouver provides major drainage services. In addition, forums such as the Regional Engineers Advisory Committee and the Stormwater Inter-Agency Liaison Group facilitate the sharing of best practice, research and policies among members.

The Board received the report for information.

Metro Vancouver's Procurement Process for Vendor Selection

RECEIVED

Procurement activities at Metro Vancouver are conducted in accordance with the Board's Procurement and Real Property Contracting Authority Policy and are consistent with the requirements outlined in the Laws of Competitive Bidding and the various legislated trade agreements. Metro Vancouver maintains a procurement process with various points of oversight throughout to ensure each award has been conducted with the intent of achieving best value for the organization. While achieving best value, the process also ensures that the competition meets the organization's other procurement principles to seek competition in the marketplace and remain open, transparent, and non-discriminatory with those that compete for Metro Vancouver opportunities.

Competitions are conducted using various procurement processes, with the majority being either an Invitation to Tender or a Request for Proposal. Project complexity will dictate whether a two-stage process is required to solicit interest from the marketplace. Where evaluation considerations extend beyond low bid, staff utilize an extensive list of criteria to ensure that an award is made to a vendor with a proven track record of completing projects on time, on budget and as designed.

The Board received the report for information.

Award of a Contract Resulting from Request for Proposal (RFP) No. 18-129: Iona Island Wastewater Treatment Plant Biosolids Dewatering Facility Project**APPROVED**

The Board approved the award of a contract in an amount of up to \$50,679,095 (exclusive of taxes) to NAC Constructors Ltd. resulting from RFP No. 18-129: Iona Island Wastewater Treatment Plant Biosolids Dewatering Facility; and authorized the Commissioner and the Corporate Officer to execute the contract.

Recycling and Waste Case Studies**RECEIVED**

Metro Vancouver has prepared a series of case studies to illustrate the importance of updates to the Metro Vancouver solid waste regulatory framework, including two bylaws currently before the Minister of Environment and Climate Change Strategy. Following receipt of the case studies by the Board, they will be forwarded to the Minister of Environment and Climate Change Strategy for information.

The Board received the report for information.

Response to Waste Management Association of BC Delegation at the January 10, 2019 Zero Waste Committee Meeting**RECEIVED**

At the January 10, 2019 Zero Waste Committee meeting, a delegation from the Waste Management Association of BC appeared before the Committee to discuss the Zero Waste Committee 2019 Priorities and Work Plan.

The Board received for information the response to the delegation presentation and summary provided by Josh JasenVandoorn representing the Waste Management Association of BC.

Solid Waste Regulatory Framework Update**REFERRED**

The Board referred this report back to staff to report back to Zero Waste Committee with more information.

Single-Use Item Reduction Approach**APPROVED**

The Board will write the Minister of Municipal Affairs and Housing and the Minister of Environment and Climate Change Strategy expressing support for the Union of British Columbia Municipalities' resolution requesting that a provincial single-use item reduction strategy be put in place.

Single-use items are a significant issue from a waste and environmental perspective and many jurisdictions are taking action to reduce these items. In 2018, The Union of British Columbia Municipalities passed a resolution recommending that the Province develop a single-use item reduction strategy. Staff recommend alternative 1 that the Board write the Minister of Environment and Climate



Change Strategy and the Minister of Municipal Affairs and Housing supporting the Union of British Columbia Municipalities' resolution requesting a provincial single-use strategy.

2019 Liquid Waste Sustainability Innovation Fund Applications

APPROVED

The Board approved the allocation from the Liquid Waste Sustainability Innovation Fund for the following projects:

- Multiphase Composite Coating for Sewer Pipe Protection: \$620,000 over four years starting in 2019
- Pump Station Optimization: \$330,000 over three years starting in 2019
- Reinventing the Wastewater Biomass Process Within a Circular Economy: \$2,985,000 over six years starting in 2019

Delegations Received at Committee – February 2019

RECEIVED

The Board received a report containing summaries of delegations to committees:

Liquid Waste Committee

- Rick and Makai Genovese

Zero Waste Committee

- Michael Zarbl, Major Appliance Recycling Roundtable (MARR) BC

Greater Vancouver Sewerage and Drainage District Borrowing Bylaw No. 321, 2018

APPROVED

The Board passed and finally adopted Greater Vancouver Sewerage and Drainage District Borrowing Bylaw No. 321, 2018. adoption of Greater Vancouver Sewerage and Drainage District Borrowing Bylaw No. 321, 2018 to provide the long term capital borrowing authority requirements of the next five years for the GVS&DD and to authorize the issuance of debenture debt for this purpose through the MVRD and the Municipal Finance Authority of British Columbia in the aggregate amount of \$2,100,000,000.

Metro Vancouver Housing Corporation

Tenant Relocation Due to Redevelopment

RECEIVED

The Board received for information a report on operational practice to relocate tenants with adherence to the requirements of the Residential Tenancy Act and Municipal provisions when tenants need to relocate due to redevelopment.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

CONSENT AGENDA – Continued

BYLAW – ADOPTION

- *4. “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations)

RECOMMENDATION:

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698” (Electric Vehicle Charging Stations) be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

END OF CONSENT AGENDA

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8698

A Bylaw to amend “Street and Traffic Bylaw, 1991, No. 6234”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698**” (Electric Vehicle Charging Stations).
2. “Street and Traffic Bylaw, 1991, No. 6234” is hereby amended as follows:
 - A. Part 3 – Definitions by adding the following definitions:
 - 302.14.3 “Electric Vehicle” means any vehicle that operates, either partially or exclusively, on electrical energy from an off-board source, that is stored on-board for motive purpose; but for the purposes of this by-law, does not include vehicles that cannot be licensed by the Insurance Corporation of British Columbia.
 - 302.14.4 “Electric Vehicle Charging Station” is a battery charging station that is available for public use for the purpose of transferring electric energy to a battery in an Electric Vehicle.
 - 302.30.1 “Network Card” is a card provided by a network operator that activates a Parking Meter for the purposes of initiating a session and collecting payments.
 - B. Part 3 – Definitions by replacing the definition of “Parking Meter” with the following:
 - 302.33 “Parking Meter” means a device or other method of controlling parking by the requirement of payment or deposit of a parking fee, including an Electric Vehicle Charging Station.

C. Part 13 – Parking Meters by replacing section 1303.2 with the following:

1303.2 Payment by a credit card, Network Card, smartphone application or special device issued by the City, shall be in lieu of coinage for those Parking Meters specifically equipped to accommodate such methods of payment.

READ a first time on the 4th day of March, 2019.

READ a second time on the 4th day of March, 2019.

READ a third time on the 4th day of March, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

CORRESPONDENCE

5. Viveca Ellis, Campaign Coordinator, BC Poverty Reduction Coalition
– #AllOnBoard Campaign, February 22, 2019 – File: 16-8310-01-0001/2019

Re: #AllOnBoard Campaign

RECOMMENDATION:

THAT the correspondence from Viveca Ellis, Campaign Coordinator, BC Poverty Reduction Coalition, dated February 22, 2019, regarding the “#AllOnBoard Campaign”, be received with thanks.

Evaluating Transportation Equity

Guidance For Incorporating Distributional Impacts in Transportation Planning

11 June 2014

by
Todd Litman
Victoria Transport Policy Institute



Abstract

Equity refers to the fairness with which impacts (benefits and costs) are distributed. Transportation planning decisions often have significant equity impacts. Transport equity analysis can be difficult because there are several types of equity, many potential impacts to consider, various ways to measure impacts, and many possible ways to categorize people. This report provides practical guidance for evaluating transportation equity. It defines various types of equity and equity impacts, and describes practical ways to incorporate equity evaluation and objectives in transport planning.

Originally published as
Todd Litman (2002), "Evaluating Transportation Equity," *World Transport Policy & Practice*
(http://ecoplan.org/wtpp/wt_index.htm), Volume 8, No. 2, Summer, pp. 50-65.

Todd Litman © 1997-2014

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Executive Summary

Equity refers to the distribution of impacts (benefits and costs) and whether that distribution is considered fair and appropriate. Transportation equity analysis is important and unavoidable; transport planning decisions often have significant equity impacts, and equity concerns often influence planning debates. Most practitioners and decision-makers sincerely want to achieve equity objectives. However, transport equity can be difficult to evaluate because there are various types, impacts, measurement units, and categories of people to consider, as summarized in Table ES-1.

Table ES-1 Equity Evaluation Variables

Types of Equity	Impacts	Measurement	Categories of People
Horizontal Equal treatment of equals Vertical With-Respect-To Income And Social Class Transport affordability Housing affordability Impacts on low-income communities Fare structures and discounts Industry employment Service quality in lower-income communities Vertical With-Respect-To Need And Ability Universal design Special mobility services Disabled parking Service quality for non-drivers	Public Facilities and Services Facility planning and design Public funding and subsidies Road space allocation Public involvement User Costs and Benefits Mobility and accessibility Taxes, fees and fares Service Quality Quality of various modes Congestion Universal design External Impacts Congestion Crash risk Pollution Barrier effect Hazardous material and waste Aesthetic impacts Community cohesion Economic Impacts Economic opportunities Employment and business activity Regulation and Enforcement Traffic regulation Regulations and enforcement Regulation of special risks	Per capita Per adult Per commuter or peak-period travel Per household Per Unit of Travel Per vehicle-mile/km Per passenger-mile/km Per trip Per commute or peak-period trip Per dollar Per dollar user fees Per dollar of subsidy Cost recovery	Demographics Age and lifecycle stage Household type Race and ethnic group Income class Quintiles Poverty line Lower-income areas Ability People with disabilities Licensed drivers Geographic location Jurisdictions Neighborhood and street Urban/suburban/rural Mode and Vehicle Type Pedestrians People with disabilities Cyclists & motorcyclists Motorists Public transit Industry Freight Public transport Auto and fuel industries Trip Type Emergency Commutes Commercial/freight Recreational/tourist

There are various types, impacts, measurement units and categories to consider in equity analysis.

How equity is defined and measured can significantly affect analysis results. It is important that people involved in transport planning understand these issues. There is no single way to evaluate transport equity; it is generally best to consider various perspectives and impacts. A planning process should reflect each community's concerns and priorities, so public involvement is important for equity analysis.

Introduction

Equity (also called *justice* and *fairness*) refers to the distribution of impacts (benefits and costs) and whether that distribution is considered fair and appropriate. Transportation planning decisions can have significant and diverse equity impacts:

- The quality of transportation available affects people's economic and social opportunities.
- Transport facilities, activities and services impose various indirect and external costs, such as congestion delay and accident risk imposed on other road users, infrastructure costs not funded through user fees, pollution, and undesirable land use impacts.
- Transport expenditures represent a major share of most household, business and government expenditures.
- Transport facilities require significant public resources (tax funding and road rights of way), the allocation of which can favor some people over others.
- Transport planning decisions can affect development location and type, and therefore accessibility, land values and local economic activity.
- Transport planning decisions can affect employment and economic development which have distributional impacts.

Transportation equity analysis can be difficult because there are several types of equity to consider, numerous impacts and ways of measuring those impacts, and various ways that people can be grouped for equity analysis. A particular decision may seem equitable when evaluated one way but inequitable when evaluated another.

Equity analysis is important and unavoidable. Equity concerns often influence transportation policy and planning decisions, and most practitioners and decision-makers sincerely want to address these concerns. However, there is little guidance for performing comprehensive transport equity analysis. Many existing evaluation tools focus on a narrow set of impacts on a particular group of people. Transport equity analysis is often ad hoc, based on the concerns and values of the stakeholders involved in a planning process; other, equally significant impacts may be overlooked or undervalued

This report provides an overview of transport equity issues, defines various types of transportation equity, discusses methods of evaluating equity impacts, and describes ways to incorporate equity analysis into transportation decision-making.

Transportation Equity Evaluation

This section discusses various ways to define and measure transportation equity impacts.

Types of Transportation Equity

There are three major categories of transportation equity.

1. Horizontal Equity

Horizontal equity (also called *fairness* and *egalitarianism*¹) concerns the distribution of impacts between individuals and groups considered equal in ability and need. According to this definition, equal individuals and groups should receive equal shares of resources, bear equal costs, and in other ways be treated the same. It means that public policies should avoid favoring one individual or group over others, and that consumers should “get what they pay for and pay for what they get” from fees and taxes unless a subsidy is specifically justified.²

2. Vertical Equity With Regard to Income and Social Class

Vertical equity (also called *social justice*, *environmental justice*³ and *social inclusion*⁴) is concerned with the distribution of impacts between individuals and groups that differ in abilities and needs, in this case, by income or social class. By this definition, transport policies are equitable if they favor economically and socially disadvantaged groups, therefore compensating for overall inequities.⁵ Policies favoring disadvantaged groups are called *progressive*, while those that excessively burden disadvantaged people are called *regressive*. This definition is used to support affordable modes, discounts and special services for economically and socially disadvantaged groups, and efforts to insure that disadvantaged groups do not bear excessive external costs (pollution, accident risk, financial costs, etc.).

3. Vertical Equity With Regard to Mobility Need and Ability

This is concerned with the distribution of impacts between individuals and groups that differ in mobility *ability and need*, and therefore the degree to which the transportation system meets the needs of travelers with mobility impairments. This definition is used to support *universal design* (also called *accessible* and *inclusive* design), which means that transport facilities and services accommodate all users, including those with special needs.

These different types of equity often overlap or conflict. For example, horizontal equity requires that users bear the costs of their transport facilities and services, but vertical equity often requires subsidies for disadvantaged people. Therefore, transport planning often involves making tradeoffs between different equity objectives.

¹ *Egalitarianism* means treating everybody equally, regardless of factors such as race, gender or income.

² Neutral public policies and cost-based pricing are also *economic efficiency* principles, as discussed later.

³ *Environmental justice* is defined as the “equitable distribution of both negative and positive impacts across racial, ethnic, and income groups, with the environment defined to incorporate ecological, economic, and social effects” (Alsnih and Stopher 2003).

⁴ *Social inclusion* means everybody can participate adequately in important activities and opportunities, including access to services, education, employment, and decision-making (Litman 2003b; Lucas 2004).

⁵ Rawls (1971) provides a theoretical basis for vertical equity. He argued that primary social goods (liberty, opportunity and wealth) should be distributed equally or to favor less advantaged people.

Impact Categories

Transport equity can involve various impacts (costs and benefits), such as those listed below.

Public Facilities and Services

- Amount and distribution of public funds for transport facilities and services.
- Parking requirements imposed on developers, businesses and residents.
- Government subsidies and tax exemptions for transportation industries.
- Use of tax-exempt public land for transportation facilities.
- Planning and design of transportation facilities.
- Degree of public involvement in transport planning.

User Costs and Benefits

- Overall level of mobility and accessibility (passenger-miles, trips, ability to reach activities).
- Vehicle ownership and operating expenses.
- Vehicle taxes and government fees, and fuel taxes.
- Road tolls and parking fees (including exemptions and discounts).
- Public transportation fares (including exemptions and discounts).
- Fitness (use of physically active modes, such as walking and cycling).
- Cost recovery and subsidies (portion of costs borne by a particular activity or group).

Service Quality

- Number of travel modes available in an area (walking, cycling, private automobile, vehicle rentals, public transportation, taxi, rail, air travel, delivery services, etc.).
- Roadway quality (traffic speeds, delay, safety, physical condition, etc.).
- Parking facility supply, location, regulation, price and design.
- Public transportation service quality (frequency, speed, reliability, safety, comfort, etc.).
- Land use accessibility (density, mix, connectivity, location of activities, etc.).
- Universal design (accommodation of people with disabilities and other special needs).

External Impacts

- Traffic congestion and risk an individual or vehicle class imposes on other road users.
- Air, noise and water pollution emissions.
- Barrier effect (delay that roads and railroads cause to nonmotorized travel).
- Transport of hazardous material and disposal of hazardous waste.
- Aesthetic impacts of transportation facilities and traffic activity.
- Impacts on community livability.

Economic Impacts

- Access to education and employment, and therefore economic opportunities.
- Impacts on business activity, property values, and economic development in an area.
- Distribution of expenditures and employment (who gets contracts and jobs).

Regulation and Enforcement

- Regulation of transport industries (public transportation, trucking, taxis, etc.)
- Traffic and parking regulation and enforcement.
- Regulation of special risks (railroad crossings, airport security, hazardous material, etc.).

Measurement Methods

Transportation impacts can be measured in various ways that affect equity analysis.

Definition of Transportation (Mobility- Versus Accessibility-Based Planning)

Transportation analysis is affected by how transport is defined and evaluated (CTS 2006). Conventional planning tends to evaluate transport based on *mobility* (physical travel), using indicators such as traffic speed and roadway level-of-service. However, mobility is seldom an end in itself, the ultimate goal of most transport activity is *accessibility*, which refers to people's ability to reach desired services and activities. Various factors can affect accessibility including mobility, transport network connectivity and affordability, the geographic distribution of activities, and mobility substitutes such as telecommunications and delivery services (Litman 2003a).

This has important equity implications. Mobility-based planning tends to favor faster modes and longer trips over slower modes and shorter trips, and therefore motorists over non-drivers. For example, evaluating transport system performance based on roadway level-of-service tends to justify roadway expansion projects, despite the tendency of wider roads and increased traffic speeds to degrade walking and cycling conditions (called the *barrier effect*), and since most public transit trips include walking links, to reduce transit access. Only by using accessibility-based evaluation can such tradeoffs, and their equity impacts, be considered.

Table 1 Transportation Evaluation Perspectives (Litman 2003)

	Mobility	Accessibility
Definition of Transportation	Vehicle travel	Ability to obtain desired services and activities
Measurement units	Vehicle-miles/kms	Trips, generalized costs
Modes considered	Automobile, truck and transit	Non-motorized, motorized, mobility substitutes
Common indicators	Vehicle traffic speeds, roadway Level of Service, costs per vehicle-mile	Quality of available transport options, average trip distances, costs per trip
Favored transportation improvement strategies	Roadway and parking facility expansion	Improvements to various modes, transport demand management, smart growth development policies

This table compares mobility- and accessibility-based transport planning.

Accessibility-based analysis expands the range of impacts and options considered in planning. It recognizes the important roles that non-motorized and public transport can play in an efficient and equitable transport system, considers impacts such as the barrier effect and dispersed development on accessibility, and expands transport improvement options to include improvements to alternative modes, increased transport network connectivity, more accessible land use development, and improved telecommunications and delivery services. This provides more comprehensive equity evaluation.

Basic Accessibility and Mobility

Basic (also called *essential* or *lifeline*) *accessibility* refers to people's ability to reach activities that society considers basic or essential, such as those listed below. *Basic mobility* refers to travel that provides basic access.

Basic Goods, Services and Activities

- Emergency services (police, fire, ambulances, etc.).
- Public services and utilities (garbage collection, utility maintenance, etc.).
- Health care (medical clinics, rehabilitation services, pharmacies, etc).
- Basic food and clothing.
- Education and employment (commuting).
- Some social and recreational activities.
- Mail and package distribution.
- Freight delivery.

Basic access can be considered a “merit good” and even a right (Hamburg, Blair and Albright 1995). This is why, for example, emergency, service and high occupant vehicles are often given priority in traffic and parking, why public transit services are often subsidized, and why there are standards to insure that transport systems accommodate people with disabilities.

The concept of basic access is important for transport equity analysis. It means that transport activities and services can be evaluated and prioritized according to the degree to which they provide basic access. Transport equity analysis often requires determining which goods, services and activities are considered basic, and the quality of transport services can be considered adequate to satisfy basic access needs. These standards can be based on the quality of service that people would consider adequate if they were ever mobility disadvantaged, for example, becoming a non-driver due to physical disability or financial constraints (Rawls 1971).

Measurement Units

Transportation activities and impacts can be measured in various ways that can affect analysis results. Impacts are often compared using various *reference units*, such as per-capita, per-trip, per-passenger-mile, or per-dollar. The scope of impacts considered in analysis can vary significantly. For example, costs can include capital, operating or total expenditures; for a single year or several years; expenditures by a particular agency, a particular level of government, all levels of government, or by society overall (for example, including parking subsidies and pollution damages). Geographic areas and demographic groups can be defined in various ways.

Reference units reflect various assumptions and perspectives. For example, *per capita* analysis assumes that every person should receive an equal share of resources. *Per-mile* or *per-trip* analysis assumes that people who travel more should receive more resources. *Cost recovery* analysis assumes that people should receive public resources in proportion to how much they pay in fees and taxes. Table 2 summarizes the equity implications of various reference units often used for transport impact analysis.

Table 2 **Equity Implications of Different Reference Units**

Unit	Description	Equity Implications
Congestion impacts	Transport system performance is evaluated based on roadway level-of-service (LOS) or estimated congestion costs, and improvements are evaluated based on their cost efficiency in reducing congestion delays	Favors people who most often drive on congested roads over people who seldom or never use such facilities
Vehicle Miles Traveled (VMT)	Transport investments are evaluated according to which route or mode can increase vehicle travel at the least cost	Favors people who drive their automobile more mileage than average
Passenger Miles Traveled (PMT)	Transport investments are evaluated according to the most cost-effective way of increasing personal mobility	Favors people who travel more than average. Tends to favor motor vehicle travel
Passenger Trips	Transport investments are evaluated according to the costs of each trip.	Provides more support for transit and nonmotorized travel
Access	Transport investments are evaluated according to where improved access can be accommodated at the lowest cost.	Depends on how access is measured
Mobility Need	Transport investments are evaluated according to which provides the greatest benefits to disadvantaged people.	Favors disadvantaged people
Affordability	Transport user fees are evaluated with respect to users' ability to pay.	Favors lower-income people
Cost Recovery	Transport expenditures are evaluated according to whether users pay their costs.	Favors wealthier travelers because they tend to spend more and deserve the least equity-justified subsidies

Equity analysis is affected by the units used for comparison. Some units only reflect motor vehicle travel and so undervalue alternative modes and the people who rely on such modes.

It is therefore important that people who analysis equity impacts or user analysis results understand the assumptions and perspectives of different measurement units. Horizontal equity analysis should be usually be based on *per capita* rather than *per-mile* comparison, with adjustments to reflect differences in user need and ability to for vertical equity objectives. For example, when comparing two geographic areas or demographic groups with comparable incomes and abilities, it would be most fair if they each receive equal annual per capita allocations of public resources, but if one area or group is economically, socially or physically disadvantaged, it should receive a greater allocation. Similarly, if one group or travel activity imposes greater costs, it should be charged higher user fees or taxes until per capita subsidies are about equal, unless one group deserves extra subsidy on vertical equity grounds.

Categorizing People

Equity evaluation requires that people be categorized by demographic and geographic factors to identify people who are transport disadvantaged (Fan and Huang 2011; Hine and Mitchell 2001; Jiao and Dillivan 2013; Karner and Niemeier 2013). Such categories vary depending on how they are defined. For example, although people are often categorized as *motorists*, *transit users* and *pedestrians*, many use multiple modes, particularly over the long-term. Although only a small portion of households rely entirely on public transit at a particular time, many have members who use transit, and many people who do not currently use it may sometime their life and so value having it available. Similarly, most people can expect to experience mobility impairments sometime during their lives and so benefit from universal design. For this reason, it is often most appropriate to use a household or lifecycle analysis for equity analysis. Sustainability is concerned with *intergenerational equity*, that is, insuring that impacts on future generations are considered in decision-making. This represents an additional perspective for categorizing people.

Factors That Can Contribute to Transportation Disadvantaged Status

- Low Income
- Non-driver/car-less
- Disability
- Language barriers
- Isolation (in an inaccessible location)
- Caregiver (responsible for dependent child or disabled adult)
- Obligations (requires frequent medical treatments, attends school or is employed)

Various sources can be used to identify the size of these groups. For example, the U.S. Census has data on the number of residents with low incomes, driver's licenses and disabilities in a community.

Disadvantaged status is multi-dimensional. Disadvantaged status evaluation should take into account the degree and number of these factors that apply to an individual. The greater their degree and the more factors that apply, the more disadvantaged an individual or group can be considered. For example, a person who has a low income but is physically able, has no caregiving responsibilities, and lives in an accessible community is not significantly transportation disadvantaged, but if that person develops a disability, must care for a young child, or moves to an automobile-dependent location, their degree of disadvantage increases.

Equity of Opportunity Versus Equity of Outcome

There is an ongoing debate about how to measure vertical equity. There is general agreement that everybody deserves "equity of opportunity," meaning that disadvantaged people have adequate access to education and employment opportunities. There is less agreement concerning "equity of outcome," meaning that society insures that disadvantaged people actually succeed in these activities. Transportation affects equity of opportunity. Without adequate transport it is difficult to access education and employment. It therefore meets the most "conservative" test of equity.

Equity Evaluation Summary

Table 3 summarizes key variables that affect transportation equity analysis. How equity is defined, impacts considered and measured, and people categorized can significantly affect result. There is no single correct way to evaluate transportation equity. It is generally best to consider various perspectives, impacts and analysis methods. It is important that people involved in equity analysis understand how the selection of variables can affect results.

Table 3 **Equity Evaluation Variables**

Types of Equity	Impacts	Measurement	Categories of People
Horizontal Equal treatment of equals Vertical With-Respect-To Income And Social Class Transport affordability Housing affordability Impacts on low-income communities Fare structures and discounts Industry employment Service quality in lower-income communities Vertical With-Respect-To Need And Ability Universal design Special mobility services Disabled parking Service quality for non-drivers	Public Facilities and Services Facility planning and design Public funding and subsidies Road space allocation Public involvement User Costs and Benefits Mobility and accessibility Taxes, fees and fares Service Quality Quality of various modes Congestion Universal design External Impacts Congestion Crash risk Pollution Barrier effect Hazardous material and waste Aesthetic impacts Community cohesion Economic Impacts Economic opportunities Employment and business activity Regulation and Enforcement Traffic regulation Regulations and enforcement Regulation of special risks	Per capita Per adult Per commuter or peak-period travel Per household Per Unit of Travel Per vehicle-mile/km Per passenger-mile/km Per trip Per commute or peak-period trip Per dollar Per dollar user fees Per dollar of subsidy Cost recovery	Demographics Age and lifecycle stage Household type Race and ethnic group Income class Quintiles Poverty line Lower-income areas Ability People with disabilities Licensed drivers Geographic location Jurisdictions Neighborhood and street Urban/suburban/rural Mode and Vehicle Type Walkers People with disabilities Cyclists & motorcyclists Motorists Public transit Industry Freight Public transport Auto and fuel industries Trip Type Emergency Commute Commercial/freight Recreational/tourist

There are various types impacts, measurement units and categories to consider in equity analysis.

Programmatic Versus Structural Solutions

There are two general approaches for addressing transport inequity: *programmatic* solutions which target special protections and services at particular disadvantaged groups, or *structural* changes that affect overall policies and planning activities (Litman and Brenman 2012). For example, special mobility services for people with severe disabilities, and special facilities such as wheelchair ramps are examples of programmatic strategies. Broad policy reforms intended to increase transport system affordability and diversity (better walking, cycling, public transit, taxi, delivery services, and development policies that help create more accessible, multi-modal communities) are examples of structural solutions. Many programs involve a combination of both.

Programmatic solutions often appear to be most cost effective since they focus resources on people who are most disadvantaged, but structural reforms often provide significant co-benefits and so are often most beneficial overall. For example, most communities can only afford to provide a small amount of special mobility services, but planning reforms that help create more multi-modal transportation systems and more accessible land use development may improve access for physically, economically and socially disadvantaged people, including those who not fit into standard “disadvantaged” categories such as people with moderate incomes or mild disabilities.

Trade-offs Between Equity And Other Planning Objectives

Transportation planning often involves tradeoffs between equity objectives and other planning objectives. For example, improving pedestrian safety may reduce traffic speeds and therefore economic productivity, and providing public transit services may require tax subsidies, and in some cases may increase local air and noise pollution.

There is no standard way to determine how much weight to give a particular equity objective; such planning decisions should reflect community needs and values. Some communities may place a higher or lower value on a particular equity objective. For example, some communities may place a higher value on providing basic mobility for non-drivers. Some communities may consider road tolls and parking fees unfair because they are regressive, while others consider them fair because they charge motorists directly for the facilities they use and so increase horizontal equity.

Transportation equity issues are sometimes evaluated based on performance targets, such as annual per capita expenditures on special mobility or public transit services, that transit fares should be less than a certain maximum portion of low-income workers’ income, or that a certain portion of housing in transit-oriented areas should be affordable. Setting such targets usually require some sort of public involvement process to help incorporate community needs and values into planning and funding decisions (FHWA 1996).

Transportation Equity Indicators

Indicators are measurable variables selected to reflect progress toward planning objectives. To be useful and practical the selected indicators should be easy to understand and require data that is reasonably easy to obtain.

Five equity objectives and their indicators are described below. These can be expanded, elaborated and disaggregated to meet specific planning requirements.

Horizontal Equity

1. Treats everybody equally, unless special treatment is justified for specific reasons.

- Policies and regulations are applied equally to all users.
- Per capita public expenditures and cost burdens are equal for different groups.
- Service quality is comparable for different groups and locations.
- Modes receive public support in proportion to their use.
- All groups have opportunities to participate in transportation decision-making.

2. Individuals bear the costs they impose.

- Users bear all costs of their travel unless subsidies are specifically justified.

Vertical Equity

3. Progressive with respect to income.

- Lower-income households pay a smaller share of their income, or gain a larger share of benefits, than higher income households.
- Affordable modes (walking, cycling, ridesharing, transit, carsharing, etc.) receive adequate support and are well planned to create an integrated system.
- Special discounts are provided for transport services based on income and economic need.
- Transport investments and service improvements favor lower-income areas and groups.
- Affordable housing is available in accessible, multi-modal locations.

4. Benefits transportation disadvantaged people (non-drivers, disabled, children, etc.).

- Transport policies and planning decisions support access options used by disadvantaged people.
- Development policies create more accessible, multi-modal communities.
- Transportation services and facilities (transit, carsharing, pedestrian facilities) reflect *universal design* (they accommodate people with disabilities and other special needs, such as using strollers and handcars).
- Special mobility services are provided for people with mobility impairments.

5. Improves basic access: favors trips considered necessities rather than luxuries.

- Transportation services provide adequate access to medical services, schools, employment opportunities, and other “basic” activities.
- Travel is prioritized to favor higher value travel, such as emergency and HOV trips.

Incorporating Equity Analysis Into Transportation Planning

Transport equity analysis is usually performed as part of other planning activities. This chapter describes techniques for incorporating equity analysis into transport planning.

Data Sources

Various tools and resources are available to help evaluate the distribution of transport impacts and their equity impacts (FHWA 1997; ICLEI 1997). These provide information on the distribution of impacts between different groups of people. New data sources are available to help evaluate people by income and ability (FHWA and FTA 2002), and new GIS (Geographic Information System) tools facilitate geographic analysis of impacts.

It is often possible to collect information for transportation equity analysis in surveys performed for other purposes, by including questions concerning income and mobility constraints in regular travel surveys, and by including transportation questions in surveys related to other issues (Schmocker, et al. 2005). For example, a survey of social service clients can include questions concerning how they normally travel, their ability to use an automobile, and whether inadequate transportation is a significant problem.

Below are examples of potential data sources useful for equity analysis.

1. Government agency budgets and reports that indicate public expenditures by jurisdiction and mode, and on facilities and programs targeted to serve particular groups.
2. Census and surveys can provide the following data, disaggregated by geographic, demographic, and income category:
 - People's level of mobility (e.g. person-trips and person-miles of travel during an average day, week or year).
 - The portion of the population with disadvantaged status (low income, physical disability, elderly, single parents, etc.) (Schmocker, et al. 2005).
 - The portion of their time and financial budgets devoted to travel.
 - The problems people face using transportation facilities and services.
 - The degree to which people lack basic access.
 - Residents' desire for transportation options (AARP 2009).
3. Traffic accident injury and assault rates for various groups.
4. Audits of the ability of transport facilities and services to accommodate people with disabilities and other special needs.
5. Analysis of the degree to which disadvantaged people are considered and involved in transport planning.
6. Reports on the frequency of special problems by disadvantaged travelers (faulty equipment, inaccurate information, inconsiderate treatment by staff, etc.), the frequency of complaints by disadvantaged travelers, and the responsiveness of service providers to such complaints.

Horizontal Equity

Horizontal equity requires that public resources be allocated equally to each individual or group unless a subsidy is specifically justified. However, exactly what constitutes an equal share depends on which resources are considered and how they are measured. For example, comparisons can be made per household, per resident, per adult or per vehicle. This requirement applies to allocations of *general taxes* but not to *user fees*, so equity analysis may depend on how certain revenue sources are categorized.

Adjustments may be required to account for geographic differences (such as greater dependence on walking and transit in cities, and greater dependency on highways in suburbs and rural areas), differences in costs (such as higher costs of facilities and services in dense urban areas), and the extra costs of serving people with disabilities and other special needs. In most jurisdictions, transportation facilities and services are financed by several levels of government (local, regional, state/provincial, national), the total of which should be considered in analysis. Many transportation projects involve large budget expenditures certain years for major investments, so expenditures may vary significantly from year to year. Some public resource allocations are not reflected in transportation budgets, including tax discounts and exemptions for particular groups, land allocations (for example, public land devoted to transportation facilities), or are incorporated into other budgets, such as traffic services provided by police and parking facility costs borne in building budgets. Comprehensive analysis is therefore required to accurately determine the distribution of public resources for transportation facilities and services.

Various *roadway cost allocation* (also called *cost responsibility*) studies have calculated the share of roadway costs imposed by different types of vehicles (motorcycles, automobiles, buses, light trucks, heavy trucks, etc.), and how these costs compare with roadway user payments by that vehicle class (Jones and Nix 1995; FHWA 1997). This reflects the principle of horizontal equity, assuming that users should bear the costs they impose unless a subsidy is specifically justified. *User payments* refers to special fees and taxes charged to road users, including tolls, fuel taxes, registration fees and weight-distance fees, but does not include general taxes applied to vehicles and fuel.⁶

⁶ Although highway cost allocation principles specify that only *special* roadway taxes beyond *general* taxes should be considered user fees, some advocacy groups argue that all taxes on vehicles and fuel should be considered user fees and allocated based on payments. For discussion see Morris and DeCicco 1997; “Evaluating Criticism of Transportation Cost Analysis” in Litman, 2005a.

Vertical Equity

Vertical equity requires that disadvantaged people be identified and given special consideration in planning, to insure that they are not made worse off, and that their needs are accommodated. Ng (2005) describes the following steps for doing this.

1. Identify disadvantaged groups (minority, low income, car-less, disabled, single parents).
2. Identify disadvantaged geographic areas using census data (“Environmental Justice Areas”).
3. Identify degrees of disadvantage in each geographic area, with five levels of severity.
4. Identify location of important public services and destinations (transit, highways, employment centers, hospitals, daycare centers, etc.).
5. Evaluate specific transportation plans according to how they affect accessibility between disadvantaged communities and important destinations.

The study *Measuring Accessibility as Experienced by Different Socially Disadvantaged Groups* (TSG 2005) examines the quality of transportation services provided to various groups, and recommends standards for their services. Gullo, et al. (2008) used the STELLA model to quantify and compare the quality of accessibility to employment in the city of Detroit by various demographic groups, including transit dependent populations, taking into account financial and time costs, and the effects of congestion. The results indicate that under current conditions, non-drivers are significantly disadvantaged compared with drivers, but this can be changed with more transit-oriented transportation and land use planning.

The degree to which non-drivers are disadvantaged relative to drivers can be measured using *mobility gap* analysis (LSC 2001), which measures the difference in motorized travel (automobile, public transit, taxi, etc.) between households with and without automobiles (called “zero-vehicle households”). This can be determined using travel survey data to compare the average daily trips generated by different types of households, taking into account factors such as the smaller average size and lower employment rates of zero-vehicle households. After taking these factors into account, zero-vehicle households are generally found to generate 30-50% fewer personal trips. This methodology may understate real transportation needs by assuming that automobile-owning households have no unmet mobility needs, which ignores the mobility problems facing non-drivers in vehicle-owning households. For example, a household that owns one vehicle shared by two or three adults, or households with adults who cannot drive due to disabilities or other problems, may face mobility gaps similar to zero-vehicle households.

Specific techniques can be used to quantify vertical inequity with respect to income (Marshall and Olkin 1979; Ramjerdi 2006). The Dalton Principle assumes that resource transfers from high- to lower-income people that maintain their overall income ranking is considered to improve equity. The *Gini-index*, the *Theil Coefficient* and the *Coefficient of Variation* are used to quantify inequity. Since these only consider income they may need adjustment to reflect other factors, such as people’s mobility needs and physical ability.

Transportation Equity Analysis Examples

This section describes examples of transport equity analysis. Also see FHWA and FTA (2002).

Smart Growth Equity Impacts

Ewing and Hamidi (2014) developed a sprawl index which reflects development density, mix, centrality and roadway connectivity. They evaluated the relationships between these and various social equity indicators. Their research indicates that more compact, multi-modal smart growth development patterns tend to increase integration (poor and racial minorities are less geographically isolated), economic opportunity (disadvantaged people's ability to access education and employment opportunities), and economic mobility (children born in low-income families are more likely to achieve higher incomes). As the compactness index doubles (increases by 100%), the probability that a child born to a family in the bottom quintile of the national income distribution will reach the top quintile of the national income distribution by age 30 increases by about 41%.

Transit Dependency and Transit Deserts (Jiao and Dillivan 2013)

This study used Geographic Information Systems (GIS) methods to measure the number of transit dependent people (those too young, too old, or too poor, or who are physically unable to drive) in urban neighborhoods, and identify "transit deserts," defined as areas with relatively large numbers of transit dependent people that have poor public transit service. The following formula is used to calculate transit dependency rates (demand):

Household drivers = (population age 16 and over) – (persons living in group quarters)

Transit-dependent household population = (household drivers) – (vehicles available)

Transit-dependent population = (transit-dependent household population) + (population ages 12–15) + (non-institutionalized population living in group quarters)

Transit service (supply) was determined by four criteria:

1. number of bus and rail stops in each block group
2. frequency of service for each bus and rail stop per day (weekday service) in each block group
3. number of routes in each block group
4. length of bike routes and sidewalks (miles) in each block group

Each criterion was divided by acres to get a density value, and the values for each criterion were aggregated to determine the level of supply in each area. Demand and supply are subtracted and a final numerical value was calculated, and used to determine an excess or lack of supply for each census block group. This study mapped transit deserts in four cities: Charlotte, North Carolina; Chicago, Illinois; Cincinnati, Ohio; and Portland, Oregon. The methods can be applied in any community.

Quality of Mobility Options for Disadvantaged Groups

Stanley, et al. (2011) identify five social exclusion risk factors, including income, employment, political engagement, participation in selected activities and social support (being able to get help when needed). The researchers estimate the marginal rate of substitution between household income and trip making, taking into account social exclusion factors. Because of the way trip are defined, an additional trip is equivalent to undertaking an additional activity, which indicates their value to users. Applying this analysis approach in Melbourne, Australia they find that residents aged over 15 average 3.8 daily trips (all modes), but decline as the number of social exclusion risk factors increase: people with 2 or more risk factors take 2.8 or fewer daily trips, indicating a significant decline in community involvement. This analysis estimates an additional trip (and activity) is valued at approximately \$20 at an average income, and higher values are accorded to additional trip making by lower income households. This \$20 value is about four times the value ascribed to such trips using traditional economic evaluation (what economists would call the generated traffic benefit, measured using the “rule-of-a-half”).

The report *Measuring Accessibility as Experienced by Different Socially Disadvantaged Groups* (TSG 2005) evaluates the quality of accessibility by people with varying needs and abilities. It evaluates local accessibility (e.g. access to local bus stops) and regional accessibility (e.g. access to employment opportunities) for seven socially disadvantaged groups: young people (16-24), older people (60+), Black and Minority Ethnic (BME) people, disabled people (physically disabled and people with mental health illness), people traveling with young children (aged 11 or under), unemployed people and shift workers. The results indicate similar concerns across the different groups. Participants’ mobility opportunities are constrained. It found that individuals’ travel opportunities are affected by factors including their existing experiences, perceptions, knowledge, and the ease with which they can travel, and that many disadvantaged people seldom leave their neighborhoods. The *WALC* (Weighted Access for Local Catchments) was developed to reflect perceived walk access conditions, taking into account local terrain (e.g. steep hills), provision of seating and shelters at bus stops, difficulties in crossing busy roads due to high traffic volumes and speeds, and inadequate street lighting. User surveys identified the weights different groups attach to these features, and to audit streets. The results support use of an unweighted 5 minutes walk time to a bus stop and 10 minutes to an underground station as an acceptable level of accessibility.

Women’s Employment Access

Dobbs (2005) performed a detailed survey of women’s travel behavior in North East England. The results indicate that access to a car is often a significant factor in women's ability to obtain a job (*economic inclusion*). The survey shows that women have diverse travel needs, including high rates of errands and chauffeuring trips (driving children and senior relatives). Even in car-owning households women typically have second priority in car access. The analysis indicates that women with full access to a car have greater employment options and are more likely to be employed than those who do not, implying that in automobile-dependent areas, car access helps achieve equity objectives such as economic opportunity and social independence, and that efforts to reduce automobile use must respond to needs of more vulnerable groups.

Civil Rights Analysis (Karner and Niemeier 2013)

In their article, “Civil Rights Guidance And Equity Analysis Methods For Regional Transportation Plans: A Critical Review Of Literature And Practice,” Karner and Niemeier (2013) critically evaluate the methods currently used to evaluate transportation impacts on minority populations. They conclude that, “prevailing methods of equity analysis are more likely to obfuscate than to reveal and that there are no standards for agencies to follow in order to a rigorous equity analysis.” They recommend more integrated transport modeling and geographic information systems to provide better information to decision-makers and the general public on the ways that specific planning decisions affect the mobility and accessibility disadvantaged groups, such as low-income, minority communities.

Public Funding Allocation

Horizontal equity requires that public policies and investments treat people equally unless subsidies are specifically justified. But funding practices often violate this principle, resulting in more per capita funding in some jurisdictions than others. This is sometimes justified, for example, if a jurisdiction has greater economic or social needs than others, but sometimes these reflect unintended consequences of outdated funding practices.

For example, Georgia state law requires that state highway funds be allocated equally among the state’s 13 Congressional Districts, resulting in more spending per capita in rural districts. Chen (1996) also found that cities receive far less per capita transport funding due to planning practices that favor spending on automobile-oriented facilities over other modes. There are three possible justifications for these cross-subsidies.

1. If highways are considered user funded (vehicle fees, fuel taxes and tolls), funding could be allocated based on where these fees are paid. However, urban regions contain about half of all registered vehicles and generate about half of all fuel tax revenues, so the funding discrepancy is not justified from this perspective. In other words, rural roads receive more funding per vehicle-mile than urban roads.
2. It could be argued that urban residents often drive on rural highways, and rely on interregional freight services, and so benefit from rural highway expenditures. However, rural residents also travel in urban areas and rely on urban services.
3. It could be argued that rural residents are economically disadvantaged and have fewer travel options compared with urban residents. Such subsidies are only justified for truly disadvantaged rural motorists, it does not justify subsidizing all rural vehicle travel.

This suggests that highway funding is inequitable. Only by providing significant urban transit funding can transportation budgets be considered fair.

Non-Drivers Accessibility

Case (2011) developed a model that evaluates nondrivers' accessibility based on non-drivers trip generation rates. This technique can help identify the best neighborhoods to focus non-automobile transportation improvement efforts, including targeted walking, cycling and public transport improvements, more accessible land use development, and increased affordability.

Table 4 compares automobile-dependent and multi-modal transport systems ability to meet various transport demands. In a multi-modal community motorist can still drive (although somewhat slower), but in an automobile-dependent community non-drivers are significantly disadvantaged. This indicates that a diversified, multi-modal transport system is most vertically equitable (Sharp and Tranter 2010).

Table 4 Meeting Travel Demands: Auto-Dependent Versus Multi-Modal

Type of Travel	Size	Automobile Dependent	Multi-Modal	Consequences
Driver commute	85-95% of commuters	Drives	Sometimes drives, but can use alternative modes when preferred.	Multi-modalism allows drivers to choose the best option for each trip
Non-driver commute	5-15% of commuters	Requires chauffeuring	Can use alternative modes	Multi-modalism gives non-drivers options, and reduces chauffeuring costs.
Travel by youths (10-20 years of age)	10-15% of population	Requires chauffeuring	Can use alternative modes, mainly walking and cycling.	Multi-modalism provides independence and exercise, reduces chauffeuring
Seniors (people over 65 years of age)	10-15% of population and growing	Must drive, even if high risk, or must be chauffeured	Can rely on alternative modes.	Multi-modalism gives seniors independence, reduces chauffeuring costs
Teenage males	Small portion of total population, but high risk	Must drive, even if high risk, or must be chauffeured	Can rely on alternative modes. Is less likely to drive.	Multi-modalism reduces high risk driving and chauffeuring costs.
Lower-income households	20-40% of the population	Relies on automobile travel, despite high financial burdens and risks.	Relies on a mix of modes.	Multi-modalism lets lower-income people save money and improve access.

This table indicates how various types of trips are made in automobile dependent and multi-modal transport systems. "Driver" refers to somebody who is able to drive and has an automobile. "Non-driver" refers to somebody who for any reason cannot drive a motor vehicle.

A survey of Vermont residents found that many want alternatives to automobile travel, particularly better walking and cycling conditions, ridesharing and public transit services (AARP 2009). Even people who do not currently use such services value having them available for possible future use (option value) and to help reduce environmental impacts.

Inclusive Planning Analysis

Many jurisdictions are committed to *sustainable development* and *sustainable transport* which balance economic, social and environmental objectives. However, social sustainability is less clearly defined than economic and environmental sustainability. Social sustainability is often defined in terms of avoiding excessive burdens on disadvantaged groups (the basis of *environmental justice*), or in terms of general social goals such as poverty reduction, community cohesion and accountability.

Researcher Rebecca Mann recommends applying *inclusive* impact assessment for evaluating urban transport project equity impacts (Mann 2011). Inclusive development is defined as “growth that reduces disadvantage.” Applied to transport decision-making, *inclusive transport planning* refers to policies and projects that enhance the wellbeing of physically, economically and socially disadvantaged groups. Mann recommends considering these factors when evaluating specific transport policies and projects:

1. Who will benefit and who is excluded as a beneficiary?
2. How does the project help poor or disadvantaged people access employment and income opportunities, education, and health services? How will they benefit in terms of time savings, comfort and safety?
3. How does it affect the travel costs of different households? Will a subsidy be necessary to make public transport affordable to disadvantaged groups?
4. How will it impact (in terms of safety, desirability, affordability and modal share) public and non-motorized transport? How will it affect the pedestrian environment?
5. How will it affect disadvantaged people’s environment and health.

Mann developed an *Inclusive Transport Impact Assessment Tool* which includes:

- Spatial analysis of poverty and poor people’s economic opportunities various impacts that a policy or project may have on social and economic impacts (where disadvantaged people live, attend school, work and shop).
- Identification of various affected “stakeholder” groups (by income, gender, age, physical ability, employment status, racial or ethnic minority, or other vulnerabilities).
- Analysis of impact “transmission channels” through which the project will affect disadvantaged groups (access, prices, subsidies, health and safety, and employment in transport sector)
- An impact matrix which summarizes how various disadvantaged groups are affected.
- A checklist of special factors to consider when evaluating accessibility, affordability, safety and health.

Smart Growth Equity (USEPA 2013)

The report, *Creating Equitable, Healthy, And Sustainable Communities: Strategies For Advancing Smart Growth, Environmental Justice, And Equitable Development*, by the U.S. Environmental Protection Agency, describes smart growth policies that can help achieve social equity objectives by creating communities with more affordable housing, more diverse transport options, and better community involvement.

Transportation Improvement Benefit Distribution

A study by Fruin and Sriraj (2005) uses GIS modeling to identify *environmental justice* (economically and socially disadvantaged) neighborhoods, and uses this information to evaluate the distribution of transit investments benefits. The study found that current transit improvements allocate more funds to non-environmental justice neighborhoods than to environmental justice neighborhoods, and so can be considered inequitable.

Parking Requirement Equity Impacts

Parking requirements are an example of transport planning decisions that have significant, unintended, and often overlooked equity impacts. Most jurisdictions have regulations that specify the minimum number of parking spaces that must be supplied at each destination. These requirements tend to be generous, designed to insure that motorists can almost always find convenient at any destination (Litman 2000). They are even justified on equity grounds, to insure that each development bears the costs of the parking demand it generates, to avoid spillover parking problems at nearby sites.

These parking requirements represent a subsidy of vehicle ownership and use worth hundreds of dollars annually per motorist (Shoup 2005; “Parking Costs,” Litman 2005a). They encourage parking to be unpriced, causing parking costs to be borne indirectly through mortgages and rents, retail prices, and taxes. People bear these costs regardless of how many vehicles they own and how much they drive. As a result, households that own fewer than average vehicles or drive less than average tend to pay more than the parking costs they impose, while those who own more than average vehicles or drive more than average tend to underpay. Since vehicle ownership and use tend to increase with income, these regulations and subsidies tend to be regressive, that is, they place a relatively large burden on lower-income people. Because parking requires paving large amounts of land, they tend to encourage sprawl and create less walkable communities. These changes reduce mobility and accessibility for non-drivers, and increase total transportation costs, which tends to be particularly harmful to disadvantaged people.

These equity impacts are often overlooked when parking requirements are established. This is not because the people involved are immoral or uncaring, rather they generally have not considered all the equity impacts resulting from such decisions, particularly indirect and long-term impacts on other groups.⁷

⁷ Since decision-makers tend to be busy, middle-class professionals who drive automobiles, they are likely to perceive the benefits of generous parking requirements and are less sensitive to the unfair costs such requirements impose on non-drivers.

Transportation Cost Analysis

Both horizontal equity and economic efficiency require that users bear the costs they impose on society, unless a subsidy is specifically justified (“Market Principles,” VTPI 2005).⁸ *Highway cost allocation* (also called *highway cost responsibility*) refers to analysis of the costs imposed by various types of vehicles and the degree to which they are recovered by user fees (Jones and Nix 1995; FHWA 1997). Most cost allocation studies only consider direct roadway expenditures, and categorize users according to vehicle size and type (automobiles, buses, light and heavy trucks). The table below summarizes the results of a major U.S. highway cost allocation study. It indicates that about a third of roadway costs are subsidies (costs not borne directly by user fees).

Table 5 Roadway Cost Responsibility, 1997 US Dollars Per Mile (FHWA 1997)

Vehicle Class	VMT (millions)	Federal Costs	State Costs	Local Costs	Total Costs	Total User Payments	External Costs
Automobiles	1,818,461	\$0.007	\$0.020	\$0.009	\$0.035	\$0.026	\$0.009
Pickups and Vans	669,198	\$0.007	\$0.020	\$0.009	\$0.037	\$0.034	\$0.003
Single Unit Trucks	83,100	\$0.038	\$0.067	\$0.041	\$0.146	\$0.112	\$0.034
Combination Trucks	115,688	\$0.071	\$0.095	\$0.035	\$0.202	\$0.157	\$0.044
Buses	7,397	\$0.030	\$0.052	\$0.036	\$0.118	\$0.046	\$0.072
<i>All Vehicles</i>	<i>2,693,844</i>	<i>\$0.011</i>	<i>\$0.025</i>	<i>\$0.011</i>	<i>\$0.047</i>	<i>\$ 0.036</i>	<i>\$0.010</i>

This table summarizes the results of a major cost allocation study which found that user fees fund only about two-thirds of roadway facilities.

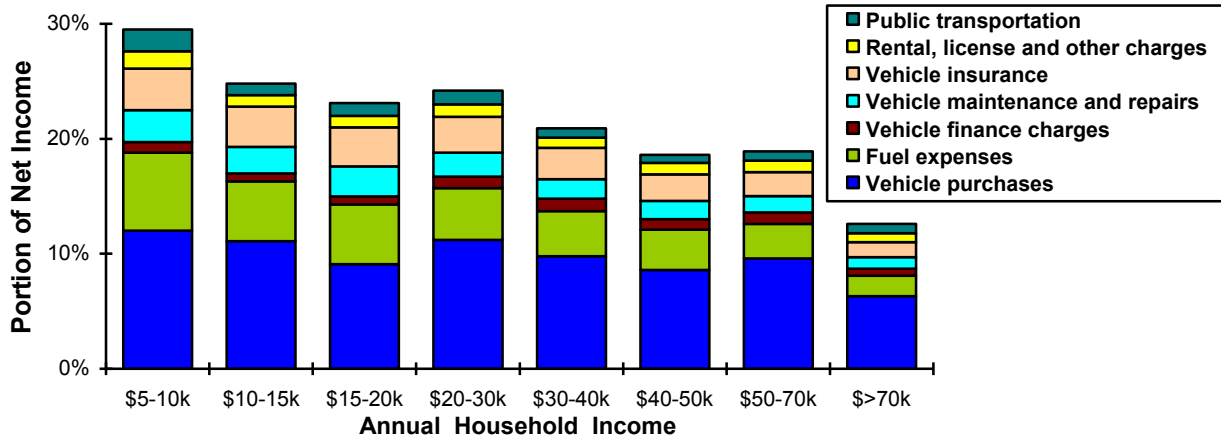
More comprehensive transportation cost studies include additional costs such as parking subsidies, traffic services, congestion delay, accident risk and pollution damages (INFRAS and IWW 2004; Litman 2005a). Considering more costs tends to indicate greater inequity. For example, considering just roadway costs not borne by user fees, automobile travel is subsidized about 1¢ per mile, but much greater subsidies are found if traffic services, parking subsidies, accident externalities and environmental impacts are also considered. These external costs mean that people who drive more than average receive greater public subsidies than people who drive less than average. Since driving tends to increase with income, this is both horizontally and vertically inequitable. Considering just financial costs, this inequity is partly offset by the additional taxes paid by higher-income people, but this offset is smaller when non-market costs such as accident risk and pollution damages are also considered.

⁸ Equity and efficiency definitions of optimal pricing differ somewhat. Horizontal equity focuses on *average* costs, often measured at the group level, while economic efficiency focuses on *marginal* costs per trip, which ignores sunk costs such as past construction investments. However, average and marginal costs tend to converge over the long run since over time most costs become variable.

Transportation Cost Burdens

Transportation is a major financial burden to many consumers, particularly for lower-income households. Figure 1 illustrates transport expenditures relative to total household income by income class. Lower-income households spend a far higher portion of income on transport than wealthier households, indicating that these costs are regressive.⁹

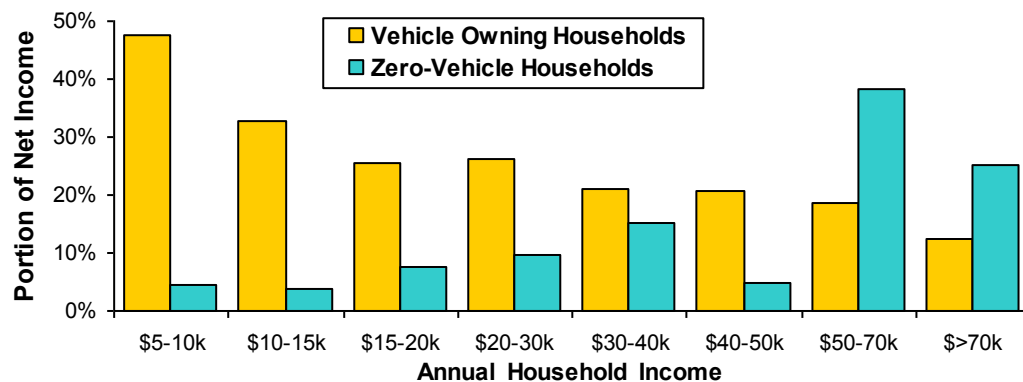
Figure 1 Portion of Household Income Spent on Transport (BLS 2000)



Transportation expenditures are highest as a portion of net (after tax) income for lower-income households, indicating that transportation costs are regressive.

Households that own a motor vehicle tend to spend far more of their income on transportation than zero-vehicle households, as illustrated in Figure 2.

Figure 2 Portion of Household Income Devoted to Transport (BLS 2003)¹⁰



Transport costs tend to be regressive for vehicle-owning households, but not zero-vehicle households.

⁹ Equity impacts can also be evaluated with respect to *expenditures* rather than *income*. Expenditures are less volatile and include other types of wealth such as savings and benefits such as foodstamps.

¹⁰ This figure assumes that all vehicle costs are borne by vehicle-owning households and all public transport costs are borne by zero-vehicle households. This is not exactly accurate since vehicle-owning households do use public transport and zero-vehicle households pay some vehicle expenses, but is consistent with other research showing much lower transport expenditures in vehicle-owning than zero-vehicle households.

This financial burden is significantly affected by the type of transport system in an area. Low-income residents of automobile-dependent communities tend to spend much more of their income on transport than residents of communities with more diverse, multi-modal transport systems.¹¹ This suggests that automobile dependency is regressive, and that policies and programs that improve travel options tend to be progressive (Frumkin, Frank and Jackson 2004).

The consumer costs and regressivity of automobile transport are even greater than these figures indicate when indirect costs are also considered, particularly residential parking, which averages about 10% of housing costs and more for lower-priced, urban housing (Jia and Wach 1998). High parking costs reduce housing affordability, imposing additional burdens on lower-income households, which are often forced to choose between suburban housing with lower rents but higher transportation costs, and more costly urban housing with lower transportation costs.

Although automobiles are expensive and their costs are regressive, studies indicate that vehicle ownership can be an important contribution to helping disadvantaged people obtain and maintain employment (Sawicki and Moody 2001). This has several equity implications. It suggests that strategies that help poor people obtain access to automobiles may provide equity benefits, for example, as part of welfare-to-work programs. Carsharing and other vehicle rental services, special vehicle and insurance purchase loan programs, and Pay-As-You-Drive insurance can help some disadvantaged people increase their mobility and economic opportunities (VTPI 2005).

Because driving is costly, regressive and difficult (particularly for some disadvantaged people, such as people with disabilities and immigrants who do not speak English), automobile-oriented solutions create additional equity problems. Cheap automobiles affordable to poor people tend to be unreliable, and are sometimes unsafe. Lower-income drivers often share vehicles with other household members. Even poor people who own an automobile often rely somewhat on other modes. As a result, disadvantaged people tend to benefit from a more diverse transport system. In other words, disadvantaged people may benefit from policies that help them drive, but they can benefit even more overall from policies and programs that increase total travel options.

Similarly, land use strategies that improve community accessibility, such as locating affordable housing, public services and jobs in more accessible, multi-modal locations provides equity benefits by reducing cost burdens on disadvantaged households (“Location Efficient Development,” VTPI 2005).

¹¹ For example, households in communities with high quality transit systems spend a smaller portion of their income on transport than residents of more automobile dependent communities (Litman, 2004).

Traffic Impacts

The physical impacts of vehicle traffic can have significant equity impacts. For example, the congestion impacts that motor vehicles impose on other road users is horizontally inequitable to the degree that higher-occupant vehicle (carpools, vanpools and buses) passengers are delayed by congestion, although they use less road space and so impose less delay on others per passenger-mile. Similarly, motor vehicle use imposed delay and accident risk on pedestrians and cyclists, and noise and air pollution on nearby residents. Horizontal equity therefore suggests that a bus carrying fifty passengers should be able to use up to fifty times as much road space as a car carrying one passenger, that pedestrians and cyclists should be protected from risks imposed by motorists, and that people who seldom or never use automobiles should avoid subsidizing motorists parking facilities.

Some traffic impacts, such as congestion delay and accident risk, are monetized (measured in monetary units) for economic evaluation (Litman 2005a). However, adjustments may be needed for equity evaluation. For example, most monetized congestion cost estimates only consider impacts on motor vehicles. Impacts on nonmotorized travel, including delay and travel foregone, are usually ignored, although they are often significant compared with costs that are considered, particularly in urban areas (“Barrier Effects,” Litman 2005a). They represent a horizontal inequity (motorists impose far more delay and risk on nonmotorized travelers than nonmotorized travelers impose on motorists), and to the degree that people who are transportation disadvantaged drive less and rely more on nonmotorized modes, this represents a vertical inequity.

Described in a more positive way, current evaluation practices tend to underestimate the full benefits and equity impacts of strategies that reduce vehicle traffic and improve nonmotorized travel conditions because they ignore benefits from improved nonmotorized travel, which are particularly important to many disadvantaged people.

Road space allocation and traffic management decision have various, sometimes overlooked distributional impacts. For example, traffic calming tends to reduce automobile traffic speeds while improving safety for motorist and nonmotorists, and neighborhood livability (Bellefleur 2013). HOV priority strategies benefit rideshare and transit passengers, and motorists if they reduce traffic congestion (“HOV Priority,” VTPI 2005). Bicycle lanes benefit cyclists and motorists to the degree that they reduce conflicts. Parking regulations, such as parking duration limits, benefit some users, trips and businesses at the expense of others.

Special analysis may be justified to determine whether transportation planning decisions violate environmental justice principles. For example, geographic analysis can help determine whether lower-income and minority communities contain an excessive portion of hazardous waste sites, or undesirable transportation facilities such as major highways and freight terminals (Bullard and Johnson 1997). Special programs may be justified to clean up brownfields, insure that regional transportation facilities meet local community needs, mitigate traffic impacts, and compensate for external costs imposed on disadvantaged populations.

Planning Biases and Distortions

Current planning practices contain biases and distortions that tend to be both horizontally inequitable (they favor one mode or user over others), and vertically inequitable (they tend to harm disadvantaged people). Examples are described below (Beimborn and Puentes 2003; Litman 2003b; “Comprehensive Transport Planning” VTPI 2005).

- Emphasis on mobility rather than accessibility. Conventional planning measures mobility rather than accessibility, which favors motorized modes, and undervalues alternative modes and land use policies to increase accessibility.
- Undervaluation of nonmotorized travel. Conventional travel surveys tend to undercount short trips, non-commute trips, travel by children and walking links of motorized trips, which undervalues nonmotorized travel. This skews planning and funding toward motorized modes, reducing transport quality for nondrivers.
- Incomplete evaluation. Conventional economic evaluation tends to overlook many indirect costs of roadway capacity expansion and the full benefits of alternative modes and mobility management solutions (Litman 2005a).
- Fragmented and incremental planning, that allows individual decisions that contradict strategic planning objectives. For example, it is common for planning agencies to impose generous parking requirements on development, even in areas that want to encourage infill development, more compact development, and use of alternative modes.
- More funding and lower local matching requirements for roadway and parking facilities than for other modes. This encourages decision-makers to define transportation problems as highway problems and underinvest in alternative modes and management solutions.
- Automobile underpricing, including free parking, fixed insurance and registration fees, general taxes funding roadways, and lack of congestion pricing. These market distortions increase vehicle ownership and use, and therefore reduce development of other modes.
- Environmental injustice. There is evidence that lower income and minority neighborhoods bear more than their share of undesirable transport facilities, and receive less than a fair share of transport investments and services (Bullard and Johnson 1997).
- Land use policies that favor sprawl, such as generous parking and setback requirements, density restrictions, and single-use zoning. This leads to more automobile-dependent communities that provide poor access for non-drivers.

Although individually these biases and distortions may seem modest and justified, their impacts are cumulative, resulting in large total subsidies for automobile travel and significant harm to society. For example, parking subsidies total hundreds of dollars annually per vehicle (Shoup 2005), far higher than public subsidies per transit rider. Automobile travel also imposes costs for local road and traffic services, congestion, accident costs and environmental damages worth hundreds of dollars annually per vehicle (“Transportation Costs,” VTPI 2005). These impacts are widely dispersed through the economy, incorporated into taxes, rents and retail prices, and so are generally ignored in individual planning decisions. By reducing transport system diversity and land use accessibility, these distortions harm disadvantaged people, which is vertically inequitable.

Economic Opportunity

Some studies indicate that economically disadvantaged workers (such as former welfare recipients) tend to work and earn more if they have an automobile (Blumenberg and Ong 2001; Pendall, et al. 2014; Wachs and Taylor 1998), and have better access to basic services such as medical care and shopping. This leads some people to conclude that increased vehicle ownership increases social equity, that vehicle subsidies (subsidized vehicles, low fuel prices, unpriced roads and parking, etc.) help achieve equity objectives, and efforts to reduce vehicle travel are regressive (Pisarski 2009). This misinterprets the issues.

Most of these studies were performed in automobile-dependent regions, such as Los Angeles, where non-drivers are particularly disadvantaged. Other studies indicate that high quality public transit also increases labor participation (CTS 2010; Sanchez, Shen and Peng 2004), even in automobile-oriented cities (Yi 2006). Analysis by Gao and Johnston (2009) indicates that transit improvements provide greater total benefits to all income groups than subsidizing automobiles for lower-income groups. Researches Talen and Koschinsky (2013) found strong correlations between neighborhood accessibility (based on WalkScores) and high income mobility (the chance that child in a low-income household will eventually earn a high income). They found that a child born to the bottom fifth income group in a walkable neighborhood has a much better chance of becoming financially prosperous than a poor child born in a non-accessible area.

Automobile subsidies only benefit a subset of disadvantaged people, those able to drive, and impose significant direct and indirect costs. Low income motorists must typically spend \$250 to \$500 per month to own and operate a vehicle. Their insurance premiums tend to be high, and the older vehicles they own tend to be unreliable, imposing large repair costs. As a result, much of the additional income provided by automobile ownership must be spent on vehicle expenses, reducing net gains. Automobile travel also tends to increase users' accident risks and health problems associated with sedentary living (APHA 2010; Lachapelle, et al. 2011), and increases external costs imposed on local communities including traffic congestion, road and parking facility costs, accident risk, and pollution emissions.

Increased vehicle travel does not necessarily increase overall economic productivity or employment. On the contrary, productivity rates (per capita GDP) tend to increase with transit ridership and decline with automobile use, indicating that a more multi-modal transport system support community economic development (Litman 2009).

An automobile dependent transportation system is inherently inefficient and inequitable. Subsidies intended to help lower-income people own and operate automobiles treat one symptom but exacerbate other problems. Creating a more diverse and efficient transport system addresses the root of the problem, which provides the greatest total benefits to society, including increased social equity by improving mobility and accessibility for physically, economically and socially disadvantaged people.

This analysis indicates that although automobile use can benefit some disadvantaged people, other transport improvement strategies are often more cost effective and beneficial overall. These include improved walking and cycling conditions, improved rideshare and public transit services, carsharing, distance-based vehicle insurance and registration fees, and more affordable housing in accessible locations (Sullivan 2003; Litman 2010). These solutions tend to benefit all residents, and especially those who are physically, economically or socially disadvantaged.

Transportation Pricing Reforms

Horizontal equity requires that as much as possible, consumers pay the costs imposed by their activities. Reforms such as higher fuel tax, road and parking pricing, and distance-based fees, can increase equity by making prices more accurately reflect costs, taking into account factors such as vehicle type, time and location (“Pricing Evaluation” VTPI 2005).

There is often debate over the equity of road and parking pricing, particularly when fees are introduced on previously unpriced facilities. Pricing is criticized on horizontal equity grounds, since most roads and parking facilities are currently unpriced. Motorists ask, “Why should I pay while other motorists do not?” But this argument can be reversed: unpriced roads and parking can be considered unfair if motorists must pay elsewhere. Critics argue that road pricing represents “double taxation” since they already pay fuel taxes that fund roads. However, road and parking pricing is usually applied in areas where the costs of providing facilities is particularly high, such as in city centers and new highways. Such fees can be considered a surcharge for these higher-than-average costs.

Pricing proponents emphasize that motorists receive benefits, such as reduced traffic congestion, and that pricing is optional. For example, motorists may have a choice between free but congested highway lanes, and uncongested but priced lanes. Similarly, they may be able to choose between convenient but priced parking, and less convenient but free parking. This is called *value pricing*. Whether motorists have adequate alternatives is often an important issue in pricing equity analysis. Pricing reforms can also benefit disadvantaged people (increase vertical equity) if they reduce negative impacts on disadvantaged neighborhoods or improve travel options for non-drivers. For example, Kain (1994) predicts that congestion pricing can benefit lower income commuters and non-drivers overall by improving transit and rideshare services.

Transportation price increases are often criticized as being regressive, since a particular fee represents a greater portion of income for lower-income people than for higher-income people. Overall equity impacts depend on how prices are structured, the quality of transport alternatives available (Golub 2010), how revenues are used, and whether driving is considered a necessity or a luxury (Litman 1996; Rajé 2003; TRB 2011). If there are good alternatives, revenues are used to benefit the poor, and disadvantaged people are given discounts, price increases can be progressive overall.

There is a long history of incorporating vertical equity objectives into transport pricing with targeted discounts that benefit lower-income people. Adam Smith (1976), the founder of modern economics, wrote that, “*When the toll upon carriages of luxury coaches, post chaises, etc. is made somewhat higher in proportion to their weight than upon carriages of necessary use, such as carts, wagons, and the indolence and vanity of the rich is made to contribute in a very easy manner to the relief of the poor, by rendering cheaper the transportation of heavy goods to all the different parts of the country.*”

Transportation Equity Spatial Analysis

The report, *Equity Analysis of Land Use and Transport Plans Using an Integrated Spatial Model* (Rodier, et al. 2010), used the Activity Allocation Module of the PECAS (Production, Exchange, and Consumption Allocation) Model to evaluate the equity effects of land use and transport policies intended to reduce greenhouse gas emissions. This model compared a *Business-As-Usual* and *Preferred Blueprint* scenarios for the Sacramento region. The model quantifies the distributions various transport and economic interactions, including wages, rents, productivity, and consumer surplus, for segments of households, labor, and industry. It evaluates the equity impacts of different transport and land development patterns. The results indicate that a more compact urban form designed around transit stations may reduce travel costs, wages, and housing costs by increasing accessibility, which can lead to substantial net benefits for industry categories and lower income households. Higher income households may be net losers, since their incomes are more dependent on reduced wages, they are less willing to switch to higher density dwellings, and they are more likely to own their own home.

Dodson, et al. (2011) apply cluster analysis to a large regional household travel survey to identify the geographic distribution and travel activity of low socioeconomic status (SES) groups. With this information, the study advanced a new origin–destination-based land use and transport accessibility model that can quantify the overall accessibility to goods and services for disadvantaged populations. District level census data (approximately 200 households) integrates with conventional transport models transport analysis zones.

Climate Change Emission Reduction Equity

Lin (2008) evaluated the equity impacts of climate change policies, including the distribution of damages from climate change and other pollutants, and the distribution of benefits from emission reduction efforts (such as whether energy conservation programs provide incentives and jobs to low income and minority populations). She critiques emission reduction policies, such as cap-and-trade, feebates and road pricing in terms of their impacts on disadvantaged populations, and recommends specific design principles, such as insuring adequate alternative travel modes if congestion pricing or carbon taxes are implemented, and use of revenues in ways that benefits disadvantaged populations.

Equitable VMT Reduction Strategies (Carlson and Howard 2010)

The report *Impacts Of VMT Reduction Strategies On Selected Areas And Groups*, sponsored by the Washington State Department of Transportation, investigates the equity impacts of the state's vehicle miles travelled (VMT) reduction targets (18% reduction by 2020, 30% reduction by 2035, and 50% reduction by 2050), and ways to minimize negative impacts on disadvantaged populations. It identified various VMT reduction strategies and evaluated their impacts on five groups and areas, including small businesses, low-income residents, farmworkers, distressed counties, and counties with more than half the land in federal or tribal ownership. It identified ways to implement VMT reduction programs with the most positive or least negative impacts on disadvantaged groups.

Equitable Road Funding (Schweitzer and Taylor 2008)

Opponents of efficient road pricing, such as congestion tolls, often argue that low-income, urban residents will suffer if they must pay to use congested freeways. This contention, however, fails to consider (1) how much low-income residents already pay for transportation in taxes and fees, or (2) how much residents would pay for highway infrastructure under an alternative revenue-generating scheme, such as a sales tax. Schweitzer and Taylor compare the cost burden of road toll and a local option transportation sales tax. The analysis indicates that although the sales tax spreads the costs of transportation facilities across a large number of people, it redistributes about \$3 million in revenues from less affluent residents to those with higher incomes. Low-income *drivers* individually save if they do not have to pay tolls, but low-income residents as a group pay more with sales taxes.

Fairness in a Car Dependent Society (SDC 2011)

The report, *Fairness in a Car Dependent Society*, by the U.K. Sustainable Development Commission (SDC) analyzes the costs of car dependency and the distribution of these costs to various groups. While recognizing that car travel can provide significant benefits, it also imposes significant costs, which tend to be particularly burdensome to physically, economically or socially disadvantaged people. These groups tend to benefit least from automobile travel and dispersed development patterns, and face major costs from accident risks and pollution emissions, and reduced accessibility.

This analysis concludes that a new approach to national transport policy is needed that better balances conflicting interests. This must recognize that transport planning decisions have significant indirect and external impacts, and so should consider effects on all members of society, not just motorists. It recommends that transport decision makers should adopt a transport hierarchy approach to ensure the most sustainable and fair transport solutions are prioritized:

1. Demand reduction for powered transport
2. Modal shift to more sustainable and space efficient modes
3. Efficiency improvements of existing modes
4. Capacity increases for powered transport (only when options 1-3 have been exhausted)

Right To Basic Transport (KOTI 2011)

Korea recognizes the right to basic transportation, which includes the right to move freely, conveniently and safely, the freedom to choose transport modes, the right to transport cargo, and the right to gain access to transport information regardless of economic, physical, social and regional barriers. It is a right based on the citizens' basic rights stipulated in the Korean Constitution such as freedom of residence and movement, freedom of occupation, assurance regarding human dignity and worth. Korean planners are developing minimum service policies based on indices and criteria to implement these rights within practical resource constraints.

Critical Evaluation of Indian Urban Transport (Mahadevia, Joshi and Datey 2013)

The report, *Low-Carbon Mobility in India and the Challenges of Social Inclusion* critically evaluates the degree that Indian urban transport systems serve low-income households and other disadvantaged groups. It uses travel demand survey to evaluate walking, cycling and public transit activity, and consumer expenditure survey data to evaluate transportation affordability. It discusses the quality and utility of Bus Rapid Transit (BRT) systems in various Indian cities, and identifies various problems and potential improvement strategies.

India's National Urban Transport Policy (NUTP) emphasizes the importance of building 'streets for people' rather than simply maximizing motor vehicle traffic speeds. It also emphasizes the need to improve transit service for disadvantaged groups. This offers an opportunity to improve public transit services and develop BRT systems, particularly because BRT tends to provide better service than buses operating in mixed traffic, but are cheaper and more flexible than metro rail systems. However, of the 63 cities eligible for national transportation funds, only about 10 built BRT systems, out of which only Ahmedabad, Delhi, Pune and Jaipur have dedicated bus lanes. Some roadway expansion projects that were planned as BRT lanes have been converted to general traffic lanes, and some BRT infrastructure badly designed, built or maintained, resulting in poor service quality. In Ahmedabad, there was no attempt to integrate the BRTS with existing municipal bus services and many previous bus lines were closed, and in Delhi there is political pressure to remove BRT lanes. Some Indian cities have developed well-used walking and bicycle facilities as part of transportation improvement programs, but others have failed to develop such facilities.

Indian cities experience major problems sharing road space amongst all users. Even facilities designed for pedestrians, cyclists and buses are often appropriated by motorised vehicles. For example, in Delhi, the traffic police control the signal cycle at the junctions, and they have designed it to favour the mixed traffic more than buses. Traffic police have also refused to limit motorised two-wheelers encroaching the cycle tracks. Sometimes inappropriate design of infrastructure has led to a lack of usage. For example, in Ahmedabad, footpaths and cycle tracks have not been designed and built for all the corridors, compromising the safety and access of pedestrians and cyclists, and some cycle tracks have faulty designs that discourages cyclists from using them. Another common conflict and barrier to efficient urban transportation involves motor vehicles parking on footpaths, cycle tracks and bus lanes. Most vehicle parking is unpriced.

Transport Policy Reforms To Help Low-Income Immigrant Families (Pollack, et al. 2013)

A Northeastern University study investigated policy solutions to address the transport needs of low-income and working Latino families in Massachusetts. The project conducted door-to-door surveys with more than 350 residents in targeted neighborhoods and held focus groups in each city to collect information on how residents get around, where they go using different transportation modes, what obstacles and issues they contend with, and solutions for overcoming transit-related problems. The study found that transportation takes a heavy toll on the time, budget, and stress level of low-income Latino Massachusetts residents. It found that:

- Low-income Latino residents lack good transport options and must often choose between expensive dependence on automobiles and inadequate, time-consuming public transit.
- Transportation challenges adversely affect people's access to basic needs, broader opportunities, and overall quality of life.
- Low-income urban Latino residents need better and more affordable transportation options, including more frequent public transit service that gets them to jobs and other important destinations in a reasonable amount of time and every day of the week.

The study provided various recommendations including improving walking, cycling and public transport; improve transportation affordability; increases in motor vehicle user charges should be implemented with improvements in alternative modes; major public services (such as education and medical care) should be located and managed to maximize pedestrian, bicycle and public transit access.

Women's Transportation Safety (Tiwari 2014)

The report, *Planning And Designing Transport Systems To Ensure Safe Travel For Women* uses detailed travel survey data concerning how Indian women travel and the obstacles they face to develop recommendations for improving women's travel safety, and to integrate these objectives into sustainable transportation planning in developing countries, including smart growth development patterns which insure that services and activities commonly used by women are located near homes, planning that places more emphasis on walking and public transit, and safer roadway design.

Automobile Ownership and Travel By Low-Income Households

Analyzing the 2009 U.S. National Household Travel Survey, Blumenberg and Pierce (2012) identified factors that affect vehicle ownership and travel, including income, age, gender, race-ethnicity, employment status (student, worker, retiree, homemaker), children in household, geographic location (density and urban region), vehicle insurance costs and vehicle ownership (as it affects personal travel). They found that low-income households are less likely to own cars and more likely to travel by alternative modes. As household incomes rise from low to medium levels, vehicle ownership and travel tend to increase proportionately faster than incomes, particularly households with workers and children, and decline with land use density. The authors conclude that these findings justify public policies that help lower-income households located in automobile-dependent communities own vehicles.

Strategies To Achieve Transportation Equity Objectives

This section identifies various ways of achieving transportation equity objectives.

Horizontal Equity – Planning and Investment Reforms

Horizontal equity requires that public resources be allocated equally to each individual or group unless a subsidy is specifically justified, although exactly what constitutes an equal share depends on which resources are considered and how they are measured. In general, resource allocations should be measured per capita, with adjustments made to account for special needs, such as extra costs to accommodate people with disabilities and to provide fare discounts for people with low incomes.

- Improved transport data to better understand disadvantaged people's travel demands, and the quality of walking, cycling and public transport.
- Improved information on indirect, external and non-market costs of transport.
- Least-cost planning, so resources (funding and road space) can be allocated to alternative modes and demand management strategies whenever they are cost effective, considering all costs and benefits.

Horizontal Equity – Pricing Reforms

Various transport pricing reforms can increase horizontal equity by making prices more accurately reflect costs (Litman 2005b; VTPI 2005). They can also tend to achieve vertical equity objectives by supporting alternative modes, improving affordability, and by prioritizing travel to favor basic mobility and HOV modes. These include:

- *Fuller cost recovery* – User fees such as fuel taxes and tolls increase to reflect costs imposed. For example, fuel taxes could be increased to fund a greater portion of roadway costs, and more parking facilities should be priced.
- *Weight-distance fees* – Fees that reflect the roadway costs imposed by a vehicle class.
- *Road Pricing* – Charge directly for road use, with rates vary to reflect how roadway and congestion costs vary by location, time and vehicle type.
- *Parking cash out* – Allow commuters to choose cash instead of subsidized parking.
- *Parking pricing* – Vary rates to reflect how costs vary by location, time and vehicle type.
- *Distance-based vehicle insurance and registration fees*, which converts fixed costs into variable costs with respect to annual vehicle travel.
- *Environmental taxes and emission fees*. Some economists recommend special fees based on the environmental imposed by an activity, such as vehicle air pollution emissions.

Ramjerdi (2006) evaluates the vertical equity impacts of various mobility management transport policies in Oslo, Norway, including road pricing, parking pricing and public transit service improvements. The analysis employs a range of equity measures reflecting different assumptions and perspectives, including the Gini coefficient and the Lorenz curve, which are measures of inequity.

Vertical Equity – Progressive With Respect To Income

There are many ways to increase transport system affordability and insure that transport policies and program are progressive with respect to income (“Affordability,” VTPI 2005)

- Transport policy and planning decisions should favor affordable modes (walking, cycling, public transit, ridesharing, carsharing and delivery services). This includes improved sidewalks and crosswalks, traffic calming and traffic speed control, HOV and bus lanes, and other transit service improvements.
- Support transportation demand management strategies that increase affordability including improvements to alternative modes, reduced and more flexible parking requirements, *parking cash out* (commuters who are offered a subsidized parking space can choose to receive the cash equivalent if they do not drive), parking unbundling (parking is rented separately from housing, so residents are not forced to pay for parking they do not need).
- Support policies that make automobile ownership more affordable, including targeted grants, loans and distance-based vehicle insurance (Blumenberg and Pierce 2012)
- Support carsharing (vehicle rental services located in residential areas, designed to provide an affordable alternative to private vehicle ownership), pay-as-you-drive insurance (insurance and registration fees based directly on how much a vehicle is driven), and other programs and pricing options that make occasional automobile use more affordable.
- Price transportation to favor economically, socially and physically disadvantaged people (Iacono and Lari 2006). For example, transit services, road tolls and other services can have discounts for people who qualify for low-income benefits. Each household can receive a limited number of free road toll or parking vouchers.
- Support development of affordable-accessible housing (affordable housing in accessible, multi-modal communities).

Vertical Equity – Benefiting Transportation Disadvantaged People

Because disadvantaged people tend to drive less than average and often rely on non-automobile modes, anything that increases transportation system diversity and land use accessibility tends to increase vertical equity (“Transportation Diversity,” VTPI 2005). Conversely, anything that increases automobile dependency tends to contradict vertical equity objectives by reducing travel options for non-drivers and increasing transportation costs (“Automobile Dependency,” VTPI 2005). As a result, planning and market distortions that favor automobile travel, described earlier in this report, tend to reduce vertical equity, while mobility management and smart growth strategies tend to increase vertical equity by creating more diverse and accessible transport systems.

Wasfi and David M. Levinson (2007) surveyed seniors and people with developmental disabilities to determine their travel activities and attitudes, in Hennepin County which includes the city of Minneapolis and inner suburbs. The survey asked questions about the difficulty of reaching desired destinations in order to attend medical appointments, work, shop, conduct business, visit family or friends and other activities. It found that senior’s

independence declines steadily with age. Those seniors who were not fully independent were unable to make all the trips they needed or wanted to make (or both) on a given day.

The most common transport mode for seniors is automobile. Approximately 77% of respondents travel primarily by automobile for shopping. Public transit was the second most-used mode. Seniors in the sample showed a willingness to use public transit, yet often did not because of a lack of service near their homes or destinations. Although some seniors have a difficult time using public transit (for example, getting up stairs), a bigger concern was fear of being a victim of a crime; more than half were also concerned about waiting for transit or the length of time of the trip.

The survey revealed that more than half of adults with developmental disabilities live in group homes, while about a quarter live with relatives. Despite not living independently, many (40%) consider themselves independent travelers, and 70% reported that the mode of transportation they used was their choice. Walking, public transit, and dial-a-ride were listed as the primary modes of transportation the participants used to meet their transportation needs.

About half of the trips these adults took were work related, with recreational and shopping trips cited as well. More than half of the sampled population worked every day, while recreation occurred at least once a week for about two-thirds of the population. About 30% reported being unable to make trips they wanted to make, and about 46% were unable to make trips they needed to make.

Certain modes and services are particularly important to transport disadvantaged people, including walking, ridesharing, public transportation, taxi, special mobility services, carsharing, public Internet services, and delivery services. It is important to provide good connections between these modes and destinations, for example, insuring that there are good walking and cycling conditions around transit stops, that transportation terminals accommodate people with disabilities, and that public transit serves airports. Because users have few alternatives, Nguyen-Hoanga and Yeung (2010) find that paratransit service benefits far exceed their costs.

Martens (2006) argues that current transport evaluation practices exaggerate the benefits of automobile-oriented improvements and undervalue improvements to alternative modes, which tends to be regressive because it skews planning and investment decisions to favor people who are economically, socially and physically advantaged (those who currently drive high mileage) and at the expense of those who are disadvantaged (who currently drive low mileage and rely on alternative modes). As he explains:

“Both transport modeling and cost-benefit analysis are driven by distributive principles that serve the highly mobile groups, most notably car users, at the expense of the weaker groups in society. Transport modeling is implicitly based on the distributive principle of demand. By basing forecasts of future travel demand on current travel patterns, transport models are reproducing the current imbalances in transport provision between population groups. The result is that transport models tend to generate suggestions for transport improvements that

benefit highly mobile population groups at the expense of the mobility-poor. Given the importance of mobility and accessibility in contemporary society for all population groups, the paper suggests to base transport modeling on the distributive principle of need rather than demand. This would turn transport modeling into a tool to secure a minimal level of transport service for all population groups.” (Martens 2006).

To correct these biases he recommends the following changes to transportation modeling and economic evaluation techniques to reflect equity objectives:

- Evaluate transport improvements primarily in terms of *accessibility* rather than *mobility*. For example, improvements should be rated based on the number of public services and jobs accessible to people, taking into account their ability (i.e., ability to walk and drive), travel time and financial budgets, not simply travel time savings to vehicle travelers. This recognizes the value of non-automobile modes (walking, cycling, public transit and telecommuting) and land use improvements (such as more compact and transit-oriented development) to improve accessibility and achieve transport planning objectives.
- The monetary value assigned to accessibility gains should be inversely related to people’s current levels of accessibility to reflect the principle of diminishing marginal benefits. In other words, accessibility gains for the mobility-poor (who travel lower annual miles) should receive higher monetary value than for mobility-rich (high annual mile travelers), because accessibility-constrained people tend to gain relatively more from a given transportation improvement. This means that travel time savings for mobility-poor people should be valued higher than for the mobility-rich. This helps increase consumer welfare and efficiency, not just social justice objectives. For example, it helps disadvantaged people access education and employment opportunities that allow them to be more productive.

Smart Growth Development Policies

Automobile dependency and sprawl tend to be inequitable because they make non-drivers (people who for any reason cannot rely on automobile transportation) relatively worse off compared with drivers, and tend to increase total per capita transportation costs by reducing the effectiveness of more affordable travel options (walking, cycling and public transit), and by increasing the total amount of travel required to maintain a given level of accessibility, imposing a financial burden on lower-income residents (Schneider and McClelland 2005). McCann (2000) found that households in sprawled regions devote more than 20% of their expenditures to surface transportation (more than \$8,500 annually), while those in communities with more efficient land use spend less than 17% (less than \$5,500 annually), representing savings of hundreds of dollars a year. Similarly, lower-income households that rely on automobile transportation tend to spend a relatively large portion of their income on basic transportation, while those that use other travel modes spend much less (Bernstein, Makarewicz and McCarty 2005).

Described more positively, transportation and land use policies that help create more multi-modal transportation systems and more accessible land use development help achieve equity objectives by improving accessibility for non-drivers and by making transportation more affordable to lower-income households (Rodier, et al. 2010).

Reforming current planning and investment practices that favor sprawl tends to support equity objectives (“Smart Growth Reforms,” VTPI 2005). Smart growth is sometimes criticized for being inequitable, on the grounds that it reduces housing affordability, but it can incorporate features to improve overall transportation and housing affordability (“Location Efficient Development,” VTPI 2005).

There is sometimes a conflict between a short-term perspective, which focuses on current cost burdens, and a long-term perspective that considers how current policies affect future transportation and land use patterns. For example, increased vehicle taxes and fees intended to discourage automobile travel and encourage use of alternative modes may seem inequitable from a short-term perspective, because they increase the unit costs of vehicle travel, but may increase equity overall if they help create a more diverse transportation system and more accessible land use patterns, which reduce total consumer transportation costs.

Transport Equity Objectives Summary

Table 6 identifies various transportation improvement strategies that help achieve specific equity objectives. This type of analysis can be modified to reflect the needs and values of a particular community. For example, different types of pricing reforms can have different equity impacts, depending on how they are structured and how revenues are used, so with thoughtful design, pricing reforms can achieve a maximum range of equity objectives.

Table 6 Strategies for Achieving Equity Objectives

Strategy	Treats Everybody Equally	People Bear the Costs They Impose	Progressive With Respect To Income	Benefits Transport Disadvantaged	Improves Basic Access
Direct user charges for road and parking pricing.	X	X			
Distance-based (rather than flat) insurance and registration fees		X			X
Increased transport system diversity (improvements to modes used by disadvantaged people).			X	X	X
More accessible land use, and location-efficient development.			X	X	X
More affordable automobile options (PAYD insurance, carsharing, need-based discounts, etc.)			X		X
Correct policies that favor automobile travel over other modes (planning and investment reforms).	X	X	X	X	
Improve public involvement in transport planning.	X			X	
Improve data collection (more information on disadvantaged people and alternative modes).	X		X	X	

This table indicates the equity objectives achieved by various transportation planning and management strategies. Many strategies support multiple equity objectives.

Conclusions

Transportation equity analysis is important and unavoidable. Transport planning decisions often have significant equity impacts and equity concerns often influence transportation planning activities. Most practitioners and decision-makers sincerely want to help achieve equity objectives.

Transportation equity can be difficult to evaluate because there are various types of equity, impacts, ways to measure impacts and categories of people, as summarized in Table 7.

Table 7 Transportation Equity Categories and Indicators

Types of Equity	Impacts	Measurement	Categories of People
Horizontal Equal treatment of equals Vertical With-Respect-To Income And Social Class Transport affordability Housing affordability Impacts on low-income communities Fare structures and discounts Industry employment Service quality in lower-income communities Vertical With-Respect-To Need And Ability Universal design Special mobility services Disabled parking Service quality for non-drivers	Public Facilities and Services Facility planning and design Public funding and subsidies Road space allocation Public involvement User Costs and Benefits Mobility and accessibility Taxes, fees and fares Service Quality Quality of various modes Congestion Universal design External Impacts Congestion Crash risk Pollution Barrier effect Hazardous material and waste Aesthetic impacts Community cohesion Economic Impacts Economic opportunities Employment and business activity Regulation and Enforcement Traffic regulation Regulations and enforcement Regulation of special risks	Per capita Per adult Per commuter or peak-period travel Per household Per Unit of Travel Per vehicle-mile/km Per passenger-mile/km Per trip Per commute or peak-period trip Per dollar Per dollar user fees Per dollar of subsidy Cost recovery	Demographics Age and lifecycle stage Household type Race and ethnic group Income class Quintiles Poverty line Lower-income areas Ability People with disabilities Licensed drivers Geographic location Jurisdictions Neighborhood and street Urban/suburban/rural Mode and Vehicle Type Walkers People with disabilities Cyclists & motorcyclists Motorists Public transit Industry Freight Public transport Auto and fuel industries Trip Type Emergency Commute Commercial/freight Recreational/tourist

There are various types, impacts, measurement units and categories to consider in equity analysis.

There is no single correct methodology. It is generally best to consider a variety of issues and perspectives. A planning process should reflect each community's equity concerns and priorities so public involvement is important for transport equity planning.

More comprehensive equity analysis allows planners to better anticipate problems, incorporate equity objectives in planning (for example, it can help identify congestion reduction strategies that also improve mobility for non-drivers and help lower-income people), and it can help optimize planning decisions to maximize equity objectives. New analysis tools and information resources are available to better evaluate equity and incorporate equity objectives into transport planning. Improved equity analysis in transport planning can reduce conflicts and delays, and better reflect a community's needs and values.

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CHAPTER 5:

Poverty and school attendance: Barriers and possible solutions

This report is one of a series documenting the findings of the Poverty and Education survey.
For additional information, see: <http://www.bctf.ca/PovertyResearch.aspx>



A BC Teachers' Federation study. This survey was conducted by BCTF Research in collaboration with the Anti-poverty action group of the Committee for Action on Social Justice.



Poverty and
Education survey:
**A teacher's
perspective**

About the Poverty and Education survey

The *Poverty and Education survey: A teacher's perspective* was conducted by BCTF Research in collaboration with the BCTF Anti-Poverty Action Group of the Committee for Action on Social Justice, building on the findings of focus group research that explored poverty and education issues with teachers in four school districts¹. The purpose of the provincial survey was to assess whether and to what extent the focus group findings reflect teachers' experience across the province, to deepen our understanding of how poverty and education issues vary by regional, socio-economic, and school characteristics, and to identify what resources are most needed to address poverty within BC schools and the community.

Contributions and acknowledgments

BCTF Research Department

- Research design, data analysis, and reporting of survey results: Margaret White, Senior Research Analyst
- Assistance in all phases of the research project: Anne Field, Research Assistant
- Leadership and support for the project: Larry Kuehn, Director, Research and Technology Division

Committee for Action on Social Justice—Anti-poverty action group

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- Leadership in the early phases of survey design: James Chamberlain, Assistant Director, Professional and Social Issues Division (up to August 2012)
- Pre-testing, survey promotion, and/or input into survey results: Amy Dash, Sue Spalding, Debbie Sabourin, Annie Ohana (current members as of May, 2013) and ongoing input from members of the CASJ Anti-Poverty Action Group
- Survey development and questionnaire design: Ilse Hill (former member of the CASJ Anti-Poverty Action Group)

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¹ White, M., Hill, I., Kemp, S., MacRae, J., and Young, L. (2012). *Poverty and education: A teacher's perspective—Summary of the findings of the focus group research*. Available at: www.bctf.ca/PovertyResearch.aspx.

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Introduction

What we learned about poverty-related barriers to school attendance from the focus group research²

Low attendance is a barrier faced by some students, many of whom experience poverty, that contributes to learning gaps and prevents them from fully participating at school. The focus-group discussion revealed that the reasons for low attendance are complex, with resources needed to address the barriers parents face (e.g., transportation, family illness, having other small children), as well as being sensitive to cultural issues and involving parents in such a way that they feel more positive about and connected to their child's school.

Teachers observed that some families living in poverty seemed to have difficulty getting young children to school consistently. Some teachers noted that as students get older they often become more independent in terms of getting themselves to school, although older students sometimes miss school to look after younger siblings while the parents are at work. And some students work in paid employment to help support their family. This can add to the stress students are under from trying to keep up with homework after working long hours, or when their work schedule conflicts with their school schedule.

Attendance was not an issue for all students dealing with poverty. For some, school appeared to be a safe haven, with teachers observing that low-income students tended to appreciate what the school had to offer, often arriving early and staying late, rarely missing a day of school. Some of these schools received extra funding to provide meal programs, after-school activities, and other programs to help build a strong sense of connection among students in the school community.

Survey objectives (related to attendance)

Objectives of the survey related to poverty and school attendance included (1) to document the proportion of students in the class(es) where low attendance was a concern, (2) to learn to what extent the poverty-related barriers to attendance identified in the focus-groups are an issue across the province, (3) to seek feedback from teachers as to the challenges encountered by students who are working in paid employment, (4) to assess from a teacher's perspective to what extent schools across BC are using approaches that were identified in the focus group to encourage students to attend school, and (5) to elicit information from teachers about the strategies they use to support students with low attendance and address poverty-related barriers to school attendance.

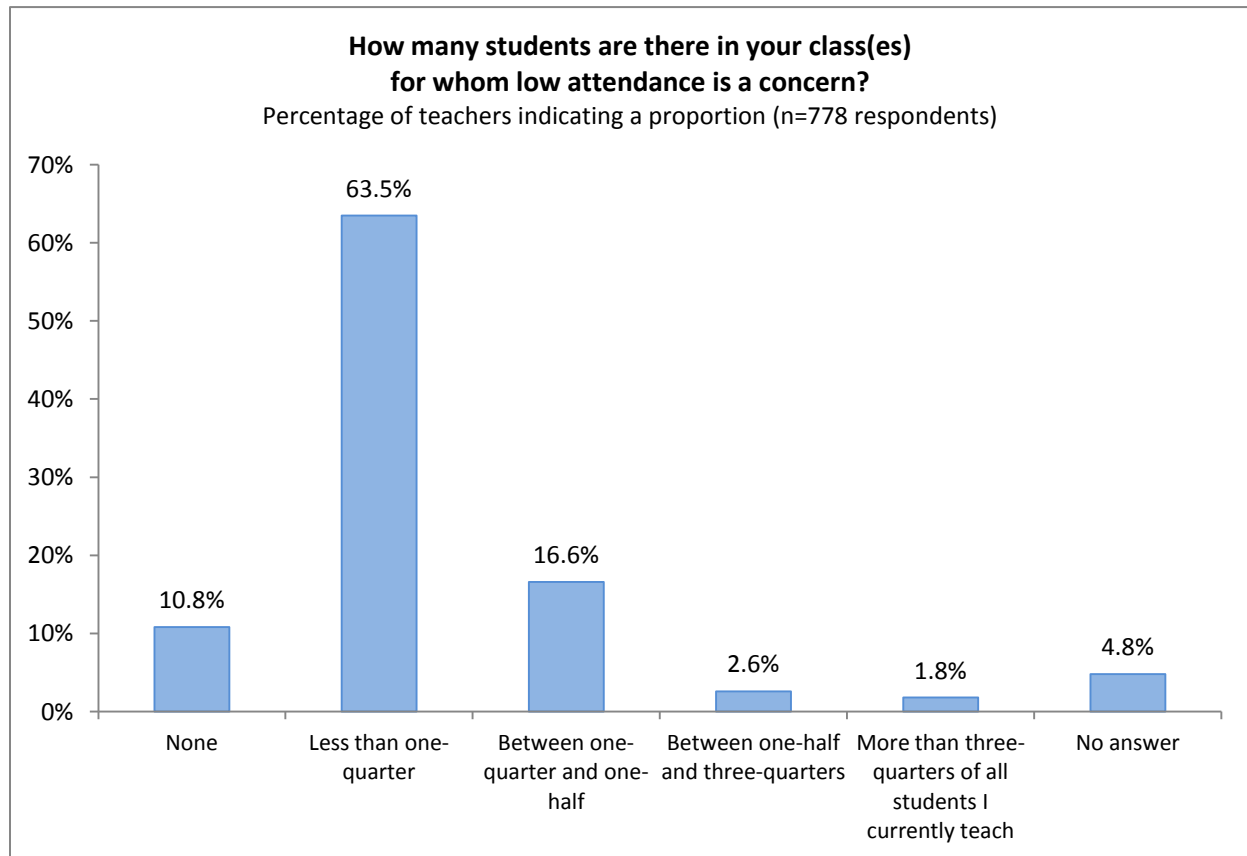
² White, M., Hill, I., Kemp, S., MacRae, J., and Young, L. (2012). *Poverty and education: A teacher's perspective—Summary of the findings of the focus group research*. Available at: www.bctf.ca/PovertyResearch.aspx.

School attendance and poverty-related barriers

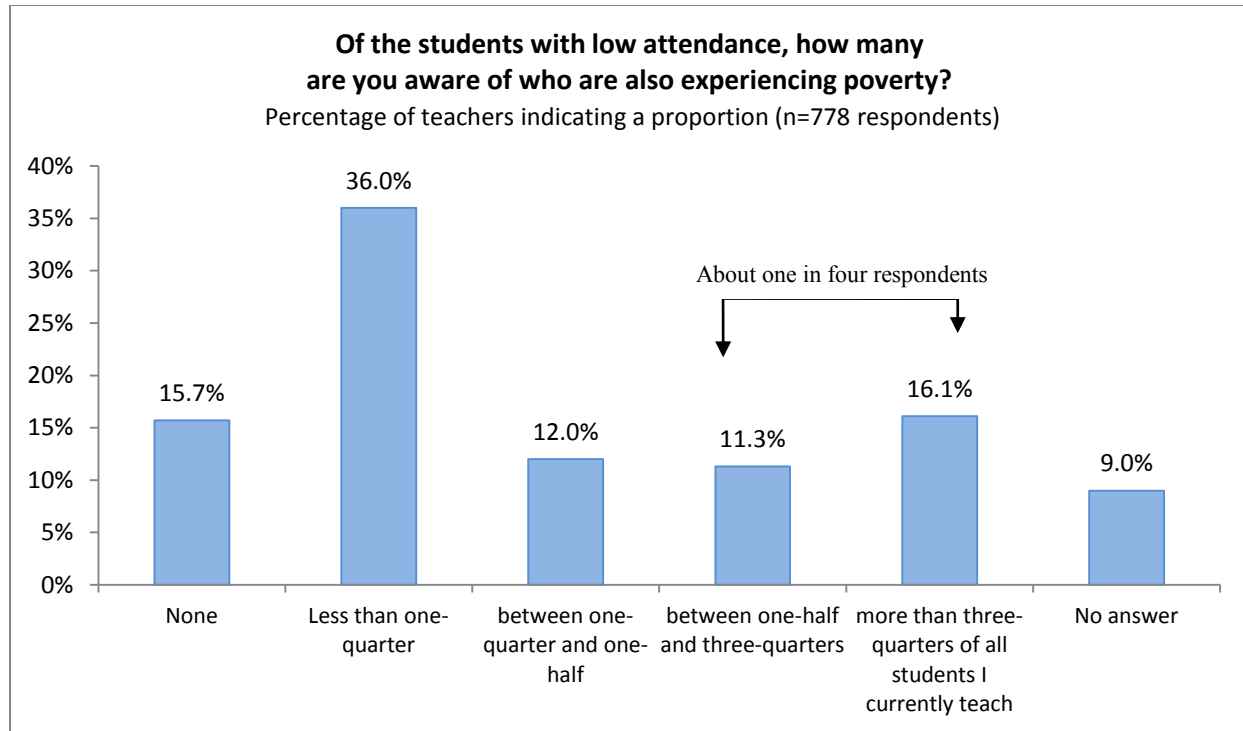
This section of the survey asked teachers about the proportion of students in their class(es) for whom attendance was a concern, the poverty-related barriers that can make it difficult for students to attend school, and the challenges encountered by students who are working in paid employment. The survey also asked teachers about the approaches their schools use to encourage attendance, and to describe the strategies they use to support students who are having difficulty attending school because of the family's economic situation.

Proportion of students for whom low attendance is a concern

The survey asked teachers, “How many students are there in your class(es) for whom low attendance is a concern?” Most teachers indicated having some students for whom attendance is a concern. Two-thirds of the respondents (63.5%) indicated attendance is a concern for “Less than one-quarter” of students, and 16.6% indicated it is a concern for “Between one-quarter and one-half” of students.



The survey also asked teachers, “Of the students with low attendance, how many are you aware of who are also experiencing poverty?” One-third of respondents indicated “Less than one-quarter” and 12% indicated “Between one-quarter and one-half” of students with low attendance are also experiencing poverty. About one in four respondents indicated at least one-half of the students for whom attendance is a concern are also experiencing poverty.



Characteristics of schools where there is at least one-quarter of students for whom low attendance is a concern

The following tables compare data on the socio-economic, regional, and zone characteristics for teachers who indicated having at least one-quarter of the students in their class(es) for whom attendance is a concern, with that of all respondents. A higher proportion of teachers in low-income schools (53.4% vs. 32.8% of the sample) and in rural schools (30.7% vs. 22.4% of the sample) indicate that attendance is a concern compared to the sample as a whole. The table with data on zone suggest that schools located in North Coast (8.6% vs. 3.9% of the sample) and in Vancouver Island North (16.6% vs. 12.3% of the sample) have a higher proportion of students for whom low attendance is a concern.

Socio-economic context	More than 1/4 of students with low attendance (n=163)	All respondents (n=778)
Low income	53.4%	32.8%
Middle income	5.5%	12.9%
High income	1.8%	4.8%
Mixed incomes	38.7%	47.2%
No answer	0.6%	2.4%
Total	100.0%	100.0%

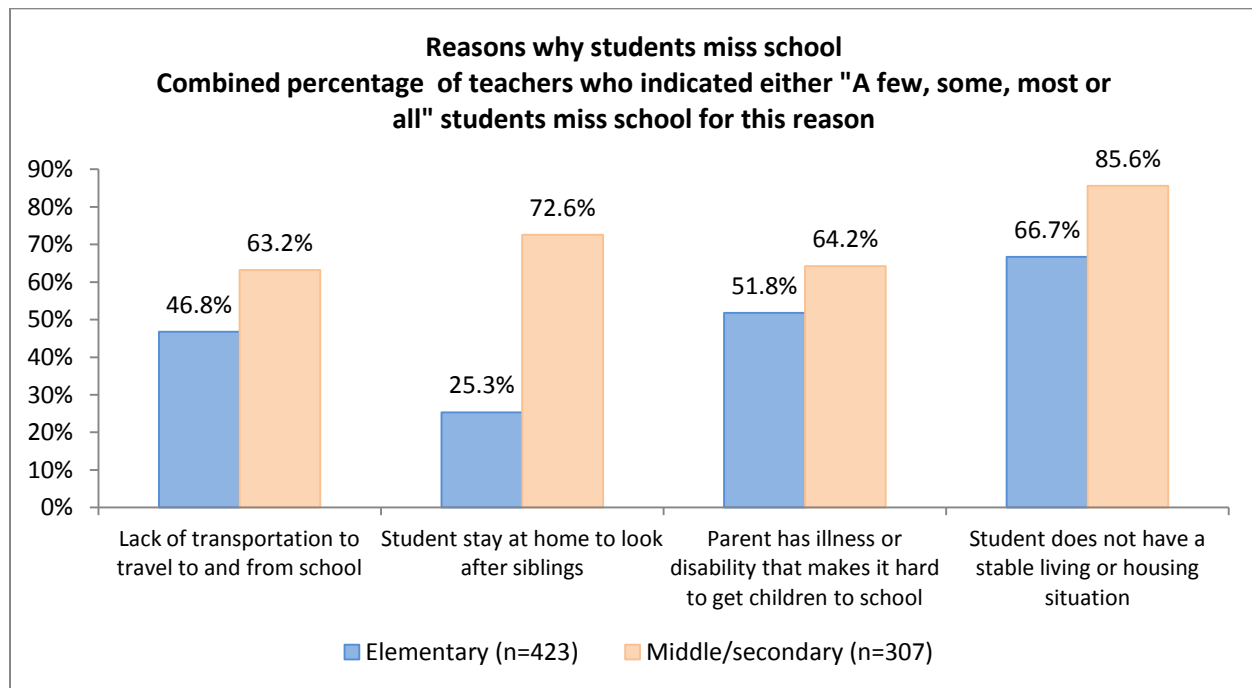
Region	More than 1/4 of students with low attendance (n=163)	All respondents (n=778)
Urban	40.5%	42.8%
Suburban	22.7%	28.4%
Rural	30.7%	22.4%
Remote area	3.1%	1.9%
Other	3.1%	2.3%
No answer	0.0%	2.2%
Total	100.0%	100.0%

Zone	More than 1/4 of students with low attendance (n=163)	All respondents (n=778)
Kootenay	3.1%	4.1%
Okanagan	11.7%	11.7%
North Coast	8.6%	3.9%
North Central/Peace River	8.0%	7.8%
Fraser Valley	20.2%	24.8%
Metro Vancouver area & West	22.1%	25.4%
Vancouver Island North	16.6%	12.3%
Vancouver island South	9.8%	9.4%
No answer	0.0%	0.5%
Total	100.0%	100.0%

Poverty-related barriers to attendance

The survey also asked teachers about how many students miss school for reasons identified in the focus-group research as poverty-related barriers to school attendance. The chart below shows the results for elementary and middle/secondary teachers in the survey, and the table shows results for the sample.

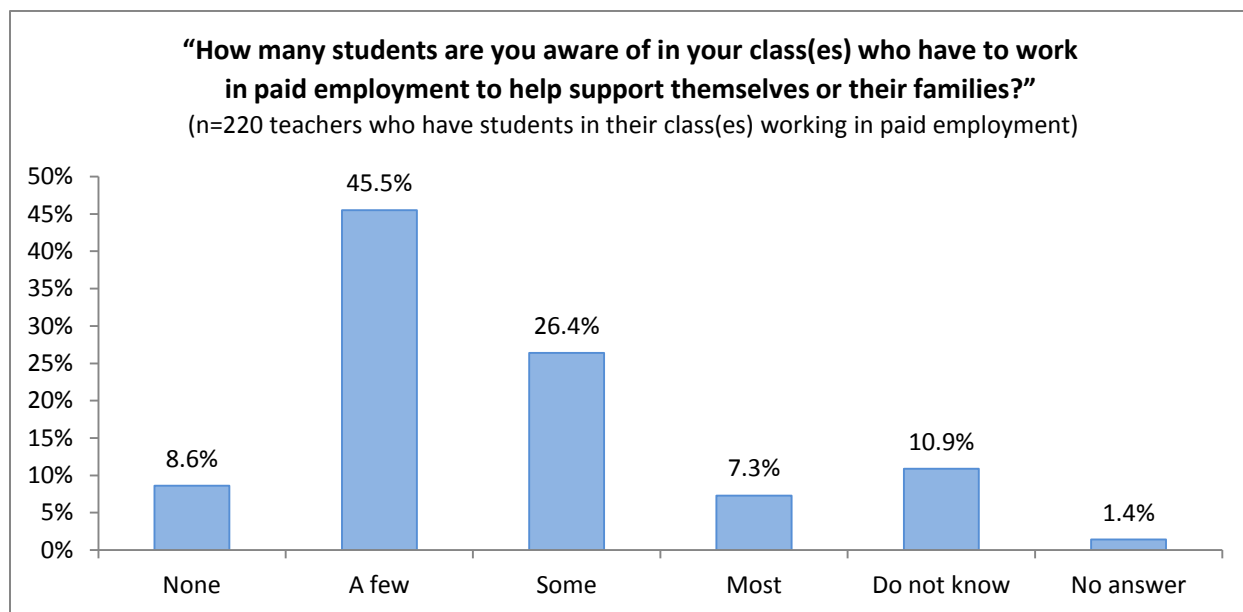
The most significant poverty-related barrier to attending school is “Student does not have a stable living or housing situation”. In the survey, two-thirds of elementary teachers and 85.6% of middle/secondary teachers indicate having students in their class(es) who miss school for this reason. The barriers listed are most significant for students in middle/secondary grades. Of the 307 middle/secondary teachers in the survey, about two-thirds or more indicate “A few”, “Some”, “Most”, or “All” of the students in their class(es) miss school for the following three reasons: “Stay home to look after younger siblings” (72.6%), “Lack of transportation to and from school” (63.2%), or “Parent has illness or disability that makes it hard to get children to school” (64.2%).



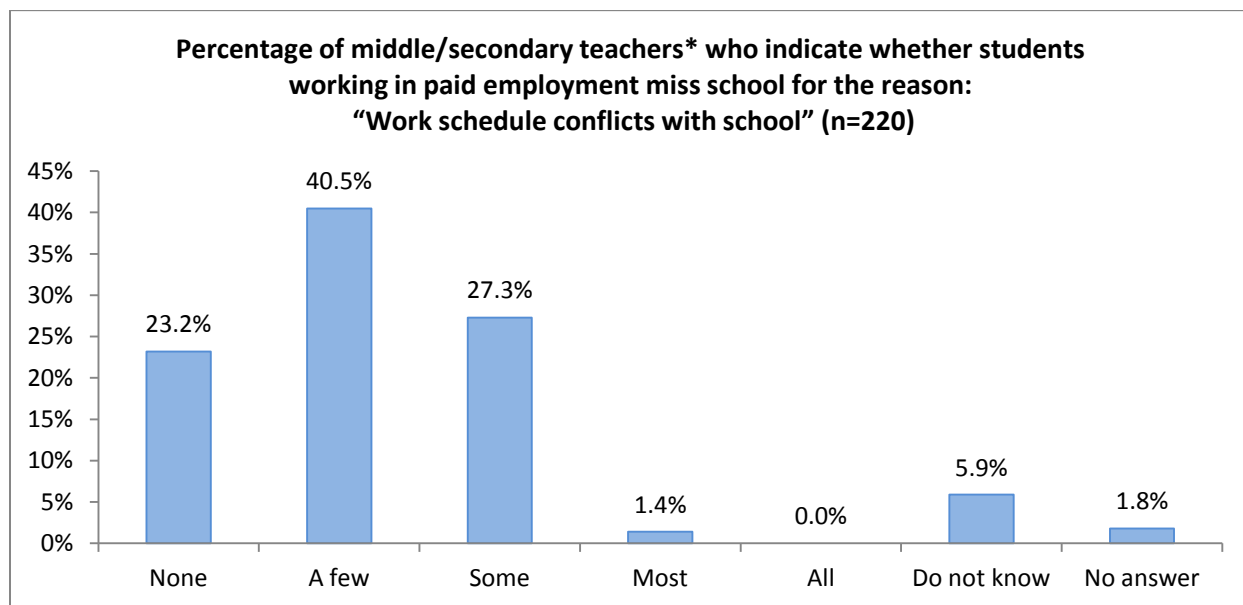
Barriers to attendance	None	A few	Some	Most	All	Do not know	No answer	Total
Lack of transportation to travel to and from school	32.1%	33.4%	15.4%	2.2%	0.5%	9.0%	7.3%	100%
Students to stay at home to look after siblings	38.3%	25.3%	15.6%	1.9%	0.3%	11.3%	7.3%	100%
Work schedule conflicts with school	55.3%	14.7%	9.5%	0.6%	0.1%	10.0%	9.8%	100%
Parent has illness or disability that makes it hard to...	27.8%	35.5%	16.6%	2.1%	0.1%	10.8%	7.2%	100%
Student does have a stable housing situation	15.4%	32.3%	25.8%	10.9%	2.2%	6.6%	6.8%	100%

Students working in paid employment

Of the 307 middle/secondary teachers in the survey, 71.7% (220 teachers) indicated they have students in their class who are working in paid employment. Of these 220 teachers, almost one-half (45.5%) indicated “A few” students, one-quarter (26.4%) indicated “Some” students, and 7.3% indicated “Most” students work in paid employment to help support themselves or their families.



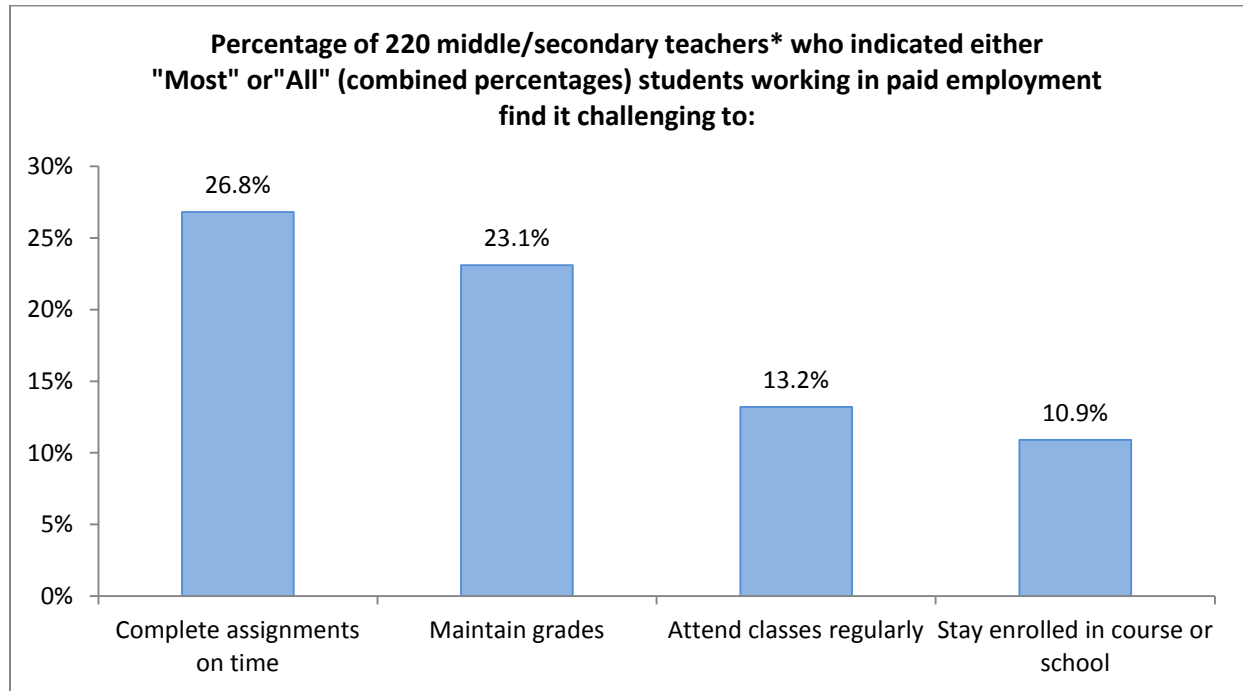
Of the 220 middle/secondary teachers with students in their class(es) working in paid employment, 40.5% indicated “A few” of the students, and 27.3% indicated “Some” of these students miss school for the reason “Work schedule conflicts with school”.



* Percentages are based on 220 middle/secondary teachers who indicated having students in their class(es) who work in paid employment.

Teacher observations of educational challenges for students working in paid employment

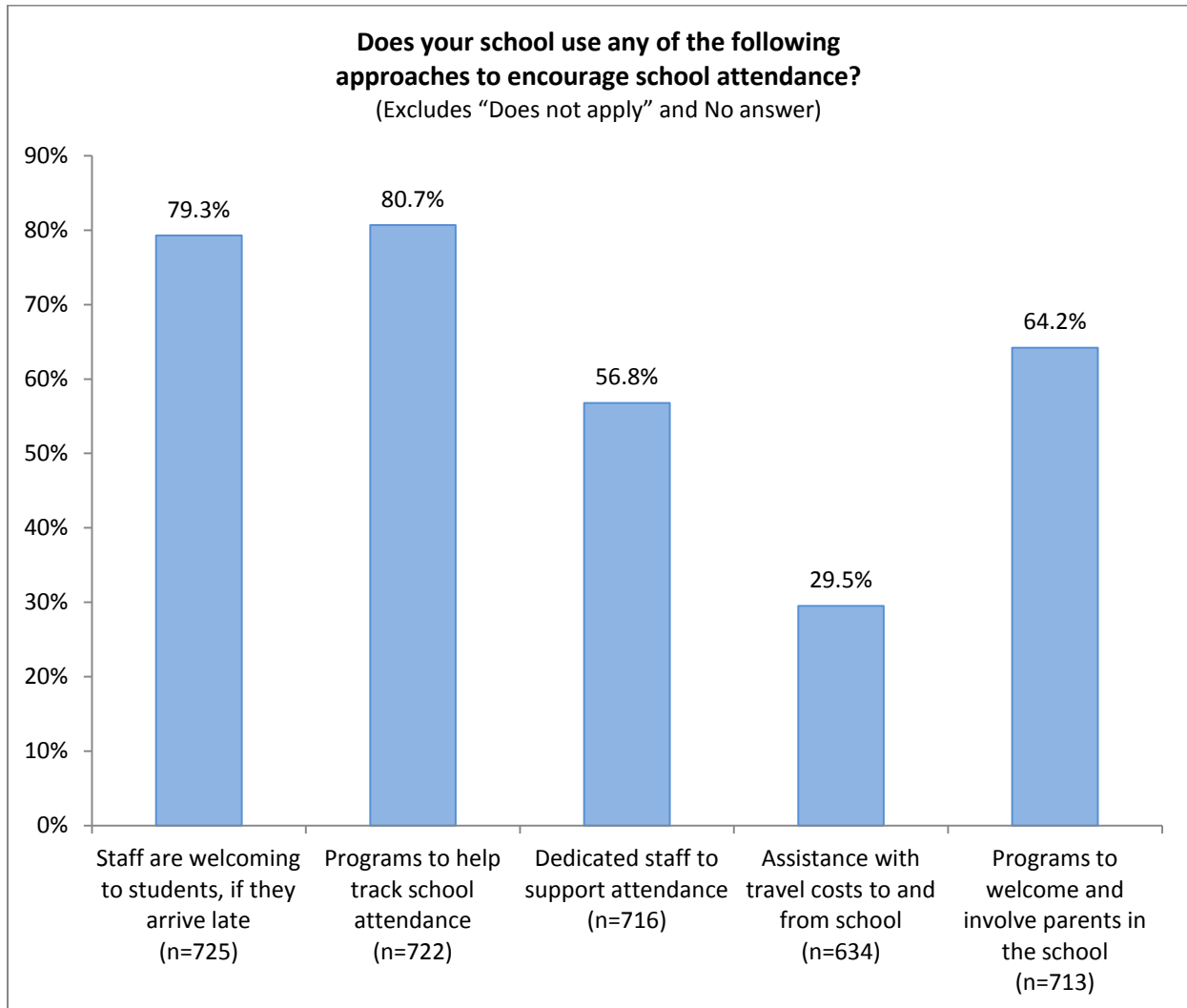
Of the 220 middle/secondary teachers who are aware of students in their class(es) who work in paid employment, about one-quarter indicated it is a challenge for “Most” or “All” students in their class(es) who are working in paid employment to “Complete assignments on time” (26.8%) and to “Maintain grades” (23.1%). About one in ten teachers indicated it is a challenge for these students to “Attend classes regularly” (13.2%) and/or to “Stay enrolled in course or school” (10.9%).



* Percentages are based on 220 middle/secondary teachers who indicated having students in their class(es) who work in paid employment.

Approaches used by schools to encourage school attendance

The survey asked teachers about what approaches the school uses to encourage and support students to attend school. Of those who answered the question (and for whom it applied to their teaching situation), eight in ten teachers indicated their school uses strategies such as “Staff are welcoming to students, if they arrive late” (79.3%), and “Programs to help track school attendance” (80.7%). About two-thirds (64.2%) of teachers indicated the school has “Programs to welcome and involve parents in the school”. About one-half (56.8%) indicated the school has “Dedicated staff to support attendance”, and less than one-third (29.5%) indicated the school provides “Assistance with travel costs to and from school”.



Strategies teachers have found helpful to support students who are having difficulty attending school because of the family's economic situation

The survey asked teachers, “What strategies have you, as a teacher, found helpful to support students who are having difficulty attending school because of the family's economic situation?”

Strategies to support students with low attendance described by teachers in response to this question are grouped by thematic areas, and presented with illustrative teacher quotes for each of these topic areas. Topic areas include:

- Multiple strategies to encourage attendance and support students
- Flexibility on the part of the teacher central to strategies to encourage completion of assignments
 - Flexibility about deadlines for completing missed assignments
 - Flexible scheduling
 - Adapting schedule and assignments for students in paid employment
 - Flexibility while communicating about the issue of low attendance
- Strategies to support students to catch up on missed assignments
 - Provide extra help in the classroom before and after school
- Use of technology to facilitate barriers related to school attendance
 - Provide online access to course content and communication with teachers
 - Email communication to communicate with student about missed assignments
- Creating a compassionate and caring community
 - Bring qualities of patience, kindness, support, and understanding
- Communicating and building relationships with students and parents
 - Communicating and building relationships with families
 - Communicating about the importance of attending school
- Communicating with students to support and encourage attendance
- Fostering a sense of connection
- Working as a team with school staff to support students with low attendance
 - Professional staff
 - Education Support Workers role in addressing barriers to school attendance
 - Family and Youth Workers
 - Aboriginal Support Workers
 - Multicultural Workers
 - Education Assistants
- Community and after-school programs
- Some strategies are supportive but do not necessarily change the situation
- Providing resources to meet the basic needs of students experiencing poverty
 - Food
 - Clothing
 - School activities and supplies
 - Multiple needs
 - Training in life skills that may help with school attendance
- Assisting with transportation for students to travel to and from school.

Multiple strategies to encourage attendance and support students

Many teachers described the multiple strategies they use to support students with low attendance. The following comments in which teachers describe some of these strategies illustrate the effort and care teachers put into encouraging and addressing barriers to school attendance. These examples illustrate the compassionate approach used to support students with low attendance that may include driving students to and from school, attending to basic needs for food and clothing, and creating a safe and caring space:

Spoken with families about available services; had counsellors become involved with families; adapted assignments; driven kids to and from school; made sure their other teachers were aware of the situations.

Staying in contact with student via email, being welcoming and understanding, implementing a free tutoring club after school that employs students with strong academics and to provide a quiet place for students to do homework before going home to go to work, make dinner, or take care of siblings.

Transporting to and from school/appointments. Providing family breakfasts at school, getting them warm clothing, bringing in agencies that offer help in the home. Letting kids nap at school. Making them feel safe/loved.

Mostly, I see children of parents who work many hours, coming to school late, tired, and often not properly fed. Their unstable home life seems to affect school work habits. Often the parents have mental health or behavioural challenges themselves (anger management, substance abuse, or other). I try to foster sincere trust and connection on a daily basis. I refer students I feel are vulnerable to our school counselor or art therapist. I allow them to eat when needed and try to teach them [about] all the supportive resources they have at school. I also foster connections with the parents to try to build support for their child's learning at home. I very discreetly remind them that there is subsidy available for field trips that require payments.

Being positive with them when they do attend, reduce workload so that they can catch up, provide them with extra help after school, pair them up with a work buddy of their choice to assist them in class when I am not available, adapt assignments.

Extend deadlines for work, lunch-hour tutorials where we can cover curriculum AND have lunch, reduce content, allow test re-writes, give information about outside school assistance, help students access in-school counselling and lunch/breakfast programs.

*When I taught high school, this was a serious concern...I have worked all of the following into my classroom, to accommodate ANY after-school job or activity: * flexible submission dates; * online resources, class website, school-based email addresses, etc.; * only 30+ minutes of reading as standard homework, with my classroom open during lunch and after school for students who need homework help; * computers available in the classroom (I volunteer to maintain a laptop lab for our pod); * extra supplies in classroom cupboards.*

The teachers' responses to this question provide many insights into the depth and range of strategies teachers and the school use to address poverty-related barriers to attendance, and, as well, the personal qualities they try to emulate in supporting students with low attendance. These are presented on the following pages, grouped by topic area.

Flexibility on the part of the teacher central to strategies to encourage completion of assignments

Flexibility was a central theme in teachers' comments when describing their approaches to supporting school attendance. Teachers' comments suggest many are flexible with adapting homework assignments, and allowing students more time to complete assignments.

Students in these situations often need flexibility, support and understanding. I have often extended due dates, adapted assignments to make them more relevant to the particular student's experience and stayed in touch via email (if students cannot attend classes regularly). An encouraging, non-judgmental attitude is also key.

Flexibility about deadlines for completing missed assignments

Many teachers indicated they were flexible about deadlines for school assignments and exam dates, and adapted coursework for students with low attendance:

Flexibility re: due dates, discussions with counsellors re. anything I can do to support student.

Allow flexibility with assignment due dates, extra help on subject material, try to get social support services for those students.

Being flexible with due dates, teaching materials more than once so that missing one day is not the end of the world.

I offer adaptations in terms of work required when the student is absent because the single parent is unable to get her to school due to her own health issues and lack of support.

Flexibility and willingness to adapt coursework.

Extensions on assignments, allowed to make up missed classes at an early-morning block.

Accept the situation and provide as much time as needed for assignments.

I use 'soft' due dates and give students as much time as possible to turn in assigned work.

Allowing more time for assignments, allowing students to choose the type of assignment they complete, not expecting the same output.

Flexible scheduling

In some teaching situations, students are on modified schedules that can be adapted to the needs of students where low attendance is a concern:

We are a different educational setting where students attend 3 hours a day for 4 days a week. We have 3 shifts. If a student is having trouble attending, we can change their class time or give them a modified schedule – ex. full days instead of 4 half days to reduce transit costs.

Part-time schedule, outreach at home or in the community.

We provide packaged curriculum – hospital homebound teachers – drop in whenever they can – virtual school – community counselling 1 day per week if they will accept which most do not.

Use “units” of work and let students work on an independent schedule.

Having them work to complete just one or two courses at a time.

One teacher noted that instead of flexibility, attendance was mandatory in an alternate program:

Going to school is a mandatory part of the residential rehab program my students are in.

Adapting schedule and assignments for students in paid employment

The survey found that many teachers have students in their classes who are working in paid employment to help support their families. In the comments, some teachers indicated being flexible with students who are working in paid employment so they can better balance school assignments with their work schedules:

Excused work or allowed more time when a student has worked the graveyard shift....

If I know the student's work schedule I try to adapt lessons to it (i.e. If I know he/she will always be late on Tuesday morning, I try to avoid assessment for that time). Also, if I give advance warning for major projects, students are able to often work around their schedules.

We have a very flexible schedule and allow students to do their school work as they can around work schedules.

Our school does not have deadlines for assignments, so we have a flexible schedule and school hours for those that work. However, only a few students can find work, while others want work but lack the skills and necessary tools like a phone.

My school is an alternative school that operates a self-paced program for virtually all students. This approach allows students to complete courses even when they have attendance gaps due to work schedules (or other factors).

Students who are working and have motivation work hard at school and are easy to support, such as asking for an extension or seeking extra help. It is difficult to help students with low motivation, see themselves continuing in poverty.

Flexibility while communicating about the issue of low attendance

A few teachers described being flexible and understanding while opening up communication with the student and family about attendance issues.

Always be welcoming and accepting, discuss obstacles and try to problem-solve with the student and parent, goal-setting to improve attendance.

Giving homework, additional assignments, more time for assignments Being open for them to talk to about the realities. Flexibility.

Extend deadlines; communicate with home to let them know how important attending school is for succeeding in school. Make class activities relevant to real life.

Alternate attendance schedule and sharing that with parents so that they know I am working with their child. Additional year at school to complete graduation, but talking with admin to ensure they participate with peer group for grad activities, etc. Ensuring that financial aid gets to as many students as possible for their needs.

Strategies to support students to catch up on missed assignments

Some teachers prepared homework packages, along with strategies to facilitate the homework.

Provide homework assignments and homework support to student.

Send homework to their house with another student.

Being prepared with packages of work for students to take home to do as an alternative to what the class may be doing.

Having work for them to do at home. Giving extra time to complete assignments. Extra one-on-one help when they return. Alternate assignments.

Providing work that can be done at home if the student is capable of independent work. Making sure they know that their "spot" is reserved for them (not striking them from the class list after a certain number of absences).

Provide extra help in the classroom before and after school

Several teachers open the classroom to students before and after class, and at lunch hour, to help them catch up on missed assignments.

I open my classroom by 7:30 and keep it open till about 6:00 almost every day so that students who miss classes can get extra help with their school work if they need it.

Homework support during the lunch break, to catch up.

I do not require my gr. 2 students to make up missed work; I give them extra help at recess when possible; I send work home to be finished (unless prior history shows that it will not be returned).

Providing extra time/help for students to come in and get their work done.

Exempt some assignments; give extensions; work with them at lunch or after school to catch up.

To be a good listener...Helped with assignments/homework after school when they are available to do it. Helping them to be organized – ensuring that time for work and studying are somehow balanced. Helping them understand the value of prioritizing...

Flexibility in test dates, assignment due dates. Availability out of class time for extra help.

I accept late assignments, and encourage students to come in during lunch or after school for me to help them catch up.

A few teachers commented that as much as possible they avoided assigning a lot of homework.

I do not assign a lot of homework; there is always adequate time in class to complete the learning outcomes and related assignments. Many do not have time outside of school hours to think about school work.

Not sending home homework, having school work completed in class.

Minimize the amount of “catch-up work” when they are in attendance to only the essential assignments.

I give very little homework, and have my room open at lunch for work on assignments or catch up.

Use of technology to facilitate barriers related to school attendance

The following comments illustrate how some teachers integrate technology into their strategies using email, blogs, class websites, and other online resources to assist students with low attendance to catch up on school assignments:

Provide online access to course content and communication with teachers

Providing online practice for those who have internet.

Offer flexible times during the day for 'catch-up' or extra support and access to tutoring online.

Supply resources on website to access at home, mod. labs to use online virtual labs.

Post assignments on blog so if they miss they can easily catch up.

Using online to access course work. Looking at alternate education programs within school Encouraging continued attendance at school.

Put the work online so they can download it or do it on a separate piece of paper.

Having easy access to missed work – in class folder plus online access to missed assignments, lunch hour and after school tutorials to “catch up”.

Keeping class work updated on a website, phoning home and keeping open lines of communication.

Flexibility, “homework hotline” or website so that they and their parents can see what they missed, upcoming deadlines, etc.

Homework clubs, online/teacher blogs, adapted course materials and assignment expectations, alternate assignments.

Time extensions, homework clubs, and online support.

Email communication to communicate with student about missed assignments

The following comments by teachers reveal how email communication can facilitate communication about missed assignments with students and parents, and enable students to receive and submit assignments:

They may submit assignments through email, and they are also able to email me questions regarding homework.

Providing my work email/work phone number for questions and communication when needed with encouragement to use.

Adapt course materials; correspond via electronic means rather than forcing student to come in to school.

Moving educational resources online accessible at home and outside school hours. Give them means of communicating with a teacher outside of school hours for support (school email or teacher/course website).

Online work for those with access, open communication: calling student/asking student to discuss situation with employer.

Flexible deadlines and extra support outside class time. Occasional answering emails from these students. Or emailing work.

Creating a compassionate and caring community

Bring qualities of patience, kindness, support, and understanding

The theme of welcoming students when they do attend, and showing patience, understanding, and compassion towards students, is an important part of a teacher's approach to addressing barriers related to low attendance:

I try to be welcoming, kind and understanding.

Being welcoming and understanding.

Make school a welcoming place.

Make the child feel welcome when they can attend.

Patience and understanding.

Patience, patience, patience.

Being understanding and non-judgmental.

Compassion, counselling, monitoring attendance.

Empathy and flexibility.

Just support and understanding.

Understanding, patience, more work.

Kindness and understanding.

Just being as positive and supportive as I can when they arrive through my door.

The following examples illustrate how teachers and counsellors draw on these qualities to support students while finding ways to encourage school attendance:

All we do is encourage attendance by welcoming and giving emotional support to the students and their parents. We also encourage attendance at the breakfast program, sometimes providing other transitions into the class.

I am aware that some of my Kindergarten kids are dropped off/picked up by older siblings on occasion. I always welcome and engage the older sibling and see if they are ok. I try and commiserate and let them know I understand what it's like to grow up quick. I also encourage them to hurry and get on to school so they can learn too. I have previously signed up older siblings for the lunch program too as they were unaware of it.

Whenever this occurs in my Kg. class, I talk to the parent, write in the report card, speak to the person who works on getting kids with poor attendance to school. I hug and am ecstatic to the child when they arrive (never irritated) as it is not their fault they are late. In the past for example a boy said he had to wake the parent up to get him to school, so I heaped on the praise.

As an Area Counsellor, have collaborated with staff and Administrators to welcome families into the school, to hear the situation and to offer assistance, or make suggestions about supports in the community.

Communicating and building relationships with students and parents

When communicating with parents about low attendance, some teachers emphasize the importance of relationship-building, while others' focus was on helping parents understand how low attendance is impacting their child's learning and participation at school.

Communicating and building relationships with families

Build solid relationships with parents and phone calls.

Building a relationship with family, building trust – Providing opportunities for work to be done on an adjusted timeline – Flexibility and understanding!

Meeting with the family, listening, caring and being understanding about the challenges without judgement – Connecting parents with other parents and encouraging community support.

Connect with parents; praise student's efforts to make it to school; entice student with highly motivating school activities.

Discussion with student why they are late; creating a trusting and open relationship; fostering support for the student and family to help balance at home child care and ensuring my student gets to school on time. Discussion with parent(s).

Reaching out to parent (usually it seems to be single-parent families) and learning more about their situation, then trying to link to community services.

Supportive conversations with parents to encourage punctuality and attendance; sending work home that was missed so the student is not behind when they return.

Talking to parents whenever they can find time over phone about reasons. Always show readiness to listen and understanding when late.

Maintaining positive contact with parents. Providing catch up work and offering support to learn missed lessons. Buddying students with strong learners to help them catch up.

Keep good communication open with family.

Maintain as much communication with home as possible.

Communicating about the importance of attending school

Meeting with the parents and explaining the importance of attendance and the impact it has on learning.

At the K level, all we have been able to do is send home letters and talk to parents about how their child's lack of attendance is reflecting poorly on their ability to learn and be an active member of the class.

Conversations with student and parents re: the importance of school for long-term success. Some students choose to focus on work because of the rewards of money. They do not see the long-term benefits of school and education.

Talking to parents to investigate alternative solutions, seek social service support.

Talk to parents and explain how it's affecting their child's grades.

Parental education on the impact of their child staying home.

Communicating with students to support and encourage attendance

Maintaining open communication with students, with a focus on problem-solving, was mentioned as a strategy by some teachers.

In the past, when I was an enrolling teacher, I afforded students extended opportunity to complete assignments. I also found that explicitly acknowledging and dignifying the challenges such students face was motivational. No matter whom you're dealing with, a huge part of effective teaching is relational. My school's motto is "Eye to eye with respect"; I tried to approach attendance and performance issues through this lens.

Just try to maintain contact with the student so that they know the door is always open. Try to encourage them and work with their schedule.

Discuss the issue with them and see how I can help (i.e. be more flexible with tardiness or absenteeism).

Discuss with student what they need from me in order to catch up on missed work and provide extra time for one-to-one assistance.

Discussion and reflection...problem solving strategies.

We try to look for the root cause of the lates or absences. And work to solve the problem.

In some cases, teachers also involve counsellors in the problem-solving process:

I have a personal conversation with the student; we include the grade Counsellor in helping make decisions, along with the parent(s) as to whether to cut back on hours worked OR drop/audit a course in order to succeed with less of a load of courses. Or get the student to take a self-paced online course, where warranted and suitable for the situation.

Encouragement, phone calls, offering AEW [Aboriginal Education Worker], counselling support.

Talking. Referral to counselling. I am alternate teacher; I organize course work to accommodate their situations.

Touching base with them through school-home liaison and when they attend.

The following quote illustrates how heavy teacher workloads and large classes can make it more difficult for teachers to provide the one-on-one support needed to help students overcome barriers to attendance:

When you are teaching 7 classes of 30, or 120 students a day, with the heavy demands on teachers academically, responsibilities, calling parents, monitoring assessment...etc. it is hard to counsel each student on their individual situations...it is getting harder and harder to do it "all."

Fostering a sense of connection

Fostering a sense of connection by showing the student you care and by engaging them and their parents in the school community was a common theme:

Connect with your students so they know you care about THEM and their learning.

Find ways to connect to their experiences if possible. Let them know that I support them and care for them.

Keep them connected and flexibility by teachers. Our timetable is fixed so students can book work if they have a spare in the last block of the day.

Make connections with the student. Try to make school a safe, needs-fulfilling place to be.

Try to encourage and engage student in learning, checking in frequently and giving them special attention.

Try to make school fun and motivating and engaging.

Working as a team with school staff to support students with low attendance

Supporting students to overcome barriers related to school attendance can involve many different types of staff at the school, including professional and education support staff.

Letting the staff know, sharing the information so we all know (in confidence). We operate in a "Conspiracy of Caring".

Professional staff

Some comments indicate the central role counsellors play in helping to address barriers to school attendance, and the need to communicate with other teachers and administrators about students who face challenges attending school:

Communicating with counselors and fitting the expectations of the curriculum to what they can do in their work schedule.

Conference with teachers to foster awareness.

Discuss with administration or counsellors. Provide extra support for the student.

Being a good listener, having open communication with the counsellors.

Talking to other teachers, support staff, especially mental health counsellors...

One teacher commented that in some situations these channels are unsuccessful, and social workers may need to be included on the team to work with the student and their family.

I need more strategies offered, as we've gone the administration route where they call home/send a letter with concern re: their child not attending school regularly. In one instance, we had to get the school-based social worker involved as we thought it was social services case and that the family needed to know how concerned we were at the school (that their child had the right to their education & shouldn't be denied access to look after their siblings).

Education Support Worker's role in addressing barriers to school attendance

The following comments by teachers illustrate the valuable contribution of Family and Youth Workers, Aboriginal Support Workers and Multicultural Workers who liaise with the student, family, counsellor, and teachers to support students with low attendance.

Family and Youth Workers

Ensuring strong relationship with the childcare worker who can give the child extra attention so they feel welcome at school. The childcare worker can also provide an extra connection between the school and child's home. Keeping connected to the family and child to ensure both feel welcome at the school.

Youth and Family Worker available to pick up students if necessary.

We have a youth worker and a counsellor who help these students.

Doing home visits as a K teacher gives a sense of what support might be needed. Teachers are key to helping this student. Youth care worker works with teachers and students who are in challenging situations – only have 1 day a week in our school.

Aboriginal Support Workers

We have family counsellor and First Nation's counsellor who contact the home.

Involve counsellor/Aboriginal support worker/childcare worker, etc. Help them to connect with a neighbour, etc. to assist with bringing children to school.

We have a First Nations support teacher who contacts families regularly to check with ongoing issues. This is very helpful to me as a teacher.

Our Aboriginal Home Support Worker has sometimes picked up students who have missed the bus and do not have a vehicle to bring them to school.

Working with Youth and Family Workers, our First Nations Worker.

Multicultural Workers

Multicultural workers and counselors.

Counselling team and inner city team. I used the multicultural workers and multilingual translators. I've worked with our community centre to enrol children in before school and after school programs and helped them get subsidies.

Let them come to class, contact parents in home language via independent or private community support workers and district multicultural workers.

Education Assistants

Work with students during recess and lunch, have a CEA work with students in small groups

LA support to keep them up to date (as much as possible) with assignments.

Communication with parents, extra time with SEA to work on projects.

Community and after-school programs

The following comments illustrate how community programs can engage families in the school community, and in doing so help improve school attendance:

Trying to get programs for all ages so that older children can participate instead of walking the younger one home...Driving kids to games.

At the elementary school I am working at, there is a Share program that works out of the adjoining building that many of our parents go to for support with ELL or other programs. This seems to help in them bringing their children to school.

Some strategies are supportive but do not necessarily change the situation

The following quote illustrates a teacher's concern that flexibility isn't always enough to close the learning gaps resulting from low attendance, and students fall behind their peers in spite of teachers' best efforts.

We can't hold them accountable for NOT attending, so we follow the law, and adapt curriculum, adapt assessments, give extra chances, and pass them on to the next grade anyway.

Two teachers noted that some strategies may be supportive and relieve some stress, but may not necessarily change the situation or reduce the educational impact of low attendance:

I always tell them that education and learning is a life-long process and you don't have to learn it all now. However, their living situation and/or family environment are often something that needs to be dealt with immediately. This relieves student stress but doesn't help with their education... it just postpones it until they hopefully have time to deal with it at a later date. Also, accepting of late assignments/projects, allowing re-writes for tests, etc.

Staying in touch with the family – making the student welcome when they are at school. These strategies don't change the situation, though.

Another teacher noted that showing an interest in the student's situation and providing them with some flexibility may be more important than trying to solve the problems they are experiencing:

I encourage kids to tell me what's going on in their lives that makes school or coming to class a challenge. I don't solve their problem or even try, really, nor do they want me to for the most part, just give them some lee-way if there are extenuating circumstances. Personally, I believe this is part of good teaching. Kids don't forget kindness, and perhaps they will have the opportunity to pay it forward in the future.

Providing resources to meet the basic needs of students experiencing poverty

Some of the strategies teachers used to encourage school attendance included finding ways to address basic needs such as connecting students to breakfast programs, providing clothing, and finding resources so they could participate in school activities.

Food

Breakfast program, lunch program, after school programs.

I am currently trying to find funding to support a District-wide breakfast program that would provide nutritious breakfasts to students experiencing financial hardship or are bringing less-than-adequate food items to school to support their physical needs.

I feed, clothe and drive them when necessary.

I provide them with food and try to get them odd (paying) jobs around the school.

Provide a warm breakfast if on time.

Provide food and resources.

Connecting them to community school coordinator – telling them about the in school weekly food bank – making sure that the families know that they can return the envelope for lunch money without \$\$ inside – making sure that children go to the breakfast program.

Morning phone calls, providing food to my entire class.

Referring students to our lunch and snack programs.

Clothing

Having a supply of outerwear and boots and inside shoes for students available to use.

Support of clothing, food, assignment modification.

School activities and supplies

Finding resources, and funds to allow them to get to school and to participate in class activities.

Giving resources to family that they can access for help.

Our Parent Advisory group helps pay for school supplies.

Support from community organizations.

Assisting students in applying for scholarships for post-secondary. Completing our financial assistance referral for a student so they can access school funds.

Referring students to the Cinderella project for grad clothes.

Multiple needs

Talking to other teachers and community members, accessing outside agency, listening ear to parent, informing about food program, rent rebate.

Training in life skills that may help with school attendance

Many of them need time-management skills to help them do all the tasks and chores expected of them both at home and at school.

Communities have attempted to put on parenting courses and such for our young parents, but one of the issues we have is that they sleep in and their children do too.

Assisting with transportation for students to travel to and from school

Lack of transportation is a significant barrier and the comments reveal the range of strategies school staff used to find ways to assist students to travel to and from school, if needed.

Support the parent in positive decisions; provide transportation and outside agency contact.

I have purchased bus passes for students, have requested bus passes from the school and/or the district. I phone regularly and have made home visits for those who cannot come to the school.

At our school, even though it is elementary, there are a few teachers who will volunteer to pick children up and get them to school and get them home if need be. They have driving profiles, proper insurance, and our school bought car seats. Paid for by teachers and some from PAC.

Going physically and picking up the child! Making them welcome no matter what time they arrive, etc...

Support staff have picked kids up, bus tickets have been supplied.

It helps if they enjoy at least some of what we do in class, and if they feel comfortable with me as a person. Actually going and picking them up in the morning (V.P. does this sometimes or an E.A.) is highly effective, but we can't sustain it, of course.

Offered to go pick kids up at home, feed kids, give them any support needed to get them to attend school regularly – whatever it takes.

Our school tries to engage community resources to transport the students.

Picked up by support worker on their way to school.

Picking them up, helping parents access our UFC or parent liaison worker.

Principal arranges for busing for child – the breakfast program ensures some students arrive on time at school – support via meal programs encourages parents to send children to school.

We have given students rides home, with parent permission, so they can attend after school activities, provided transportation with an employee (teacher, CUPE or admin).

Summary and discussion: Chapter 5

The objectives of this section of the survey were to document the extent to which low attendance is an issue, the poverty-related barriers that can make it difficult for students to attend school, the approaches schools use to encourage attendance, and the challenges encountered by students who are working in paid employment. The purpose of collecting the qualitative data was to provide insights into the types of strategies teachers find helpful in supporting students with low attendance.

Quantitative results

Most teachers (84.5%) have some students for whom low attendance is a concern. Teachers in schools located in low-income areas and schools located in rural areas were more likely to indicate having at least one-quarter of the students in their class(es) for whom low attendance was a concern. About one in four respondents (combined percentages) indicated at least one-half of the students for whom attendance is a concern are also experiencing poverty.

The survey results indicate that the most significant barrier to school attendance is “Student doesn’t have a stable living or housing situation”. Two-thirds of elementary teachers and 85.6% of middle/secondary teachers indicate having students in their class(es) who miss school for this reason. Middle/secondary students seem most vulnerable to poverty-related barriers to attendance. Of the 307 middle/secondary teachers in the survey, almost two-thirds indicate having students in their class(es) who miss school for each of the following reasons: to “Stay home to look after younger siblings”, because of “Lack transportation to and from school”, or “Parent has illness or disability that makes it difficult to get children to school”.

Of the 220 middle/secondary teachers who indicated having students in their class who work in paid employment, almost one-half indicated “A few” students, one-quarter indicated “Some” students, and 7.3% indicated “Most” students work to help support themselves or their families. When asked how many of these students miss school because “Work schedule conflicts with school”, 40.5% indicated “A few”, 27.3% indicated “Some”, and 1.4% indicated “All” students working in paid employment miss school for this reason.

The survey results suggest that some students working in paid employment face challenges balancing school and work demands, and some may eventually drop courses or leave school. About one-quarter of these 220 teachers indicated it is a challenge for “Most” or “All” students working in paid employment to: “Complete assignments on time” and to “Maintain grades”. About one in ten teachers indicated it is a challenge for these students to “Attend classes regularly” and/or to “Stay enrolled in course or school”.

Qualitative results

Several teachers described multiple strategies they use to support students with low attendance, with these comments illustrating the effort and care teachers put into addressing poverty-related barriers to school attendance. Strategies teachers used to encourage school attendance included finding ways to address basic needs such as connecting students to breakfast programs, and providing clothing and finding resources so they could participate in school activities. Lack of transportation is a significant barrier, and the comments reveal the effort teachers and other school staff made to assist students with transportation, including driving students to and from school.

Flexibility a central element of strategies to support students with low attendance

Flexibility was a central theme in teachers' approaches to encouraging students with low attendance to catch up on missed assignments. Many teachers indicated they are flexible with extending deadlines, adapting homework assignments, and allowing students more time to complete assignments. Several teachers open the classroom to students before and after class, and at lunch hour, to help them catch up on missed assignments. Some teachers indicated supporting students who are working in paid employment by being flexible about deadlines, adapting school assignments, and giving advance warning about major projects.

Integrating technology into strategies to address barriers to attending school

The comments by teachers illustrate the creative ways in which some teachers integrate technology into their strategies to address barriers to school attendance using email, blogs, class websites, and other online resources to assist students with low attendance to catch up on school assignments. The comments by teachers illustrate how email communication can facilitate communication about missed assignments with students and parents and enable students to receive and submit assignments.

Creating a compassionate and caring community

The theme of welcoming students when they do attend, and showing patience, understanding, and compassion towards students, is an important part of many teachers' approach to addressing barriers relating to low attendance. Maintaining open communication with students, with a focus on problem-solving, was mentioned by some teachers, as was fostering a sense of connection by showing the student they care and by engaging them in the school community. When communicating with parents about low attendance, some teachers emphasized the importance of relationship-building, and of helping parents understand how low attendance is impacting their child's learning and participation at school.

Communicating with school staff who support students with low attendance

Supporting students to overcome barriers related to school attendance is often a team approach, involving professional and education support staff. Some teachers describe the central role counsellors play in helping to address barriers to school attendance, and the need to communicate with other teachers and administrators about students. Others commented on the valuable contribution of Family and Youth Workers, Aboriginal Support Workers, and Multicultural Workers who liaise with the student, family, counsellor, and teachers in supporting students with low attendance.

Discussion and implications of the findings

There are several implications that arise from these survey findings on poverty-related barriers to school attendance. First, the finding that lack of a stable living situation is the most significant poverty-related barrier to school attendance illustrates the need for a provincial poverty reduction plan. Poverty reduction plans³ include an umbrella of policies to address underlying causes of poverty, such as affordable housing, accessible and affordable childcare programs, and increases in social assistance rates and the minimum wage. Improving the economic and social conditions of BC's most vulnerable families through a poverty reduction strategy would help to remove a significant barrier to school attendance for low-income students.

Second, the survey results suggest that transportation barriers prevent many students from attending school. Lack of transportation is a barrier that can be addressed by providing the

³ First Call: BC Child and Youth Advocacy Coalition. *2015 Child Poverty Report Card*, pp.48–50, available at <http://firstcallbc.org/child-poverty-report-cards/>

funding necessary to ensure that all students have access to the financial assistance needed to cover the cost of transit. Where public transit is not an option, students have traditionally travelled to and from school by a public school bus. In recent years, several school districts, urged on by the provincial government, have started charging a fee to parents for their children to travel to and from school. Students in low-income families are the most-adversely-affected by this policy. Even if financial assistance is available for students experiencing financial hardship, parents are often reluctant to disclose their economic situation.⁴

Third, the open-ended responses by teachers illustrate the valuable contribution of school counsellors and educational support staff whose role it is to liaise with and support students and families to overcome barriers to low attendance. Chapter 9 of this study provides evidence that there is a high unmet need for *Specialist teachers to address learning gaps* and *Counselling services* to support students experiencing poverty.⁵ Ministry of Education teacher statistics also show an ongoing loss of teaching positions, including counsellors and special education teachers, as a result of inadequate provincial funding⁶. These survey findings suggest that more funding is needed for extra counsellors to address poverty-related barriers, as well as for extra learning specialists to address learning gaps. This specialist support is an essential element of efforts to improve attendance and educational outcomes for students experiencing poverty.

Fourth, the qualitative comments reveal that many teachers integrate technology into their strategies to support students with low school attendance by maintaining contact with them, sending and receiving school assignments, and providing online resources. While this is encouraging and holds promise for ensuring that students stay connected and informed, the survey results in Chapter 7 of this study suggest there is a considerable socio-economic gap in terms of students having access to the internet and computers at home⁷. Unless this gap is addressed, unequal access to technology will become yet another poverty-related barrier to school engagement and academic success.

Fifth, the survey results indicate that almost one-half of teachers had students in their class who work in paid employment to help support their families. Students working out of economic necessity are less able to cut back on hours during exams or other peak times for school assignments. The comments reveal that some teachers provide flexibility to help these students balance their school assignments with their work schedule. But the survey results also indicate that for some students this is not enough—they face challenges attending school regularly and completing school assignments, and are at risk of leaving school altogether. A 2013 study by First Call BC Child and Youth Advocacy Coalition on child labour in BC found that one-third

⁴ White, M. BCTF Research Report, RR2014-04: *Budget 2014—What's in it for public schools?* More budget shortfalls, and ongoing cuts to educational services (p.12), available at:

<http://www.bctf.ca/uploadedFiles/Public/Publications/ResearchReports/RR2014-04rev.pdf>

⁵ See Chapter 9, p.5: What is needed to support students and families experiencing poverty, and teachers' recommendations for what needs to change, of the *Poverty and Education survey: A teachers' perspective*, at: <http://www.bctf.ca/uploadedFiles/Public/SocialJustice/Issues/Poverty/Research/BCTF%20Poverty%20and%20Education%20survey--Chapter%209.pdf>

⁶ BC Teachers' Federation. (2015). *Education Funding – A brief to the Select Standing Committee on Finance and Government Services*, September 2015, pp.18–19, available at <http://www.bctf.ca/IssuesInEducation.aspx?id=10720>

⁷ See Chapter 7 Supplement: Widening the socio-economic gap? – Teachers' concerns about unequal student access to technology and the impact on learning, *Poverty and Education survey: A teachers' perspective*, available at: <http://www.bctf.ca/uploadedFiles/Public/SocialJustice/Issues/Poverty/Research/BCTF%20Poverty%20and%20Education%20survey--Chapter%207%20Supplement.pdf>

(36%) of youth said their education was affected by working in paid employment. According to the report⁸:

Among those who described how their education had been affected by working, 16 per cent reported dropping out of school due to their work schedule and/or financial need, 19 per cent had missed classes because of work, 46 per cent reported being too tired and/or not having enough time to complete their homework or participate fully at school as a result of working too much, and 19 per cent said that their work experience had a positive effect on their education.

More needs to be learned about how many students are working out of economic necessity, whether there are any financial supports available to lessen their need to work to support themselves and their families, and how best to support them to balance work and school responsibilities. This is another area where a poverty reduction plan that improves the overall economic conditions of low-income families may take some pressure off students to work in paid employment, and instead allow them to focus more fully on completing school.

Finally, it is clear from the qualitative comments that many teachers take a holistic approach to low attendance that includes creating a caring and welcoming environment, responding compassionately to students while addressing attendance concerns, working as a school team to identify solutions and support students to overcome barriers, and finding ways to engage students and families at school. Teachers employ multiple strategies, and the comments reveal they have ample wisdom and experience to know what would most support students with low attendance. What is needed is the funding to provide the necessary resources to address the poverty-related barriers that prevent students from attending school. A failure to do so places these students at risk of falling behind their peers academically, reducing their chances of graduating from high school and making them more vulnerable to living out their lives in poverty.

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⁸ First Call BC Child and Youth Advocacy Coalition. *Child Labour is No Accident: The Experience of BC's Working Children*, p.21, May 2013. <http://firstcallbc.org/wordpress/wp-content/uploads/2015/08/Child-Labour-Is-No-Accident-FirstCall-2013-05.pdf>



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ABOUT FRESH VOICES AND VANCOUVER FOUNDATION

ABOUT FRESH VOICES

Fresh Voices emerged from a 2011 partnership between Vancouver Foundation and the Representative for Children and Youth in B.C., and offers a way for immigrant and refugee youth from across B.C. to engage in dialogue and action to identify and remove barriers to their success. The Fresh Voices initiative works with a Youth Advisory Team comprised of immigrant and refugee youth leaders from across Metro Vancouver. To achieve its goals, the initiative engages diverse youth from racialized immigrant and refugee communities, adult allies, and service providers and collaborates with key decision-makers to affect systemic change. In spring 2018, Fresh Voices transitioned from Vancouver Foundation to be a youth-led collective hosted by PeerNetBC.

ABOUT VANCOUVER FOUNDATION

Vancouver Foundation is Canada's largest community foundation. Working throughout British Columbia to connect the generosity of donors with the energy, ideas, and time of people in the community, the Foundation has been making meaningful and lasting impact in neighbourhoods and communities since 1943.

ACKNOWLEDGEMENTS

The Fresh Voices Youth Advisory Team and Vancouver Foundation would like to acknowledge the unceded and traditional territories of the Coast Salish people, in which this study took place, and express gratitude to the more than 150 immigrant and refugee youth that participated and contributed their voices and experiences to this study.

Special thanks to the Fresh Voices Youth Research Subcommittee: Yansie Ardon; Tanvi Bhatia; Fadia Jouni; Sharif Mohammad; Truepayna Moo; and Vidaluz Ortuño Nacho for their valuable facilitation, translation, peer support, leadership, and ongoing feedback to develop the survey and conduct the focus groups.

Additional thanks to the following organizations and individuals: The Centre of Integration for African Immigrants; African Descent Society BC; MOSAIC Interpretation & Translation Services; Paul Mulangu; Yasin Kiraga Misago; Saw Joe Teeshara; and Nay Bu Taw. Their trusted relationships with young people and the support programs they continue to provide made youth participation possible.

In addition to a summary of findings, this report also includes references and citations of the various academic and non-academic studies and research papers that informed and inspired this study. Where applicable, the results from this study were analyzed in comparison to data and findings from similar physical, social and economic mobility questions in the My Health, My Community's "Transportation and Health in Metro Vancouver" survey which collected data from 33,000 participants ages 18 and up, in the Metro Vancouver region.

A group of people are sitting around a campfire at night. The fire is bright and glowing, casting a warm light on the scene. The people are silhouetted against the dark background, and their faces are partially illuminated by the fire. The overall atmosphere is cozy and intimate.

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Executive Summary

Youth make up a significant portion of newcomers to Canada, with approximately 34% under the age of 25. However, very little is known about refugee and immigrant youth in Metro Vancouver. This report is a high-level summary of findings of Fresh Voice's "The Employment, Mobility, and Integration Experiences of Immigrant and Refugee Youth in the Metro Vancouver Region" research project and makes recommendations for how policy makers and community organizations can help improve the integration and settlement experience of this youth group to our country.

The Fresh Voices Youth Research Subcommittee hosted three multilingual workshops (Vancouver, Surrey and New Westminster) with 156 self-identified immigrant and refugee youth (aged 13 to 30 and living in Metro Vancouver) to help answer the question, "***How does physical mobility, economic access, and social networks affect immigrant and refugee youth employment integration over time?***"

(cont'd on next page)

There were a few key highlights from the research for each main topic area. When discussing physical mobility, we found that public transportation is a critical element for access to education, employment, and social engagement, and it needs to stay affordable now as well as in the future.

Regarding economic access and financial security, we learned that respondents feel that they are better off now compared to when they first arrived in Canada, but it takes time (more than a single year). Resources to find jobs are often centered around their social networks from school, friends and family (not a technology/internet-first approach).

In the area of social belonging and community networks, we discovered that making physical and institutional space for youth matters, and the process is just as important as the outcome, as the process is an opportunity for youth to further develop networks outside school or work.

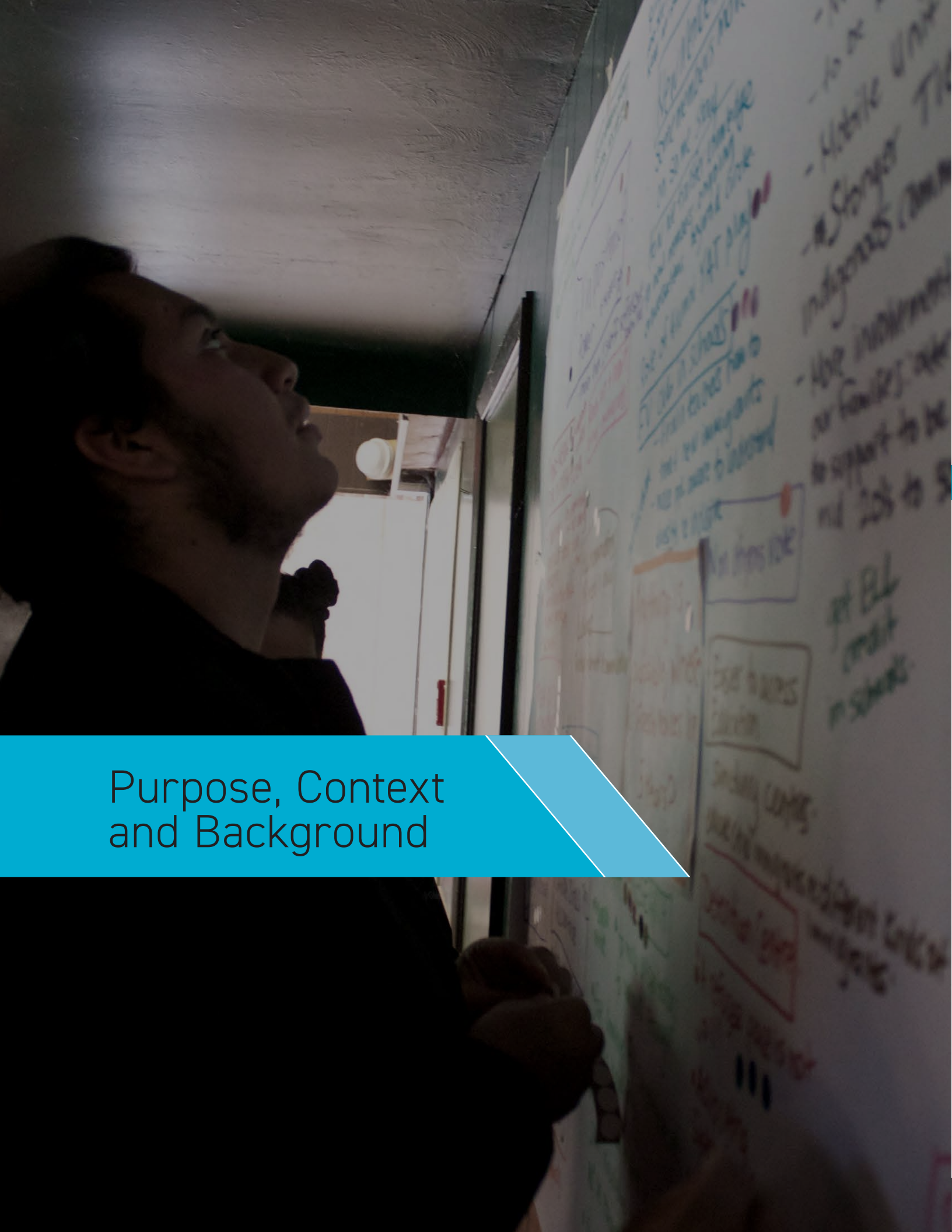
Based on the research and findings, we developed several recommendations.

When planning for physical mobility, invest in more frequent bus services during peak times, especially in areas outside of the City of Vancouver where the majority of new immigrants are settling. Consider community settlement services to develop a transit system and pass benefits orientation process, and a subsidized transit pass for new immigrant and refugee youth to support lessening economic pressures and reducing social isolation.

To assist newcomer immigrant and refugee youth in achieving economic access and financial security, create targeted opportunities for financially compensated internships that provide mentoring opportunities and support quicker economic security and successful integration. Time is not “free” as these youth try to balance education, work, and family.

To improve feelings of social belonging and community networks, create opportunities to meaningfully engage face-to-face to build social connections. Additionally, government agencies and community services are encouraged to include immigrant and refugee youth when developing outreach processes, public policies, and community programs. Lastly, support youth-centered spaces and programs within an intersectional framework to reflect these youths’ multidimensional, layered, and complex lives.

The study has found that physical mobility, economic access, and social networks are key elements for facilitating successful settlement process and employment integration of new immigrant and refugee youth. It has also shown that institutions, physical infrastructure, and public policies have tremendous influence in shaping the lives of young people. The findings have also shown that meaningful process and engagement are important, as youth want to be part of the decision-making processes related to the policies and systems that directly affect their lives. It is an area that can always benefit from additional consideration and learnings by government, policy-makers and organizations when designing programs and services for young newcomers.



Purpose, Context and Background

PURPOSE

As there is limited data and few research studies on local immigrant and refugee youth communities in the Metro Vancouver area, Fresh Voices wanted to further understand the challenges facing these newcomer youth to inform the policies, programs, services, and community networks that they navigate.

This research study listened and gathered information about the experiences of immigrant and refugee youth on how physical mobility, economic access, and social networks affect immigrant and refugee youth employment integration over time.

The study's research process strengthened youth grassroots leadership development and encouraged youth engagement in active civic participation, as well as raised awareness of refugee and immigrant youth experiences within the wider community.

CONTEXT AND BACKGROUND

Providing protection to refugees is part of Canada's international humanitarian commitment, and over the years, Canada has welcomed thousands of immigrants and refugees. Every year, Canada takes in one out of every 10 refugees who are resettled globally, and it is anticipated that British Columbia will receive between 39,000 and 42,000 sponsored immigrants and refugees annually. The number of undocumented refugees is unknown, and the number of displaced people impacted by conflict and persecution will continue to grow as there is much political turmoil all over the world.

Integrating new people into an existing community is a long-term process and has always been challenging. As previously mentioned, youth make up a significant portion of newcomers to Canada with approximately 34% of all newcomers to Canada under the age 25. The youth cohort is in a critical period of social and economic integration into society through the completion of formal education and the transition into adulthood and work life.

Since 2011, Vancouver Foundation's Fresh Voices initiative has hosted summits, regional dialogues, and multi-day community forums that have convened over 1,000 immigrant and refugee youth from across B.C, but primarily the Metro Vancouver region, to explore issues facing immigrant and refugee youth. One of the main priorities identified through these gatherings has been access to employment.

To build upon the work of the Fresh Voices initiative, Vancouver Foundation contracted Celene Fung and Andy Yan as researchers to conduct a study to provide a broad snapshot of employment integration experiences of these youth living in Metro Vancouver by examining three dimensions of mobility.



Research

METHODOLOGY AND LIMITATIONS

The theoretical framework for this research project was underpinned by the conviction that consulting with the community is the most effective method of understanding the challenges and needs of refugee and immigrant youth. The primary data was obtained through a survey in three community settings, facilitated and led by the Youth Research Subcommittee from Fresh Voices.

The survey was completed by individual participants and facilitated in a structured manner, thus ensuring that each respondent was asked the same questions in the same order. This is important because it ensured data consistency.

The study means to illustrate the collective experience of self-identified immigrant and refugee youth living in Metro Vancouver. The survey sample is not statistically derived and the interpretation of research findings are limited by the nature of the research parameters and design. Participants' self-assessments may limit the response veracity. The research study was developed as an "Open Tool Set," where the methodology and community engagement processes can be adopted and scaled to examine different geographic regions and selected demographic target groups.

This research is intended to be a pilot project, and further research is needed to fully understand this unique demographic cohort of Canadian society.

QUESTION AND TERMINOLOGY

The research question, developed through discussions with Vancouver Foundation staff and members of the Fresh Voices Youth Advisory Team, was ***"How does physical mobility, economic access, and social networks affect immigrant and refugee youth employment integration over time?"***

The three main dimensions of mobility in this research study included physical mobility, economic access, and social networks. In reviewing current literature, there were many different terms, definitions, and technical nuances. For this research, the following definitions and context statements were used:

- **PHYSICAL MOBILITY** is defined as the way people move around the community and allows them to reach desired goods, services, activities and destinations¹. To be able to move efficiently around one's community and within the region is important as it takes time, effort, and financial resources. It is assumed that access to reasonable, efficient, and safe transportation can help newcomers integrate within a community. The ability to easily reach a destination is important as it lessens social isolation and provides access to employment and services outside the home. Physical mobility includes moving around by public transit (bus, Canada Line, Skytrain, West Coast Express), car, bike, and walking.

- **ECONOMIC ACCESS** is defined as the ability to gain financial security, most often obtained through employment. Financial security is important for personal independence and long-term successful integration. Economic access is challenging for many young people, and for refugee and immigrant youth in particular, as they may face other challenges such as language and cultural barriers, difficult household socio-economic circumstances, and access to employment opportunities². Refugee and immigrant youth may become at-risk if they cannot access sustainable and well-paying employment.
- **SOCIAL NETWORKS** are defined as the people and places that make one feel supported and connected in the community. The network helps bring people together for social interactions and facilitates the development of relationships. Social inclusion can be perceived as an individual's access to social support and sense of community belonging. It also means being engaged and having input into decision making in your community³. When individuals feel part of a community or social network there is the belief that help is available when needed, and it can be a key avenue for seeking and securing employment. Social networks are often built by engaging with members of existing community groups such as attending a place of worship, interacting with neighbours, making new friends with classmates and workmates, volunteering, and participating in community-based programs.

PROCESS AND REFLECTIONS

Since 2011, Fresh Voices has always sought to work in partnership with immigrant and refugee youth to create spaces that value their lived experiences and allow youth to articulate their own realities with the support of peers and adults. As meaningful youth engagement is the pillar of the Fresh Voices work, the process was youth-led.

Members of the Fresh Voices Youth Advisory Team (YAT) were actively involved in the research development and engagement process. A research subcommittee was formed with five YAT members who led the recruitment and outreach process via their peer networks, schools, and social media. Tanvi Bhatia was hired as a youth research assistant to help coordinate the research subcommittee, assist with outreach and recruitment, and manage and provide advice to the overall study.

The outreach and promotional materials were translated into eight different languages: Arabic; Cantonese; Mandarin; Farsi; Karen; Punjabi; Spanish; and Tagalog. These were also the languages in which the YAT members were able to facilitate the surveys and provide translation support for their peers if needed. Fresh Voices hosted three multilingual workshops (Vancouver, Surrey and New Westminster) with a total of 156 youth participants.



Youth involvement and leadership throughout the research process ensured the study was relevant and meaningful, strengthened study outcomes, and enabled overall project success. The research project was successful as it gave underrepresented youth an opportunity to engage within their community, share their experiences, and have a sense of ownership over the study's results.

The research process was just as important as the research findings. Youth leadership, teamwork, and facilitation skills are transferable to other areas of young people's lives. Many of the participants expressed gratitude to be members of Canadian society and for the opportunity to share their experiences with the larger community as it was their first time participating in civic life.

The youth research participants all received a small honorarium of \$50 as Vancouver Foundation valued their time and commitment, and recognized that for many young immigrants and refugees, committing up to 3.5 hours to participate in a research study meant time away from family obligations, work, finding work, or school-related commitments.

For more in-depth information about the respondent's profiles, full results of each question, research findings, conclusions, and recommendations, please view or download the full report at www.freshvoices.ca or www.vancouverfoundation.ca.



Reflections on the Youth-Led Process

by **Tanvi Bhatia**, Youth Research Assistant

One of the unique successes of this project was finding access to a population on whom very little research has been done. This is due in a large part to the research process, which was designed to ensure that the population being researched, immigrant and refugee youth in Metro Vancouver, was involved every step of the way, from designing the research question and survey, to giving final feedback on the presentation of the results.

I was hired from among the Fresh Voices Youth Advisory Team as a Youth Research Assistant alongside five others who volunteered to take charge of recruitment and facilitate the focus groups. Together with the researchers, we went through the first draft of the survey and gave our feedback, indicating areas which may have been unclear or inaccessible to young people, especially those with limited English language skills. Our feedback was incorporated into the design of the survey, and we reviewed the final draft before our first focus group.

For each of the three focus groups, the facilitators were responsible for recruitment. They reached out through their pre-established connections with their communities and with other immigrant and refugee youth to find survey participants, using their trusted relationships to create the level of safety many young people needed to feel comfortable participating in the research. This allowed us to exceed our goal of 100 respondents as youth piled into our focus groups, not only to share their experiences, but to be in a space with others with similar backgrounds. This was also a way to make social connections and learn more about how to get involved in their communities.

The focus groups were led by myself and the facilitators, who were dispersed at different tables around the room. At the beginning of each session, youth were encouraged to pick up an information sheet (translated into various languages), familiarize themselves with the research, and ask questions if they had any. The facilitators then introduced themselves including what languages they spoke, and encouraged youth with language barriers




to sit at a table near someone who spoke the same language. The facilitators offered translation support and guided them through complicated questions, sometimes working one-on-one with participants to walk them through the survey. After each focus group, the facilitators gathered with myself and the researchers to debrief and discuss challenges and improvements that could be made for the next focus group to make youth more comfortable answering the survey questions.

Youth involvement continued for long after the focus groups. I shared the duty of inputting data from the many surveys, watching as trends began to emerge. Once the findings were compiled into an initial presentation by the researchers, I met with the facilitators to discuss the results, identify key components of the findings, and make recommendations on how to best present this information to the greater population of immigrant and refugee youth.

A key element of this process was the recognition of the time and energy young people put into making this research project successful. Participants were provided with transit tickets and food on the days of the focus groups, and both participants and facilitators were given an honoraria. Providing compensation was important in showing young people that their time is valued and recognizing that they are not simply research subjects, but real people who are directly affected by the issues being researched. In other words, what better way to conduct research about employment opportunities for immigrant and refugee youth than by employing immigrant and refugee youth?

I believe that the success of this project can be credited to the continual and appropriately compensated involvement of immigrant and refugee youth, a population underrepresented in research, but greatly affected by a variety of different social issues. The model used by Fresh Voices and Vancouver Foundation to conduct the research can and should be used to conduct further research on this population.

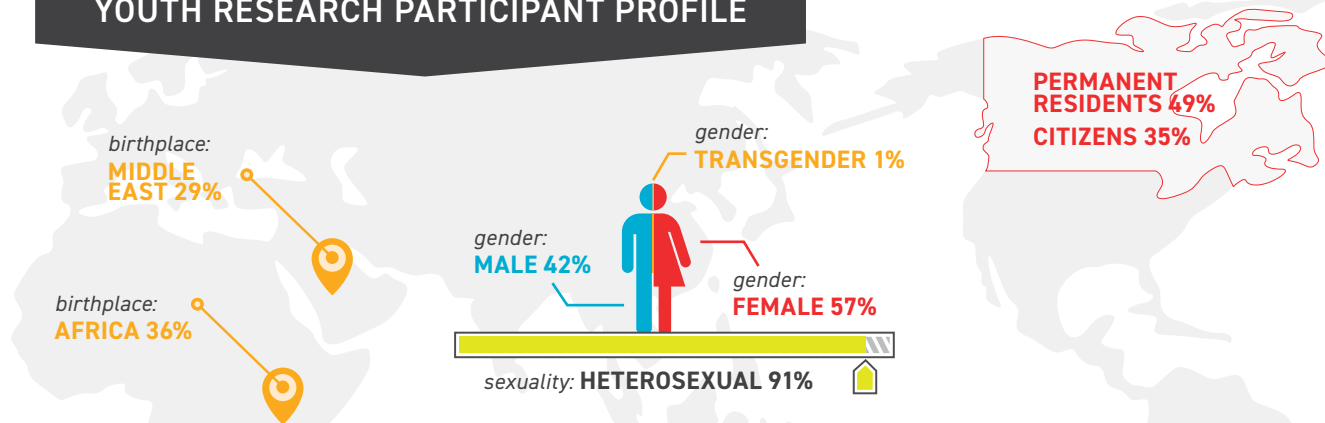
Findings



A word cloud graphic is printed on the back of a dark t-shirt. The words are arranged in a circular pattern, with 'education' being the largest and most central word. Other prominent words include 'equity', 'family', 'immigration', 'allyship', 'migration', 'refugee', 'journey', 'fairness', 'safety', 'equality', 'policy', 'citizenship', 'systems change', 'anti-sexism', and 'anti-racism'. The words are in various sizes and orientations, creating a dynamic visual effect.

policy
equity
education
family
immigration
allyship
migration
refugee
journey
fairness
safety
equality
citizenship
systems change
anti-sexism
anti-racism

YOUTH RESEARCH PARTICIPANT PROFILE



The immigrant and refugee youth research participant profile:

- Age range: 13–30 years old, with an average and median age of 19.
- Education: 86% of respondents were in school, with 49% in secondary school.
- Gender: 57% of respondents were female, 42% were male, and 1% were transgender.
- Sexuality: 91% of respondents identified as heterosexual.
- Citizenship: 49% of respondents were permanent residents and 35% were Canadian citizens. The average number of years in Canada was 6.5 and median was 5.75.
- Birth place: Respondents' birth places were diverse, but the top two geographic regions were Africa (36%) and the Middle East (29%).
- Language: The majority of respondents were fluent in English and spoke a variety of languages. The top three languages were Swahili, French, and Arabic.
- Location: Respondents primarily settled in Surrey, Burnaby, and Vancouver (similar to the geographic distribution of 2016 Census immigrant population).
- Living situation: The majority of respondents lived at home with parents and siblings. Family sizes were larger, with an average household size of four (compared to Metro Vancouver's average household size of 2.5). Respondents lived in a variety of homes and were equally distributed amongst apartment, townhome and single-family home types. The majority (70%) rent.

PHYSICAL MOBILITY

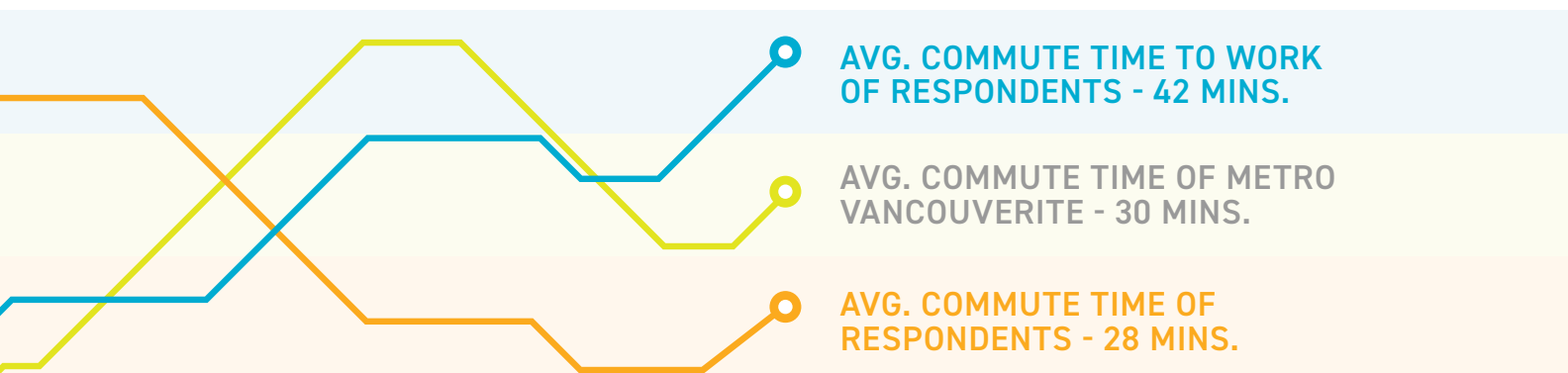
Access to reasonable, efficient, and safe transportation can help newcomers successfully integrate within a community. The ability to easily reach destinations is important as it lessens social isolation and provides access to employment and services outside one's home.

FINDINGS:

- 81% of respondents are considered 'Active Transportation' users (compared to 43% of the Metro Vancouver's general population).
- 49% of respondents use transit as their main form of transportation (compared to 29% of the Metro Vancouver's general population).
- 61% of respondents use transit daily and 60% are very comfortable using transit.
- 60% of respondents live less than 400 metres (less than a five minute walk) from the closest transit stop.
- 77% of respondents that need to travel outside their community are going to post-secondary school.

ADDITIONALLY:

- Respondents' average commute time is 28 minutes (similar to the 30 minute commute time of Metro Vancouver's general population).
- Respondents' average commute time to get to work is 42 minutes.
- Most respondents use the Compass Card as their main way to pay for transit.
- Respondents feel that they have a hard time reaching recreational places (e.g., outdoor regional parks within Metro Vancouver).
- Respondents' main concern with using transit is that they find it expensive, followed by inconvenient schedules and routes. (Note that the use of public transportation is not necessarily whether a connection is available, but frequency of service).
- If respondents are not using transit, it is primarily because they have access to other forms of transportation.



ECONOMIC ACCESS AND FINANCIAL SECURITY

Economic access is challenging for young people and especially for refugee and immigrant youth as they face additional challenges such as language and cultural barriers, insecure socio-economic home environments, and access to employment opportunities. However, financial security is key to personal independence and long-term successful integration. Refugee and immigrant youth may become at-risk if they cannot successfully complete school and access sustainable employment.

FINDINGS:

- 56% of respondents feel that they are better off now compared to when they first arrived (but it takes time, more than a single year).
- 43% of respondents are financially independent.
- 45% of respondents are employed in full-time/part-time/informal work.

ADDITIONALLY:

- The most popular networks recommended by respondents to help find employment are school, friends, and family.
- Resources to find jobs are often centered around social networks from family, friends, and school first, and not necessarily a technology/internet-first approach.
- Respondents feel that the best way to secure employment is to gain marketable skills through school.

SOCIAL BELONGING AND COMMUNITY NETWORKS

Social inclusion can be perceived as an individual's access to social support and sense of community belonging. It also means being engaged and having input into decision making in one's community. Community is important; when individuals feel part of a community there is the belief that help is potentially available when needed, and community members are often key avenues for seeking and securing employment. The building and supporting of strong, safe, socially cohesive communities that embrace social connections and commitment has become an important goal of local social policies and community initiatives³.

FINDINGS:

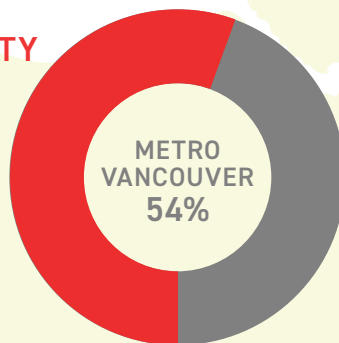
- 55% of respondents feel strongly connected to their community (compared to 54% of Metro Vancouver's general population).
- 60% of respondents have one to three people whom they can confide in, and 19% have more than four people whom they can confide in (compared to 50% of Metro Vancouver's general population).
- 63% of respondents feel that Metro Vancouver needs more youth programs and spaces, and more youth integration initiatives.

ALSO:

- Respondents strongly indicated that they would like to be involved in their community, but are constrained by time. The best way for them to be involved with decision makers in Metro Vancouver is to participate in a general youth committee.
- Main stresses for the respondents are related to work and school, followed by financial concerns and caring for family members.
- Best way to outreach to youth is through social media, in particular Facebook.
- Best time to reach youth during the weekday is evenings between 5-9pm.
- Best time to reach youth during the weekend is afternoons between 12-5 pm.

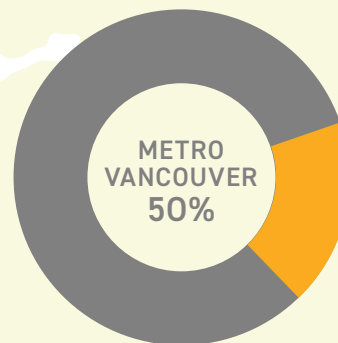
**FEEL STRONGLY
CONNECTED
TO COMMUNITY**

**OUR
RESPONDENTS
55%**



**HAVE MORE THAN
FOUR PEOPLE
TO CONFIDE IN**

**OUR
RESPONDENTS
19%**



**HOW
TO BEST
REACH
YOUTH**



**SOCIAL
MEDIA**



**DURING
WEEKDAY
5-9PM**



**DURING
WEEKEND
12-5PM**



YOUTH CONNECTEDNESS



Recommendations

Arriving and settling into Canadian life is a new experience and there are significant challenges. Immigrant and refugee youth want to succeed, engage, and integrate in Canadian society. Physical mobility, economic access, and social networks are key elements that help facilitate successful settlement process and employment integration of this youth group. This study has examined the employment, mobility, and integration characteristics of a set of immigrant and refugee youths, and this framework seems promising as a means of viewing the successes and challenges facing these young people today.

The study has shown us that institutions, physical infrastructure, and public policies have tremendous influence in shaping the lives of young people. The findings also show that meaningful process and engagement are key as youth want to be part of the decision-making processes related to the policies and systems that directly affect their lives. It is an area that can always benefit from additional consideration and learnings by government, policy-makers and organizations when designing programs and services for young newcomers.

Below is a list of recommendations.

FOR YOUTH PHYSICAL MOBILITY:

- Invest in more frequent bus services during peak times, especially in areas outside of the City of Vancouver where the majority of new immigrants are settling.
- Consider community settlement services to develop a transit system and pass benefits orientation process.
- Consider a subsidized transit pass for new immigrant and refugee youth in support of lessening economic pressures and reducing social isolation.

FOR YOUTH ECONOMIC ACCESS AND FINANCIAL SECURITY:

- Create opportunities for financially compensated internships targeting immigrant and refugee youth that provide mentoring opportunities and support quicker economic security and successful integration. Time is not “free” as youth try to balance education, work, and family.

FOR YOUTH SOCIAL BELONGING AND COMMUNITY NETWORKS:

- Engage meaningfully and face-to-face to provide opportunities to build social connections between youth and adults, newcomers and community, as well as youth peer-to-peer relations.
- Encourage government agencies and community services to include immigrant and refugee youth when developing outreach processes, public policies and community programs.
- Create inclusive and multilingual public policy development and community consultation processes.
- Continue to build adult allies and co-create opportunities for youth peers to engage with each other to foster inclusion and develop leadership.
- Support youth-centered spaces and programs within an intersectional framework to reflect the multidimensional, layered and complex lives of immigrant and refugee youth. Intersectionality includes consideration of aspects such as gender, race, culture, age, paid and unpaid work experience, ability, language, faith, geography and sexual orientation.

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Jason Lau Designs & Sonia Woodward

Photography:

Donald Chu Photography

Vincent Chan, Invisionation Photography

Jennifer Sarkar



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FRESH VOICES

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What are the Benefits of the Leisure Access Program?

- **75% off regular swim rates** to access all public swims, Aquafit classes and joint mobility classes.
- **Free public swims for children under the age of seven** (must be accompanied by an adult).
- **Free transit access.**

Note: Transit passes will be distributed on a monthly basis, are non-transferrable and will not be replaced if lost or stolen.



Other Inexpensive Leisure Opportunities

- \$5.00 fee for indoor walking pass at Western Financial Place.
- Free public skating at the Kinsmen Arena during specified times (courtesy of the KinClub of Cranbrook).
- Free skate rental (courtesy of the KinClub of Cranbrook).



Get out and get active!



Cranbrook Aquatic Centre

City of Cranbrook Community Services Department

1777 2nd St. N.
Cranbrook, BC V1C 7G9

Phone: 250-489-0220

Fax: 250-489-6154

www.cranbrook.ca

Office Hours:

Monday – Friday 8:00am – 8:00pm

Saturday & Sunday 12:00 – 7:00pm



Leisure Access Program



For Recreational Assistance

June 2018

(implemented January 2010)

What is the Leisure Access Program?

The Leisure Access Program is for Cranbrook residents who live within city limits whose limited income may prevent them from participating in basic recreation services.

Applicants are screened to verify that residents with low income may receive access to the program and the reduced rates it offers.

Low income levels are determined by Statistics Canada 2016 LIC before tax.

Low Income Eligibility Chart

Size of Family Unit	Maximum Household Income
1 person	\$19,540
2 persons	\$24,324
3 persons	\$29,903
4 persons	\$36,308
5 persons	\$41,180
6 persons	\$46,444
7 persons	\$51,709

If you are not eligible for the Leisure Access Program, check the pool schedule for Free Family Swims and other special events with discounted rates.

How do I get a Leisure Access Pass?

1. First read through the criteria to confirm your eligibility.
2. Contact one of the 5 adjudicating agencies. Adjudicators will verify your information and fill out your application. ***When meeting with the adjudicator you must bring the following:***

* Photo ID

Government issued with current address.

* Proof of address

Utility bill, bank statement or rental contract in the name of one adult in the family.

* Proof of Total Household Income

Notice of Assessment or T1 General for each adult in the family (showing line 150 of previous year's total income.)

* Canada Child Benefit (CCB) notice

If one or more dependend children on application.

3. The Adjudicator will fax the completed application to Cranbrook Community Services.
4. Application take approximately one week to process. After that time you can visit Community Services (located at Western Financial Place) with your proof of city residency to become registered. Residency is approved by City staff with utility bill, bank statement or rental contract **and**, proof of Identification (BC Driver's License, passport, or BC Photo ID).
5. Once the above steps are complete, you can begin to enjoy the benefits of your LAP immediately. Benefits are good for one year and then individuals must reapply.

Partnering agencies and approved adjudicators:

- 1) Salvation Army – Kirk or Nancy
250-426-3612
- 2) Community Connections Society
209A 16th Ave N
250-426-2976
- 3) Interior Health Mental Health Programs – Donalee Duncan
250-426-7855
- 4) Ministry of Children & Family Development (MCFD)
#201-1212, 2nd Street North
Cranbrook, BC 250-426-1514

Other Sponsored Community Programs

KidSport™ is a community-based funding program that provides grants (\$200 maximum) to eligible families to help cover the costs of registration fees for kids 6-18 years of age. Applications are available at Western Financial Place or online. For information call 250- 489-2346, email cranbrook-kidsport@shaw.ca or visit www.kidsport.ca

Canadian Tire Jump Start is available for kids 4-18 years of age. Funds may be used for registration fees or purchase of equipment towards a registered sports. Applications are available at Community Services at Western Financial Place or online at jumpstart.canadiantire.ca

#AllOnBoard

City of North Vancouver
City Clerk's Department

FEB 22 2019

File # 16-8310-01-0001/2019
CC:
Scanned ☐

Attn: Karla Graham, MMC; City Clerk

City of North Vancouver

141 West 14th Street, North Vancouver, BC V7M 1H9

February 22nd, 2019

Re: Request to Appear as a Delegation on April 1st, 2019

Dear Mayor and Councillors,

I am writing to request that the BC Poverty Reduction Coalition's #AllOnBoard campaign appear as a delegation on April 1st, 2019. Along with a local resident, who is a volunteer with our #AllOnBoard campaign, I would be speaking about the #AllOnBoard campaign ask and motion and how we can achieve an affordable and accessible transit system for Metro Vancouver that leaves nobody behind.

Enclosed you will find supporting material related to the delegation, including the resolution/motion that we would encourage council to endorse, which contains multiple actions regarding our proposed policy changes to ensure transit is accessible to all and ceases causing harm to our most at-risk and vulnerable citizens in the City of North Vancouver and Metro Vancouver. At this time, this motion has now been endorsed in New Westminster, Vancouver and Port Moody.

Thank you very much for your time and consideration.

Sincerely,

Viveca Ellis

#AllOnBoard Campaign Coordinator

Email: viveca@bcpovertyreduction.ca

Reviewed by:

L. Mc Carthy
CAO

City of North Vancouver
#AllOnBoard Campaign

WHEREAS the City of North Vancouver has recognized and has demonstrated over the past years its commitment to the health and well-being of its residents, and lack of transportation is one of the most common reasons for missing medical appointments and a significant barrier to social inclusion and labour market inclusion for low income adults and youth; and

WHEREAS the #AllOnBoard campaign, concerned agencies in Vancouver and through-out Metro Vancouver, and directly impacted youth and adult community members have brought to the attention of the City of North Vancouver the direct harm that is brought to them through the bad credit ratings they develop due to fare evasion ticketing. Those living below the poverty line have brought forward that they cannot afford to pay the \$173 fines received individually, or the resulting accrued 'TransLink debt' from many unpaid fines; and

WHEREAS the City of North Vancouver and other municipalities contribute to charities and non-profits which then out of necessity subsidize transit tickets for those who cannot afford to access crucial social services provided by the City of North Vancouver and other municipalities, and sometimes pay off 'TransLink debt' and fare evasion fines to TransLink and external collection agencies;

BE IT RESOLVED THAT the City of North Vancouver endorse the #AllOnBoard Campaign; the City write a letter to the TransLink Mayors' Council on Regional Transportation, the Board of Directors of TransLink, the Ministry of Municipal Affairs and Housing (MMAH) and the Ministry of Social Development and Poverty Reduction (SDPR) asking the Province of B.C. and specifically the MMAH and the MSDPR to work with TransLink to finalize and secure a funding formula, and develop a plan that will provide free or reduced public transit for minors (aged 0-18), and reduced price transit based on a sliding scale for all low-income people regardless of their demographic profile as soon as possible; and

THAT the City write a separate letter to the Mayors' Council on Regional Transportation asking them to 1) require TransLink adopt a poverty reduction/equity mandate in order to address the outstanding issue of lack of affordability measures to ensure those who need public transit the most can access the essential service, and 2) to request the Mayors' Council on Regional Transportation and TransLink immediately amend existing by-laws and cease ticketing all minors for fare evasion, unlink ICBC from fare evasion for youth and adults, introduce the option of option of community service as an alternative to the financial penalty of a fare evasion ticket for all adults; and lower the fare evasion ticket amount substantially; and

THAT the resolution regarding support for the #AllOnBoard Campaign be forwarded for consideration at the 2019 Lower Mainland Government Management Association of BC (LMGMA) convention and subsequent Union of BC Municipalities (UBCM) convention



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

CORRESPONDENCE

6. Martin von Holst, Chair, RCMP Day – Vernon Committee – RCMP Appreciation Day in British Columbia, February 28, 2019 – File:01-0220-03-0001/2019

Re: RCMP Appreciation Day in British Columbia

RECOMMENDATION:

THAT the correspondence from Martin von Holst, Chair, RCMP Day – Vernon Committee, dated February 22, 2019, regarding the “RCMP Appreciation Day in British Columbia”, be received with thanks.



City of Vancouver City Clerk's Department
MAR - 5 2019
File # 01-0220-03-001 (2019)
CC:
Scanned <input type="checkbox"/>

RCMP APPRECIATION DAY in BC - FEBRUARY 1

February 28, 2019

On February 1st, 1920, the Parliament of Canada created the Royal Canadian Mounted Police, combining the Northwest Mounted Police (1873) and the Dominion Police (1868).

At this time, Manitoba is the only Province in Canada to have February 1st designated RCMP Appreciation Day.

February 1st, 2020 is their 100th Anniversary

We are a group of Canadian citizens residing in Vernon, BC, who formed a committee to acknowledge February 1st each year as a day to honor and recognize the men and women of the RCMP for their dedication and service.

We are asking for a letter of support from the Mayor and Council of your city or town. We will compile this support with other cities, municipalities, BC MLA's and BC Members of Parliament and present it to the Legislative Assembly of British Columbia to ultimately acknowledge February 1st as Royal Canadian Mounted Police Appreciation Day.

The Vernon City Council voted unanimously to endorse our motion and their letter is attached.

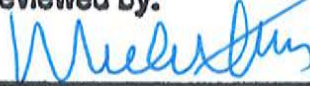
The Maple Leaf Forever.

Thank you for your earliest reply and consideration in this matter.

Sincerely,

Martin von Holst RCMP Day - Vernon Committee Chair
RCMPappreciationday@gmail.com
Contact # - 250-241-5000

Guy Bailey RCMP Day - Vernon Committee Secretary

Reviewed by: 
CAO



File: 0220-01

THE CORPORATION OF THE CITY OF VERNON

3400 - 30TH STREET VERNON, BRITISH COLUMBIA V1T 5E6
TELEPHONE (250) 545-1361 FAX (250) 545-4048

August 16, 2018

OFFICE OF THE MAYOR

Email: martin@3pr.ca

RE: RCMP Appreciation Day

Dear Mr. Von Holst:

Council, at their Regular meeting of August 13, 2018 passed the following motion:

"THAT Council authorize the Mayor, on behalf of Council to provide a letter of support to the RCMP Day Committee for their efforts to move forward with a petition signed by Canadian citizens that will be directed to the Province of British Columbia and the Government of Canada to ultimately acknowledge February 1st as 'Royal Canadian Mounted Police Day'

CARRIED"

On behalf of Council, we support the initiative that February 1st be recognized as Royal Canadian Mounted Police Day to acknowledge and recognize the men and women of the RCMP who have given much to our communities in terms of service and sacrifice.

Sincerely,



Akbal Mund
Mayor

copy: Council
Eric Foster, MLA
Mel Arnold, MP—
Supt. S Baher, RCMP Vernon

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

CORRESPONDENCE

7. Women Deliver 2019 Conference, June 3 to 6, 2019 – File: 01-0390-01-0001/2019

Re: Women Deliver 2019 Conference, June 3 to 6, 2019, Vancouver, BC

RECOMMENDATION:

PURSUANT to the correspondence received March 22, 2019, from ICS Events, regarding the “Women Deliver 2019 Conference”:

THAT Council members be authorized to attend the Women Deliver 2019 Conference, to be held June 3 to 6, 2019, in Vancouver, BC;

THAT the expenses be paid in accordance with City Policy;

AND THAT the funds be provided from the Conference Education Travel Account.

2019 Conference > About

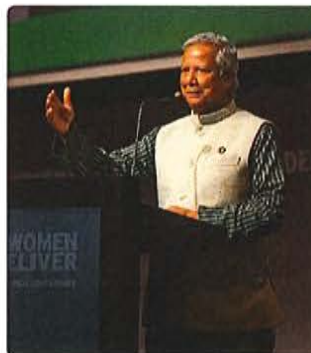
About

About

The Women Deliver 2019 Conference will take place 3-6 June 2019 in Vancouver, Canada and will be the world's largest conference on gender equality and the health, rights, and wellbeing of girls and women in the 21st century. It will serve as a catalyst for advocates working to achieve a more gender equal world.

More than 6,000 world leaders, influencers, advocates, academics, activists, and journalists will flock to Vancouver with the drive to accelerate progress for girls and women everywhere.

The conference will present new knowledge, promote world-class solutions, and engage a broad spectrum of voices. It will focus on several issues from health, nutrition, education, economic and political empowerment to human rights, good governance, and girls' and women's agency and equality.



Who We Expect

6,000-7,000 attendees

2,500 organizations

Over **160** countries

1,500 young people

500 journalists

100,000 Virtual & Satellite Event Participants

1,000+ Private sector representatives from multiple industries

UN Agencies and government representatives including ministers and parliamentarians from **50+** countries

Registration Information

Three days of inspiration, connections, learnings, and networking, you won't want to miss out! Take advantage of our Early Bird and Youth Rates while you can.

Registration fees include access to all sessions, a Women Deliver 2019 Conference bag, conference materials, lunch, refreshments, and an unforgettable experience! The registration process will take approximately 10 minutes to complete per person, but slightly longer if you are also choosing hotel accommodations. Note: You can log out and return to your registration at any point in the process and your information will be saved. To expedite the process, please have your passport and credit card or bank transfer details readily accessible.

General Price

Until 27 May or Space Permitting

\$700 USD

Payment will be collected in Canadian Dollars

REGISTER

Youth Price

For delegates under the age of 30

\$400 USD

Payment will be collected in Canadian Dollars

REGISTER

For groups of ten or more, please contact WD2019-Groups@icsevents.com to book. The group rate is \$500 USD per person, even after Early Bird expires.

About Vancouver, Canada

The Women Deliver 2019 conference will be hosted in the award-winning Vancouver Convention Centre, a LEED® Platinum certified, state-of-the-art facility on the waterfront in beautiful downtown Vancouver. A vibrant city, Vancouver is located on Canada's west coast and is an ideal location to host an international event.

In addition to having the technical capacity to host a conference of this size, Canada is one of the countries in the world that consistently prioritizes and invests in girls and women. These shared values make Canada an especially appropriate choice for the Women Deliver 2019 Conference.

Our government is committed to making the changes necessary to give women and men equal footing in our society, here in B.C.

- Honourable John Horgan, Premier of British Columbia

For more information on Vancouver, please visit www.tourismvancouver.com

FAQ

What is the Women Deliver Conference?

The Women Deliver 2019 Conference is the world's largest gathering on gender equality and the health, rights, and wellbeing of girls and women. The partner-driven conference presents new knowledge, promotes solutions, and serves as a fueling station for influencers and advocates working to achieve a more gender equal world.

What is the focus of the conference?

Who will be attending the conference?

Where will the conference be held?

When will registration open?

What does it cost to attend?

Are there scholarships?

When will scholarship recipients be notified?

Should I register if I've also applied for a scholarship?

Are there discounts?

Why is payment required for attendance to WD2019?

What is included in my registration fee?

When does registration close?

I can no longer attend. Can I be refunded or transfer my registration?

How do I book a hotel?

How do I book flight and travel?

Is transportation to and from the Vancouver Convention Center available?

When should I arrive?

Will I need a visa to enter Canada?

Will you offer visa support?

How can I access the CBSA Event recognition letter?

Will programming be available in multiple languages?

Your registration website is blocked in my country. How can I register?

I have a visual impairment. How can I register?

What steps have been taken to ensure accessibility at the conference?

Will you offer a breastfeeding room?

Will you offer a prayer room?

Will you offer gender-neutral / all gender restrooms?

What steps have been taken to make the conference environmentally friendly?

I do not have a smartphone. Will I still be able to access the schedule?

How is programming being developed for the conference?

Can I be a speaker?

How can I suggest a topic or speaker for the conference?

Can I submit a proposal to participate in program elements? (Panel Sessions, Appy Hour, Social Enterprise Pitch, Power Stage, Youth Zone, Film Festival, Poster Session, etc.)

Can I be a sponsor?

Can I exhibit?

Can I host an auxiliary meeting on-site?

Can I volunteer?

When will pre-conferences be held and can I participate?

How can I participate if I cannot travel to Vancouver?

Can I arrange a satellite event or viewing party?

What is the Canadian Mobilization?

Can I donate/support financially?

Why did Women Deliver choose Canada for the host country?

Get The Latest

Be the first to know about new developments, who will be speaking, and what opportunities to take advantage of.

Enter your email

3-6 June 2019
Vancouver, Canada

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2019 Conference > Program

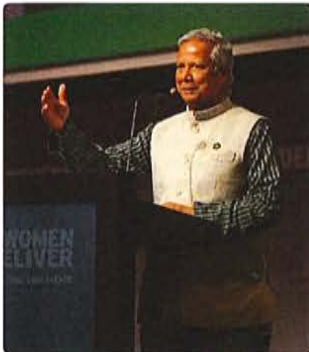
Program

Women Deliver conferences are world-renowned convenings focused on gender equality and the health, rights, and wellbeing of girls and women.

The Women Deliver 2019 Conference will be the world's largest conference on gender equality and the health, rights, and wellbeing of girls and women. From keynotes to social enterprise pitches, workshops to film festivals, there will be countless opportunities to engage, gather inspiration, and build a more gender equal world.

Our program is created in partnership with over a hundred organizations, with input from over a thousand individuals. Together, we're planning a robust and dynamic partner-driven event that will inspire action for girls and women.

[View Program At-a-Glance](#)



MAIN STAGE

World leaders, influencers, innovators, and change-makers, make each main stage plenary session memorable and provocative. Women Deliver plenaries are not about speeches and presentations—they're about engaging dialogue that drives the agenda forward.



CONCURRENT SESSIONS & WORKSHOPS

Moderated discussions and interactive workshops allow participants to delve into key solutions and impact, with expert panelists sharing experiences, opinions, and insights. Attendees will leave each concurrent session feeling energized by the solutions discussed. New for 2019! Hone your advocacy chops at skills-building sessions.



CULTURE NIGHT

A very special evening of immersive culture, dialogue, and entertainment. Culture nights are a longstanding tradition at Women Deliver Conferences and a beautiful way to showcase our host country. A time for you to meet Canada and for Canada to meet you!



APPY HOUR

At this lively mixer, experience first-hand 10 mobile apps with the potential to change the world for girls and women. Attendees travel from table to table to see the apps in action and decide which could be the most transformative.

[LEARN MORE](#)



YOUTH ZONE

The heart of the Fueling Station - this physical space is dedicated to all young people at WD2019. The Youth Zone will be a bustling central hub to challenge the status quo through intergenerational dialogue and idea-sharing.



FILM FESTIVAL

A creative and innovative space for showcasing outstanding films, conversations with directors, and live performance art such as spoken word. Three days of screenings and performances will add another dimension of inspiration to your conference experience.

[LEARN MORE](#)



SPEAKERS' POWER STAGE

New for 2019! A series of informative, punctuated, TED-Talk style presentations that challenge attendees to think and learn. Each session will be no more than 5 minutes long.

[LEARN MORE](#)



FUELING STATION

An exhibition hall unlike anything you've ever seen before! Refuel with lunch, electronic charging stations, and coffee breaks. Explore the various stages, displays, and 300+ booths. Re-energize with new ideas, new research, and new connections.

[LEARN MORE](#)



SOCIAL ENTERPRISE PITCH

A live competition featuring 10 outstanding social entrepreneurs, who will have 10 minutes to convince a panel of experts that their product or idea has potential to transform the lives of girls and women. Three winners will receive a cash prize that can be used to scale up their mission-driven business.



DIGITAL POSTER SESSION

New for 2019! An opportunity to share development solutions with an international audience. Electronic posters will be on display in the exhibit hall throughout the conference and will change each day, selected by crowdsourcing voting through the WD2019 app.



VIRTUAL CONFERENCE: WDLIVE

The virtual conference will take the Women Deliver 2019 Conference outside of Vancouver and onto screens across the globe. It's not only about tuning in; our virtual audience will also have the opportunity to shape and contribute to an engaging online program.

PRE-CONFERENCE COURSES

Take advantage of our online communications and advocacy courses available in early 2019. Hone the skills needed to advocate for girls and women and learn how to get the most out of attending WD2019.

PRE-CONFERENCES

Highly interactive, these by-invitation-only events will provide participants with many opportunities to exchange best practices and coordinate world-changing initiatives. Pre-Conferences to date include Youth, Ministerial, Parliamentary, Private-Sector, Midwives, Generation Now (in partnership with IAS), and more.

[LEARN MORE](#)



SATELLITE SESSIONS

Satellite sessions and viewing parties will take place in communities around the world leading up to, during, and after the conference to foster a deep dive into the issues related to girls and women. Organized by NGOs, universities, and corporations alike, these sessions add to the richness and reach of the conference.

[LEARN MORE](#)

How is the Women Deliver 2019 Conference program developed?

From September 2017 – January 2018 Women Deliver embarked on a global [listening tour](#) to gather ideas and suggestions for WD2019. We heard from over 1,500 individuals through online surveys and in-person interviews and are using those ideas to inform and assist in program development for WD2019. We're also continuing to work with our [Advisory Group](#) and experts across the globe to develop the program and identify speakers. Together, we're planning a robust and dynamic partner-driven event that will inspire action for girls and women.

[DOWNLOAD PDF](#)

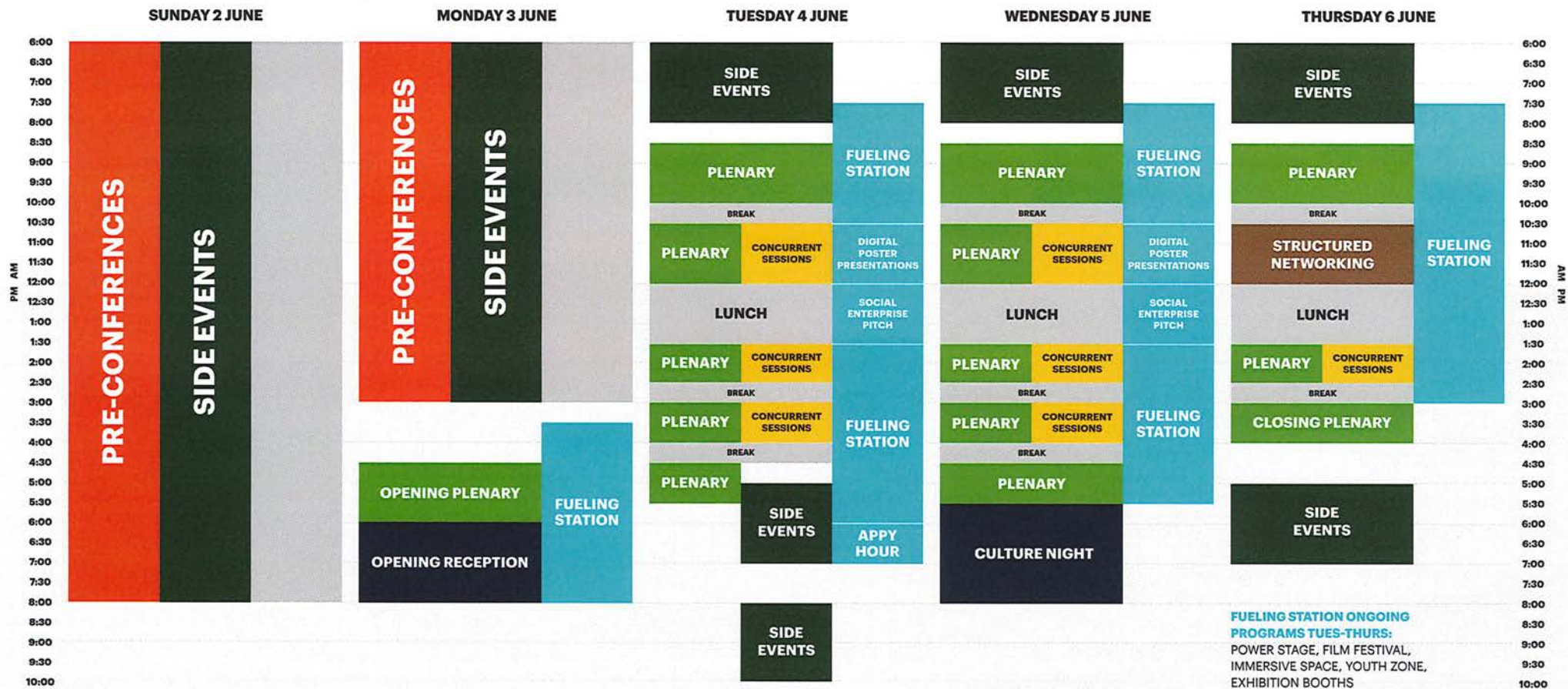
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Visit womendeliver.org







THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

8. Community Emergency Preparedness Fund – File: 14-7310-01-0001/2019

Report: Director, North Shore Emergency Management, February 13, 2019

RECOMMENDATION:

PURSUANT to the report of the Director, North Shore Emergency Management, dated February 13, 2019, entitled “Community Emergency Preparedness Fund”:

THAT Council support North Shore Emergency Management to make submissions on behalf of the City of North Vancouver to the Community Emergency Preparedness Fund under the following streams:

- 2018 Emergency Social Services;
- 2018 Evacuation Route Planning; and
- 2019 Emergency Operations Centres and Training;

AND THAT Council support the District of North Vancouver to provide overall grant management for the projects.



		
Department Manager	Director	CAO

The Corporation of **THE CITY OF NORTH VANCOUVER**
NORTH SHORE EMERGENCY MANAGEMENT

REPORT

To: Mayor Linda Buchannan and Members of Council

From: Fiona Dercole, Director, North Shore Emergency Management

SUBJECT: COMMUNITY EMERGENCY PREPAREDNESS FUND

Date: February 13, 2019 File No: 14-7310

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Director of North Shore Emergency Management, dated February 13, 2019, entitled Community Emergency Preparedness Fund Grants

THAT Council support North Shore Emergency Management to make submissions on behalf of the City of North Vancouver to the Community Emergency Preparedness Fund under the following streams:

- 2018 Emergency Social Services
- 2018 Evacuation route Planning
- 2019 Emergency Operations Centres & Training

AND THAT Council support the District of North Vancouver to provide overall grant management for the projects.

ATTACHMENTS:

1. CEPF 2018 - Emergency Social Services
2. CEPF 2018 – Evacuation Route Planning
3. CEPF 2019 – EOC & Training

DISCUSSION:

Grant funding for the Community Emergency Preparedness Fund (CEPF) is provided by the Province of BC and administered by the Union of BC Municipalities. The CEPF is a suite of funding programs intended to enhance the resiliency of local governments and their residents in responding to emergencies. Specifically, the subject grant funding

streams are to support the purchase of equipment and supplies required to maintain or improve Emergency Social Services (ESS) and Emergency Operations Centres (EOC) and to support evacuation planning.

The potential for possible geographic isolation and traffic gridlock during an emergency has resulted in the Operational Readiness Initiative - to establish seven geographic zones across the North Shore. Each zone will have a cache of supplies containing tools, personal protective equipment, radios, and kits for damage assessment, evacuation, ESS Reception Centres and Group Lodging. The CEPF ESS grant application is for the purchase of ESS and communications supplies for three of the seven caches. The remaining costs associated with the containers and other supplies are detailed in NSEM's 2019 and 2020 budget requests.

NSEM, in consultation with the three North Shore municipal transportation planning departments, completed an evacuation plan in 2010. The existing plan contains demographic, routing and evacuee support information which requires updating to remain relevant. Ongoing changes to land use patterns and transportation networks and refined risk assessments will be incorporated into the new plan.

The North Shore Emergency Operations Centre (NSEOC) is the municipal facility and organizational structure for coordinating response to and recovery from a major emergency or disaster. The NSEOC supports all response activities in the field. It centralizes information about the emergency; coordinates response across multiple departments and with other agencies; identifies critical needs and establishes priorities; and provides timely information to the public concerning the emergency or disaster. The CEPF EOC & Training grant provides an opportunity to update audio-visual equipment to more effectively manage information and share situational awareness.

The North Shore Emergency Management (NSEM) Executive supported the grant applications at the September 27, 2018 NSEM Executive Committee meeting. On November 27, 2018, NSEM received a letter from UBCM stating that the ESS grant had been approved. On February 5, 2019, NSEM received approval for the Evacuation Route Planning. Both approvals are pending Council resolution. The application period for the EOC & Training grant closed on February 1, 2019 and successful applicants have not yet been announced. NSEM Staff will manage the projects and provide periodic updates to the NSEM Executive Committee.

FINANCIAL IMPLICATIONS:

The maximum available funding for each municipality for each of the funding streams is \$25,000. Spread over three municipalities and three funding streams, the subject applications total \$225,000. The overall cost of the Operational Readiness Initiative exceeds the available grant funding. The remaining funds are detailed in NSEM's 2019 and 2020 budget requests.

INTER-DEPARTMENTAL IMPLICATIONS:

NSEM will continue to work with municipal Staff from related departments to ensure that the specific needs of each municipality are considered in the projects.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The projects support the following City's Goals and Objectives:

Goal 3.3: Support community resiliency and increase the capacity to recover from emergencies and disasters.

RESPECTFULLY SUBMITTED:



Fiona Dercole
Director, NSEM

Community Emergency Preparedness Fund

Emergency Social Services

2018 Application Form

Please complete and return the application form by **October 5, 2018**. All questions are required to be answered by typing directly in this form. If you have any questions, contact cepf@ubcm.ca or (250) 387-4470.

SECTION 1: Applicant Information	AP (for administrative use only)
Applicant: District of North Vancouver	Date of Application: 2018SEP24
Contact Person*: Mike Andrews	Position: Deputy Director, North Shore Emerg Mgt
Phone: 778-338-6306	E-mail: mandrews@nsem.info

* Contact person must be an authorized representative of the applicant.

SECTION 2: For <u>Regional Projects Only</u>
<p>1. Identification of Partnering Local Authorities. For all regional projects, please list all of the partnering local authorities included in this application. Refer to Section 2 of the Program & Application Guide for eligibility.</p> <p>City of North Vancouver, District of West Vancouver</p>

SECTION 3: Project Summary
<p>2. Name of the Project:</p> <p>Operational Readiness Initiative - disaster supply caches</p>
<p>3. Project Cost & Grant Request:</p> <p>Total Project Cost: \$234,068.00 Total Grant Request: \$75,000.00</p> <p>Have you applied for or received funding for this project from other sources?</p> <p>No</p>
<p>4. Project Summary. Provide a summary of your project in 150 words or less.</p> <p>Following the fires of 2017, BC Housing moved all of their cots from the North Shore to a warehouse in Burnaby. This leaves the North Shore (and the 2 North Shore First Nations) with less than 150 cots for a population of over 180,000 people. Since then the North Shore has experienced 2 major apartment fires that resulted in group lodging due to the lack of commercial accommodation. The potential for possible geographic isolation from emergencies or traffic gridlock has resulted in the Operational Readiness Initiative which is to establish caches of</p>

containerized supplies across the North Shore. These containers will contain tools, PPE, radios and ESS Reception Centre and Group Lodging kits. This grant is for the provision of ESS and communications supplies for one container (each of the three North Shore municipalities is applying for one, for a total of three); the municipality will provide the shipping containers and other supplies.

- 5. Emergency Plan.** Describe the extent to which the proposed project will specifically support recommendations or requirements identified in the local Emergency Plan.

The NSEM vision is "a disaster resilient North Shore"

Each of the three North Shore Municipal Emergency Plans, section 6.2.4 EMERGENCY SOCIAL SERVICES states in part, "The North Shore's Emergency Social Services (ESS) Team is trained to provide displaced persons with immediate emergency needs when disasters happen. Assistance can be in the form of vouchers for food, accommodation, clothing and personal needs; or, the services can be provided directly (e.g., group lodging, food distribution)"

The North Shore Group Lodging Guidelines are intended to be a cross-jurisdictional support plan in conjunction with the Cities of Vancouver and Richmond. The Purpose and Scope of these guidelines state, "A Group Lodging facility is set up to provide dormitory style accommodation for evacuees who have been displaced from their homes as a result of an emergency or disaster. These services will be provided at Community Centres or Churches or other locations that have been identified as appropriate Group Lodging Sites. At a Group Lodging facility evacuees will be provided with a cot and blanket for their sleeping space, group lodging identification, meals - either on site or by way of a referral to a local restaurant, updated information relating to the evacuation as well as other necessary services that may be required to assist the evacuee".

SECTION 4: Detailed Project Information

- 6. Proposed Activities.** What specific activities will be undertaken as part of the proposed project? Refer to Section 4 of the Program & Application Guide for eligibility.

Purchase of supplies and equipment (i.e. reception centre kits, group lodging kits and storage containers for supplies and equipment):

NSEM has conducted extensive research and cost analysis and has sourced supplies that are the most cost efficient and can meet the basic needs and comforts of a displaced population requiring ESS services and emergency accommodation.

- 7. Transferability.** Describe the extent to which the proposed project may offer transferable resources and supplies to other local governments and First Nations (i.e. ESS volunteers, training resources, cots, blankets, etc.).

Despite repeated attempts to engage the two First Nations in ESS on the North Shore, NSEM is prepared to support where internal capacity may be lacking.

The Cities of Vancouver and Richmond share a concept of group lodging operations and have an informal agreement to provide resources, facilities and personnel in support of each other's ESS teams.

As the North Shore municipalities are the nearest neighbours to the small communities of Bowen Island and Lions Bay, neither of which have commercial accommodations, this initiative will enhance the North Shore's readiness to be a receiving community for evacuees from these jurisdictions. Similarly, NSEM is participating in the Sea to Sky Evacuation Planning Committee to advise on transportation alternatives and capacities as an ESS receiving community. These,

combined with the potential for a displaced transient population stranded in our jurisdiction from BC Ferries or the Sea to Sky Highway make planning for mass ESS and emergency group lodging prudent.

North Shore readiness concepts are being discussed and shared with the Regional Emergency Planning Committee and the Regional ESS Committee. As the concepts evolve, NSEM is prepared to offer a presentation on lessons and the initiative at the Emergency Preparedness and Business Continuity Conference and/or share information through the BC Association of Emergency Managers.

8. Partnerships. Identify any other authorities you will collaborate with on the proposed project and specifically outline how you intend to work together.

The three municipalities share an emergency program, including ESS teams. Bylaws in each municipality extend the authorities of these communities across the entire North Shore, when necessary. The three municipalities share an emergency operations centre, an emergency program, a public safety lifeline volunteer base and emergency resources, including those applied for in this grant.

Describe how a collaborative approach will leverage efficiencies and be a cost effective approach to the maintaining or improving ESS operations.

The North Shore municipalities' collaboration for a tri-municipal emergency program is an example of cooperation and efficiency. Stockpiles of supplies in one jurisdiction can be easily used to supplement the capacity in the other two jurisdictions as they fall under one program. Due to the potential geographic barriers resulting from bridge dependency, caches of supplies across the North Shore will be made available on request to those neighbouring jurisdictions who may be isolated with us and may lack the capacity to build their own supply stockpiles. Further, North Shore cots can be made available provincially during major events, as was the case with our limited existing cots in 2017 fires.

9. Capacity Building. Describe how the proposed project will increase emergency response capacity (i.e. having the physical resources and the skills to respond to emergencies) in your community.

The umbrella Operational Readiness Initiative on the North Shore takes into consideration the geographically isolated nature of our area of responsibility and the challenges of traffic congestion due to bridge dependencies. The intention is to establish DISASTER supply caches in the recently established Zones across the North Shore with the intention that supplies will be stored in the areas that they are likely to be used, this will enhance our response time to serve a displaced population and ensure that we have localized resources in a disaster. The end goal is to meet our organizational mandate that goes beyond emergencies and achieves NSEM's vision of a "disaster resilient North Shore".

10. Evaluation. How will the project be evaluated? How will performance measures and/or benchmarks be used to measure outcomes? (i.e. tracking the number of training events and recruitments, external evaluators, etc.)

NSEM has a training and exercise plan that alternates annual Reception Centre and Group Lodging exercises. With a Reception Centre exercise planned for November 2018 and a planned 2019 Group Lodging exercise, the deployment and mobilization of the resources being requested in this application will be tested regularly.

11. Additional Information. Please share any other information you think may help support your submission.

NSEM is in the process of recruiting agencies and individuals to support DISASTER operations. The intention is to engage affiliated groups (churches, service clubs etc) to supplement staffing support for major emergencies. Recent interest has been expressed to specifically support group lodging.

NSEM is in the process of acquiring the 3 council resolutions supporting this initiative.

SECTION 5: Required Application Materials

Only complete applications will be considered for funding. The following separate attachments are required to be submitted as part of the application:

- Detailed budget for each component identified in the application. This must clearly identify the CEPF funding request, applicant contribution, and/or other grant funding.
- Local government Council or Board resolution, or Treaty First Nation resolution, indicating support for the current proposed activities and willingness to provide overall grant management.
- For regional projects only: Each **partnering** local authority must submit a local government Council or Board resolution, or Treaty First Nation resolution, indicating support for the applicant to apply for, receive and manage the grant funding on their behalf.

SECTION 6: Signature

I certify that: (1) to the best of my knowledge, all information is accurate and (2) the area covered by the proposed project is within our local authority's jurisdiction (or appropriate approvals are in place).

Name: Mike Andrews

Title: Deputy Director, NSEM

Signature:

Date: 2018SEP25

An electronic or original signature is required.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: cepf@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8

Community Emergency Preparedness Fund

Evacuation Route Planning

2018 Application Form

Please complete and return the application form by **November 30, 2018**. All questions are required to be answered by typing directly in this form. If you have any questions, contact cepf@ubcm.ca or (250) 387-4470.

SECTION 1: Applicant Information	AP (for administrative use only)
Applicant: District of North Vancouver	Date of Application: November 26, 2018
Contact Person*: John Chapman	Position: Emergency Planning Officer
Phone: 778-338-6308	E-mail: jchapman@nsem.info

* Contact person must be an authorized representative of the applicant.

SECTION 2: Project Summary
<p>1. Name of the Project: North Shore Evacuation Route Planning</p>
<p>2. Project Cost & Grant Request: Total Project Cost: \$100,000.00 Total Grant Request: \$75,000.00 Have you applied for, or received funding for, this project from other sources? No</p>
<p>3. Project Summary. Provide a summary of your project in 150 words or less. The intent of this project is to create an Evacuation Route Plan to be an appendix to the District of North Vancouver emergency plan, using existing evacuation procedures and incorporating new and revised operational concepts, protocols, software, mapping, and risk assessment data.</p>
<p>4. Emergency Plan. Describe the extent to which the proposed project will <u>specifically</u> support recommendations or requirements identified in the local Emergency Plan. Success in this proposal will ensure compliance and current information is available according to Section 5.2 of the District of North Vancouver emergency plan. Specifically, section 5.2.1 of the the plan states in part, "Depending on the nature of the emergency (e.g., chemical spills, fire, unsafe structures, etc.), the need for evacuation and related evacuation areas may be determined by on-scene personnel....This information will be communicated and/or identified to the Municipal Emergency Operations Group and the Police having jurisdiction will implement the evacuation with assistance from other agencies."</p>

SECTION 4: Detailed Project Information

- 5. Proposed Activities.** What specific activities will be undertaken as part of the proposed project? Please refer to Section 4 of the Program & Application Guide for eligibility.

The existing evacuation plans for the three North Shore municipalities were written in 2010, and contain demographic, routing and evacuee support information which requires update to remain relevant. Ongoing changes to land use patterns and transportation networks, new and refined risk assessments, and new software applications must be considered and incorporated into the emergency plans. This proposal includes a simplified approach to the plan for ease of reference as well as a more generic, less prescriptive and "guideline" approach. The guideline approach will ensure maximum flexibility for application to any identified hazard, will consider multiple modes of transport and will incorporate evolving operational concepts including technically supported notification platforms.

Specific activities to be undertaken include demographic, road network, traffic and transportation analysis; incorporation of NSEM zone concept into evacuation procedures; incorporation of the recently-completed mobile evacuation/damage assessment app and our new common operating picture software; recently completed neighbourhood-level evacuation planning analysis, and updated Hazard, Risk, and Vulnerability Assessment information including earthquake risk assessment (2015), climate change adaptation strategy (2017), Community Wildfire Preparedness Plans (ongoing), and sea level rise adaptation planning (ongoing).

- 6. Rationale.** What is the rationale and evidence for undertaking this project? This may include local hazards identified in the Emergency Plan; threat levels identified in Hazard Risk and Vulnerability Analysis, Community Wildfire Protection Plans, and/or Flood Risk Assessments; and previous emergencies where evacuations were ordered.

The North Shore is undergoing a review of hazards and a revised hazard, risk and vulnerability assessment and this plan will support our better understanding of risk. With a growing population, large urban/wildland interface, steep and complex slopes, two major dams, three chemical facilities, a re-refinery and a stretch of Trans-Canada Highway, Port and rail facilities, the North Shore has significant potential for area and sub-regional evacuations.

Since the emergency plan was created in 2010, new and refined risk assessment information has been generated, including neighbourhood-level earthquake information developed in conjunction with NRCan and UBC Earthquake Engineering, climate adaptation strategies, and debris flow/debris flood risk assessments. Sea level rise adaptation planning and community wildfire protection planning is ongoing, which will identify areas and assets susceptible to flooding and fire. The recently-completed climate change adaptation plan identified wildfire as a top threat. Potential changes to marine transport of oil through Burrard Inlet may pose new risks and challenges to coastal ecosystems, marine environments, and community members living and working on and near the water. New evacuation route planning must be undertaken to incorporate new and revised information.

- 7. Existing Challenges.** How will the proposed project identify and address existing challenges to successful evacuations in the event of emergencies. Refer to Section 6 of the Program and Application Guide.

Population increases and transportation changes and challenges, including the recent loss of the North Vancouver Transit Centre are heightened on the North Shore due to bridge dependence, specifically on the crossings to Vancouver. It is anticipated that this revision will

address population increases and changes to transportation infrastructure and will consider a more flexible "guidelines" approach to include all hazards, multiple modes of transportation, changing demographics as well as GIS, notification, communication and tracking technologies.

- 8. Large Scale ESS Planning.** Describe the extent to which the proposed project will consider large scale emergency social services scenarios.

North Shore Emergency Management is working to build disaster resiliency with the three North Shore municipalities and this has included evacuee support and ESS considerations. Part of this strategy includes the establishment of containerized caches of response support supplies strategically located in "zones" across the North Shore. This strategy will allow the population of any of the North Shore's "zones" to be evacuated to another. As these caches and zones are a new concept, new evacuation guidelines must be created to include these locations and the routes and transportation modes to access them.

- 9. Transferability.** Describe the extent to which the proposed project may be transferable to other local governments and/or First Nations.

With the small adjacent communities of Lions Bay and Bowen Island without commercial accommodation and the North Shore named in ongoing Sea to Sky evacuation planning, there is a potential for the District of North Vancouver to become a key ESS host community. Squamish Nation and Tseil-Waututh Nation are directly adjacent to the North Shore municipalities. While emergency management remain in the Nations' jurisdiction, North Shore ESS, emergency response, and evacuations will often be performed in conjunction with the Nations and the North Shore municipalities. Evacuation route planning will be undertaken in collaboration with the City of North Vancouver and the District of West Vancouver.

- 10. Evaluation.** How will the project be evaluated? How will performance measures and/or benchmarks be used to measure outcomes? How will this information be used?

On revision, these concepts will be integrated into the NSEM's training and exercise program for evaluation. Details will be available to neighbouring communities including First Nations in order to support and coordinate emergency planning, evacuation and ESS efforts.

- 11. Additional Information.** Please share any other information you think may help support your submission.

The North Shore municipalities frequently host many non-residents due in part to the BC Ferry Terminal, the conduit to the Sea to Sky corridor and three ski hills and an array of outdoor activities available.

Dam Safety plans identify aspects of notification and evacuation as responsibilities for the municipality.

The North Shore Crisis Communications plan will be reviewed and updated in 2019 and messages associated with public notification for shelter-in-place and evacuation based on this plan upgrade will be incorporated to ensure that all plans complement each other.

SECTION 5: Required Application Materials

Only complete applications will be considered for funding. The following separate attachments are required to be submitted as part of the application:

- Local government Council or Board resolution, or Treaty First Nation resolution, indicating support for the current proposed activities and willingness to provide overall grant management.
- Detailed budget for each component identified in the application. This must clearly identify the CEPF funding request, applicant contribution, and/or other grant funding.

SECTION 6: Signature

I certify that: (1) to the best of my knowledge, all information is accurate and (2) the area covered by the proposed project is within our local authority's jurisdiction (or appropriate approvals are in place).

Name: John Chapman

Title: Emergency Planning Officer

Signature:

An electronic or original signature is required.

Date: November 26, 2018

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: cepf@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8

Community Emergency Preparedness Fund

Emergency Operations Centres & Training

2019 Application Form

Please complete and return the application form by **February 1, 2019**. All questions are required to be answered by typing directly in this form. If you have any questions, contact cepf@ubcm.ca or (250) 387-4470.

SECTION 1: Applicant Information	AP <small>(for administrative use only)</small>
Applicant: District of North Vancouver	Date of Application: 2019JAN15
Contact Person*: Mike Andrews	Position: Deputy Director, North Shore Emerg Mgt
Phone: 778-338-6306	E-mail: mandrews@nsem.info

* Contact person must be an authorized representative of the applicant.

SECTION 2: For <u>Regional Projects Only</u>
<p>1. Identification of Partnering Local Authorities. For all regional projects, please list all of the partnering local authorities included in this application. Refer to Section 2 in the Program & Application Guide for eligibility.</p> <p>City of North Vancouver, District of West Vancouver</p>
SECTION 3: Project Summary
<p>2. Name of the Project:</p> <p>EOC Facility & Technology Upgrade</p>
<p>3. Project Cost & Grant Request:</p> <p>Total Project Cost: >\$200,000 Total Grant Request: \$75,000</p> <p>Have you applied for, or received funding for, this project from other sources?</p> <p>No</p>
<p>4. Project Summary. Provide a summary of your project in 150 words or less.</p> <p>The integrated, tri-municipal North Shore EOC is undergoing a major facility upgrade. To coincide with this upgrade, a growing staff and to meet the technical display requirements of their soon-to-launch common operating picture software and stay current with evolving technology, an updated and expanded audio-visual system is required. Physical upgrade of the facility, IT and software upgrades are being assumed by NSEM (funded by the three North Shore municipalities). The subject grant application is for funding the proposed AV system, which is designed for maximum flexibility.</p>

5. Emergency Plan. Describe the extent to which the proposed project will specifically support recommendations or requirements identified in the local Emergency Plan.

The NSEM vision is "a disaster resilient North Shore"

Each of the three North Shore Municipal Emergency Plans, section 5.1 Emergency Operations Centre states, *"The Emergency Operations Centre (EOC) is the City of North Vancouver's facility for coordinating its response to a major emergency or disaster. The EOC supports all response activities in the field. Specifically, it centralizes information about the emergency; coordinates emergency response across City departments and with other agencies; identifies critical needs and establishes emergency response priorities; and provides timely information to the public concerning the emergency or disaster."*

It is the management of information and the sharing of situational awareness that we hope to enhance through this initiative.

SECTION 4: Detailed Project Information

6. Proposed Activities. What specific activities will be undertaken as part of the proposed project? Refer to Section 4 of the Program & Application Guide for eligibility.

NSEM is renovating work spaces to enhance EOC functions. This element of the project is well underway and will cost approximately \$120,000, funded by NSEM. This subject grant request supports the audio-visual element only, which includes the re-purposing of existing technology wherever possible in an attempt to reduce cost, yet ensure a viable and robust system.

The major components of the proposed AV system include:

- Large screens/monitors to display common operating picture (Lightship)
- Wireless presentation system (control system)
- Sound system
- Technical installation services & programming

NSEM has received three estimates for the purpose of understanding scope, elements and costs for the AV upgrade. These costs range from \$88,000 – \$122,000 (attached); NSEM will absorb costs beyond the maximum allowable grant. The attached budget is based on the lowest cost estimate received.

7. Group Lodging. Describe the extent to which the proposed project will consider group lodging scenarios.

The common operating picture platform (Lightship) will be available at ESS facilities and the ESS desk in the EOC allowing common access to information and processes such as resource requests. The AV system in the EOC will support the display of ESS and other information.

8. Transferability. Describe the extent to which the proposed project may offer transferable resources and supplies to other local governments and First Nations (i.e. trained staff and/or equipment that will be made available to other communities, training resources and exercise plans other communities will be invited to utilize, etc.).

The Lightship system can extend to an array of users on and off site, whereby allowing shared information and interactive process flows. The output of these flows and status updates can be displayed in the EOC using the updated AV system.

9. Partnerships. Identify any other authorities you will collaborate with on the proposed project and specifically outline how you intend to work together.

The three municipalities share an emergency program, bylaws in each municipality extend the authorities of these communities across the entire North Shore, when necessary. The three municipalities share an emergency operations centre, an emergency program, a public safety lifeline volunteer base and emergency resources, including those applied for in this grant.

The North Shore EOC has reserved seats for other North Shore stakeholders, including the two North Shore First Nations.

Describe how a collaborative approach will leverage efficiencies and be a cost effective approach to the maintaining or improving of EOC operations.

The main addition to the system is an updated control system, a few more outputs to match the facility upgrade/Lightship outputs and larger monitors as the existing displays are too small to see from the back of the room. NSEM is repurposing 12 devices (projectors/monitors) into the system to keep costs down, yet maintain the necessary flexibility required for information display in a tri-municipal EOC.

10. Capacity Building. Describe how the proposed project will increase emergency response capacity (i.e. having the physical resources and the skills to respond to emergencies) in your community.

The efficiencies gained through Lightship will save time, money and will have the potential to save lives. Lightship is based on a visual geospatial platform and this AV system will support the function-specific data outputs necessary to facilitate shared situational awareness while maintaining maximum flexibility of use.

11. Evaluation. How will the project be evaluated? How will performance measures and/or benchmarks be used to measure outcomes (i.e. tracking number of training events and exercises, external evaluators, etc.)?

NSEM is conducting three functional exercises in 2019, including an EOC exercise. Lightship and the EOC AV system will be incorporated into all three. The EOC exercise has been designed to recur annually and the system will support this and other future exercises in the NSEM training and exercise program.

12. Additional Information. Please share any other information you think may help support your submission.

The AV system has been designed to expand based on future needs, staffing complements and evolving technologies.

Other planned components of the improvements at NSEM include a phase 2 of technology which are considered less essential and will be incorporated into future core budgets.

SECTION 5: Required Application Materials

Only complete applications will be considered for funding. The following separate attachments are required to be submitted as part of the application:

- Detailed budget for each component identified in the application. This must clearly identify the CEPF funding request, applicant contribution, and/or other grant funding.
- Local government Council or Board resolution, or Treaty First Nation resolution, indicating support for the current proposed activities and willingness to provide overall grant management.
- For regional projects only: Each **partnering** local authority must submit a local government Council or Board resolution, or Treaty First Nation resolution, indicating support for the applicant to apply for, receive and manage the grant funding on their behalf.

SECTION 6: Signature

I certify that: (1) to the best of my knowledge, all information is accurate and (2) the area covered by the proposed project is within our local authority's jurisdiction (or appropriate approvals are in place).

Name: Michael Andrews

Title: Deputy Director (Operational Readiness), NSEM

Signature:

An electronic or original signature is required.

Date: 2019JAN29

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: cepf@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

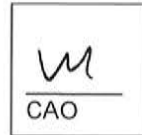
9. 2019-2028 Financial Plan Bylaw – File: 05-1700-03-0001/2019

Report: Director, Finance, March 20, 2019

RECOMMENDATION:

PURSUANT to the report of the Director, Finance, dated March 20, 2019, entitled “2019 – 2028 Financial Plan Bylaw”:

THAT “Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703” be considered.



The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: 2019 – 2028 FINANCIAL PLAN BYLAW

Date: March 20, 2019 File No: 05-1700-03-0001/2019

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

RECOMMENDATION:

PURSUANT to the report of the Director of Finance, dated March 20, 2019, entitled "2019 – 2028 Financial Plan Bylaw":

THAT "Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703" be brought forward for consideration by Council.

ATTACHMENTS:

1. Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703

PURPOSE:

The purpose of this report is to seek Council approval for the 2019 – 2028 Financial Plan Bylaw.

BACKGROUND:

The Community Charter requires the preparation and adoption of a Financial Plan covering at least five years, including both operating and capital items, prior to May 15 each year. For many years, the City has exceeded this requirement by producing a ten-year plan.

As well, it is a requirement that Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted. During the City's 2019 Financial Plan process, staff reports have been made available on the City's website and the opportunity to provide public input online and at Council Meetings has been provided.

DISCUSSION:

The Financial Plan Bylaw presented for endorsement reflects the 4.25% tax rate increase approved by Council at the March 4, 2019, Regular Meeting. This provides for sufficient funding for general operations, the Employer Health Tax, increased general capital funding, and also funds the approved new items. As well, the Financial Plan Bylaw incorporates the approved 2019 – 2028 Utility Operations and Rates Models, and the 2019 – 2028 Project Plan.

Schedule A of the Financial Plan is a financial summary of the combined plans, over ten years. The scale of certainty is reduced in the later years, where the final five years are shown in one column.

Revenues indicate the major sources of funding; Property Value Tax, Parcel Taxes (Storm and Eco Levies), Fees & Services, Other and Transfers. The Transfers section includes the following:

- Collections for Other Governments are taxes collected on behalf of other governments and agencies including Provincial Schools, BC Assessment, Metro Vancouver (GVRD), and TransLink.
- Transfer from Reserves includes both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures or are set aside for specific known future liabilities. The capital reserves are used to fund the Project Plan.
- External Contributions are included where grants and other partner revenues are expected as well as a provision for external funding that may become available during the year.
- Depreciation is a transfer from equity in capital assets and is to offset the recognition of depreciation expense.

Expenditures are laid out in three categories:

Operating Expenditures are displayed by functional area and the expenses include annual operations, as well as non-capital projects, and depreciation.

Capital represents the value of both general and utility capital projects included in the plan.

Transfers show:

- Other Governments which is the outgoing payment of the taxes collected on behalf of other governments.
- Equity which represents amounts planned to be transferred to non-statutory reserves as well as amounts, such as the Weather Reserve, for use in the operations of the city for unexpected, emergency or planned expenses.
- Reserves indicates the planned transfer of funds from operating to the City's statutory and capital reserves primarily to fund capital infrastructure and amenities.

As required by the Province, the Financial Plan Bylaw also contains revenue and tax policy statements addressing the following issues:

1. Revenue Proportions by Funding Source
2. Distribution of Property Taxes among the Property Classes
3. Use of Permissive Tax Exemptions

FINANCIAL IMPLICATIONS:

Financial implications have been addressed in detail during the 2019 – 2028 Financial Planning process which included separate discussions on utility rate setting (water, sewer, solid waste, etc.), 2019 Program Plan (operating), and the 2019 – 2028 Project Plan (capital).

INTER-DEPARTMENTAL IMPLICATIONS:

The Financial Plan Bylaw is a reflection of the policies and strategic direction of the City, and the work plans of all City departments. Finance staff relies on its close working relationship with staff in other departments and cost-shared agencies in developing the plans that make up the Financial Plan Bylaw.

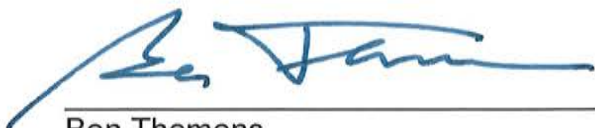
STRATEGIC PLAN IMPLICATIONS:

The preparation and approval of a Financial Plan is a key component in achieving the City's Community Vision outlined in the Official Community Plan (OCP).

The budget and Financial Plan processes are consistent with Paragraph 9.2, Financial Planning and Budget Process, of the OCP.

- All budget requests are reviewed for consistency with the goals of the OCP.
- Through considered long-range financial planning the City seeks to:
 - Anticipate and prepare for future costs, including planning in advance for infrastructure replacement;
 - Diversify its revenue and reduce its reliance on property taxation and increase the City's resiliency;
 - Maintain reserves for unexpected expenses;
 - Apply taxes fairly between property types;
 - Tax at a rate that encourages investment in the City;
 - Continue to build a Tax Sale Land Reserve as a permanent fund held in trust for future generations;
 - Attempt to maintain a revenue surplus for use in the event of declared emergencies.

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

BYLAW – FIRST, SECOND AND THIRD READINGS

10. “Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703”

RECOMMENDATION:

THAT “Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703” be given first, second and third readings.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8703

Financial Plan for the Years 2019 to 2028

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Financial Plan for the Years 2019 to 2028 Bylaw, 2019, No. 8703**”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2019, and ending December 31, 2028.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8703
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2019 – 2028**

(1) 2019 – 2028 Financial Plan (000's)

For the year ended December 31	2019	2020	2021	2022	2023	2024-2028
Revenue						
Property Value Tax	62,599	64,531	66,518	68,560	70,658	364,070
Parcel Taxes	3,162	3,624	4,041	4,250	4,469	25,866
Revenue from Fees and Services	36,367	37,888	40,711	44,068	47,029	269,626
Revenue from Other Sources	3,491	3,718	3,417	3,451	3,486	17,605
	105,619	109,761	114,687	120,329	125,642	677,167
Transfers						
Collections for Other Governments	49,561	50,552	51,563	52,594	53,646	273,595
Transfer from Reserves	66,515	103,292	37,776	44,421	125,837	114,223
Proceeds from Debt	-	90,000	-	-	-	-
External Contributions	20,408	10,437	7,896	2,781	1,497	6,901
Depreciation	15,100	15,402	15,710	16,024	16,344	83,355
	151,584	269,683	112,945	115,820	197,324	478,074
Total Revenues	257,203	379,444	227,632	236,149	322,966	1,155,241
Expenditures						
Operating Expenses						
General Government	21,101	21,629	22,170	22,724	23,292	119,370
Transportation and Transit	6,032	6,183	6,338	6,496	6,658	34,120
Health, Social Services, Housing	2,821	2,892	2,964	3,038	3,114	15,960
Development Services	5,798	5,943	6,092	6,244	6,400	32,800
Protective Services	27,246	27,927	28,625	29,341	30,075	154,135
Parks, Recreation and Culture	20,456	20,968	21,492	22,029	22,580	115,725
Water	10,337	11,830	12,864	14,011	15,286	88,615
Sewer	9,272	12,752	14,892	17,410	18,232	106,471
Solid Waste	4,396	2,528	1,759	1,750	1,891	10,326
	107,459	112,652	117,196	123,043	127,528	677,522
Capital Expenditures	78,542	195,109	38,114	36,327	27,595	90,570
Transfers						
Collections for Other Governments	49,561	50,552	51,563	52,594	53,646	273,595
Equity	9,424	9,549	9,788	10,033	10,284	52,705
Reserves	12,217	11,582	10,971	14,152	13,913	60,849
Debt Repayment	-	-	-	-	90,000	-
	71,202	71,683	72,322	76,779	167,843	387,149
Total Expenses	257,203	379,444	227,632	236,149	322,966	1,155,241

**SCHEDULE "A" TO BYLAW NO. 8703
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2019 – 2028**

(2) Revenue Proportions by Funding Source

(Excluding Transfers from Reserves and Collections for Other Agencies)

	(000's)									
	2019	%	2020	%	2021	%	2022	%	2023	%
Property Value Tax	62,599	59	64,531	59	66,518	58	68,560	57	70,658	56
Parcel Taxes	3,162	3	3,624	3	4,041	4	4,250	4	4,469	4
Revenue from Fees	36,367	35	37,888	35	40,711	35	44,068	36	47,029	37
Revenue from other Sources	3,491	3	3,718	3	3,417	3	3,451	3	3,486	3
Total Revenues	105,619	100	109,761	100	114,687	100	120,329	100	125,642	100

Background: Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased gradually over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2019 Financial Plan, the City's goal has been to maintain the current percentage of revenue coming from property taxes; however the City continues to rely heavily on this source of revenue to fund a large portion of City services and infrastructure.

Policy: Under Council's direction, the City will continue to look for ways to reduce the overall percentage of revenue that comes from property tax, by pursuing alternate revenue sources, and remains committed to charging user fees for services where feasible.

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description		Tax Allocation %	
		2018	2019
1	Residential	56.60%	56.28%
2	Utilities	1.07%	0.54%
4	Major Industry - Capped	6.95%	8.64%
4	Major Industry - Non capped	0.67%	0.67%
5	Light Industry	0.89%	0.88%
6	Business	33.78%	32.95%
8	Recreation/Non-Profit	0.04%	0.04%

Background: In 2008 City Council adopted a Long Term Property Tax Strategy which will shift taxes from the business and light industrial tax classes, to the residential tax class. The goal of this policy was to move the City's tax rates and tax rate multiples to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity.

Adjusting down the ratio of the business tax rate to the residential rate (i.e. the tax multiple) continues to be a challenge based on the continued extraordinary growth in the residential sector.

Policy: The City will continue to review the distribution of property tax among the various property classes and consider other measures as a gauge of success.

**SCHEDULE “A” TO BYLAW NO. 8703
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2019 – 2028**

(4) Use of Permissive Tax Exemptions

Background: Council currently allows permissive tax exemptions to organizations within the City, based on eligibility criteria as defined under the Community Charter. This includes religious institutions, providers of social housing, not for profit societies and service organizations whose services and programs align with the City’s goals and objectives.

Policy: The City has adopted a policy along with a set of criteria which are based on linking taxation exemptions to desired community outcomes for the services provided. All existing permissive tax exemptions are reviewed each year and staff will continue to work with all organizations who receive a Permissive Tax Exemption to ensure that their services align with the goals and objectives of the City.

Council will continue to carefully consider the total amount of permissive exemptions granted each year, when reviewing the annual Property Tax Exemption bylaw, giving consideration to the equity of shifting the exempted tax burden to other property owners in the City.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

11. Rezoning Application: 125 East 20th Street (Vancouver Resource Society for the Physically Disabled / NSDA Architects) – File: 08-3360-20-0467/1

Report: Planner 2, March 20, 2019

RECOMMENDATION:

PURSUANT to the report of the Planner 2, dated March 20, 2019, entitled “Rezoning Application: 125 East 20th Street (Vancouver Resource Society for the Physically Disabled / NSDA Architects)”:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718) be considered and referred to a Public Hearing;

THAT “Housing Agreement Bylaw, 2019, No. 8702” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718, Rental Housing Commitments) be considered and referred to a Public Hearing;

THAT notification be circulated in accordance with the *Local Government Act*;


THAT (Funding Appropriation #1918) an amount of \$400,000 be appropriated from the Affordable Housing Reserve Fund to be granted to the Vancouver Resource Society for the Physically Disabled in support of 10 non-market rental units in the proposed development, secured in perpetuity;

THAT should any of the amount remain unexpended as at December 31, 2022, the unexpended balance shall be returned to the credit of the Affordable Housing Reserve Fund;

THAT the Mayor and City Clerk be authorized to execute a Release of the existing Covenant registered against the title of the subject properties under number BB1171375;

AND THAT the Mayor and City Clerk be authorized to sign the necessary documentation to give effect to this motion.



 Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Wendy Tse, Planner 2

SUBJECT: REZONING APPLICATION: 125 EAST 20TH STREET (VANCOUVER
RESOURCE SOCIETY FOR THE PHYSICALLY DISABLED / NSDA
ARCHITECTS)

Date: March 20, 2019 File No: 08-3360-20-0467/1

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Planner 2, dated March 20, 2019, entitled "Rezoning Application: 125 East 20th Street (Vancouver Resource Society for the Physically Disabled / NSDA Architects)":

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THAT the Mayor and City Clerk be authorized to execute a Release of the existing Covenant registered against the title of the subject properties under number BB1171375;

AND THAT the Mayor and City Clerk be authorized to sign the necessary documentation to give effect to this motion.

ATTACHMENTS:

1. Context Map (Doc#[1754534](#))
2. Development Fact Sheet (Doc#[1754164](#))
3. Architectural and Landscape Plans, dated March 4, 2019 (Doc#[1756556](#))
4. Letter from Vancouver Resource Society for the Physically Disabled re: Request for Funding from Affordable Housing Reserve Fund (Doc#[1756557](#))
5. Tenant Relocation Materials (Doc#[1758329](#))
6. Design Rationale (Doc#[1759563](#))
7. Advisory Design Panel Resolution, dated September 19, 2018 (Doc#[1705785](#))
8. Public Consultation Summary (Doc#[1756555](#))
9. Zoning Amendment Bylaw No. 8701 (Doc#[1756681](#))
10. Housing Agreement Bylaw No. 8702 (Doc#[1756629](#))

PURPOSE

The purpose of this report is to present, for Council's consideration, an application to rezone 125 East 20th Street to permit the development of a new six-storey, 85-unit non-market and market rental apartment owned and operated by the Vancouver Resource Society for the Physically Disabled (VRS). To support the provision of 10 wheelchair accessible non-market rental units, VRS is requesting a contribution of \$400,000 from the City's Affordable Housing Reserve Fund (AHRF).

BACKGROUND

In 2010, Council approved a Partnering Agreement with VRS to extend a second mortgage to the non-profit organization to help purchase the subject property in an effort to provide below market rental housing in the existing 28-unit apartment. As part of this building, VRS envisioned creating a cluster of up to six units for high care persons with disabilities on the ground floor of the building, with 24 hour on-site support and care, at non-market rents. The remainder of the units would be operated at below market rates. However, the "Shared Care" model was never implemented due to the following barriers:

- The building did not have a sprinkler system, raising safety issues if the building were to include a care facility for individuals with significant mobility impairments; and
- Vancouver Coastal Health funding could not be obtained.

In lieu of the “Shared Care” model, VRS has been providing two subsidized rental units for persons with disabilities and one rental unit for Hollyburn Family Services’ “Seniors at Housing Risk” program. The remainder of the units have been rented at below market rates.

In addition to the second mortgage, Council approved the appropriation of up to \$300,000 from the AHRF to help offset anticipated operating shortfalls for VRS. This funding would be dispersed on an annual basis, subject to the receipt of an annual operating budget, for up to five years. This funding was never utilized by VRS and the second mortgage was repaid in full in July 2015, as per the terms of the Partnering Agreement.

Since that time, VRS has been contemplating the potential redevelopment of the site to meet their initial vision of providing a “Shared Care” model. In addition, due to the age and condition of the building, which was constructed in 1965, significant maintenance and building function issues have arisen, challenging the resources and capacity of the non-profit organization.

PROJECT DESCRIPTION

<i>Applicant:</i>	Vancouver Resource Society for the Physically Disabled
<i>Architect:</i>	NSDA Architects
<i>Official Community Plan Designation:</i>	Residential Level 5 (R5)
<i>Existing Zoning:</i>	Medium Density Apartment Residential 1 (RM-1)
<i>Applicable Guidelines:</i>	None

The application proposes to replace the existing 28-unit, 4-storey rental building with a new 6-storey wood-frame apartment building with a total of 85 rental units. Of the 85 rental units, 10 units are proposed to be non-market, with rents set at \$375 per month (the shelter portion of the Persons with Disabilities benefits) or geared to income. The remainder of the units would be rented at market rates, with VRS offering below market rents for any existing tenants wanting to return to the new development. The rental tenure of the development, in addition to the non-market units, would be secured through a Housing Agreement with the City.

The subject site is located at the southwest corner of the 100-block of East 20th Street in Central Lonsdale (Attachment #1). The site is 2,120.8 square metres (22,828 square feet) and slopes downward approximately 2.64 metres (8.7 feet) from east to west along East 20th Street. The slope in the north-south direction is minimal. The overall development is proposed to be 2.59 Floor Space Ratio (FSR) or 5,492.9 square metres (59,125 square feet). A summary of the development, as well as architectural and landscape plans, are provided as Attachments #2 and #3, respectively.

One level of underground parking is proposed for the development, accessed from the lane to the south of the property. The parking level contains vehicle and bicycle parking spaces, in addition to mobility scooter parking, storage lockers and a mechanical room.

The application proposes a variance to both vehicle and bicycle parking, based on the rationale that residents of the non-market units would not require the provision of either amenity. Instead, the development proposes an extended passenger drop-off zone on East 20th Street to accommodate ride services for passengers with disabilities, such as HandyDART.

A significant number of accessible units are proposed for the project, including 57 Adaptable Level 2 units and 10 Adaptable Level 3 units, well above the minimum City requirement of 25 percent at Adaptable Level 2 standards. The fully-accessible Adaptable Level 3 units would be allocated to tenants with disabilities in the non-market rental units.

The unit mix for the development is proposed as follows:

- 4 Studio Units;
- 63 One-Bedroom Units;
- 12 Two-Bedroom Units; and
- 6 Three-Bedroom Units.

A variety of amenities is proposed for the project, including an indoor/outdoor shared social gathering space with kitchen and washroom, a guest room, and active and passive outdoor areas, including accessible gardening plots. A small office space for VRS is also proposed to help serve residents on-site. The building is required to connect to the Lonsdale Energy Corporation (LEC), as per the City's Hydronic Energy Service Bylaw.

POLICY CONTEXT

Metro 2040

The proposed development aligns with the Metro Vancouver Regional Growth Strategy, Metro 2040, through the creation of a compact urban area. The provision of non-market rental housing further achieves housing affordability goals established in the Regional Affordable Housing Strategy, including:

- Expand the rental supply and balance preservation of existing stock with redevelopment while supporting existing tenants;
- Meet housing demand estimates for very low and low income earners; and
- Increase the rental housing supply along the Frequent Transit Network.

Metro Vancouver has been working to better understand the high household cost burden faced by renters when housing and transportation costs are considered together. The location of the subject site, in close proximity to Lonsdale Avenue, will allow renters to utilize public transit, cycling and walking to help minimize transportation costs associated with car ownership. In addition, the recently released 2018 Metro Vancouver Apartment Parking Study confirms the following key findings:

- Apartment residential parking supply continues to exceed parking utilization across the region; and
- Proximity to the Frequent Transit Network (FTN) is associated with lower apartment residential parking utilization and supply.

Based on this study, parking utilization for market rental apartments near the FTN range from 0.35 to 0.72 spaces per unit.

2014 Official Community Plan

The Official Community Plan (OCP) identifies the subject site as Residential Level 5 (R5), which contemplates multi-unit residential uses with a maximum building height of six storeys. The OCP allows for a density of up to 1.6 FSR, with the potential of an additional bonus of 1.0 FSR to be granted at the discretion of Council, for a total of 2.6 FSR. City policy related to the provision of additional density is discussed in the Density Bonus and Community Benefits section below.

The application is in keeping with the vision established in the Official Community Plan for the City to be a vibrant, diverse and highly livable community. In particular, this project supports the following goals in the OCP:

- 1.1 Develop a compact, complete community that meets the needs of its diverse residents and businesses (1.1.1 and 1.1.2);
- 1.3 Enhance the distinctive sense of place and livability of the City through high quality design and maintenance of urban form (1.3.1 and 1.3.5);
- 1.4 Enhance quality of life through the provision of amenities (1.4.4); and,
- 1.5 Pursue attainable housing that meets the needs of its diverse community (1.5.2, 1.5.3, 1.5.4 and 1.5.6).

As presented, the proposal is consistent with the OCP.

Housing Action Plan

The Housing Action Plan (HAP) establishes strategies and actions for the City to achieve greater housing diversity and affordability for residents of all ages, incomes and abilities. To incentivize new rental housing, the City offers bonus density for secured market rental projects. As a condition of the density bonus, the City requires 10 percent Mid-Market Rental (MMR) units to be rented at 10 percent below average rents in perpetuity.

While the City has been successful in recent years in increasing the number of market rental units and by extension, MMR units, non-market rental units have been more difficult to achieve due to the deep discounts required to support housing for lower income individuals. Non-market housing typically requires subsidies from senior levels of government, a non-profit society, or a housing co-operative as rents are geared to income (e.g. maximum of 30 percent of income).

In lieu of the required nine MMR units, VRS is proposing 10 wheelchair accessible non-market units to be rented to individuals with high care disabilities. To support the creation of the non-market units, VRS is requesting a funding contribution of \$400,000 from the AHRF (Attachment #4). The AHRF, established in 1989, was created to help the City implement its affordable housing objectives, including funding affordable housing projects. A summary of non-market housing projects facilitated by the AHRF to date is provided in Table #1.

In addition to funding from the AHRF, VRS is proposing to use their equity and other internally generated funds, including the rents received from the market units in the development, to subsidize the non-market units.

Table #1: *Non-Market Projects funded by the Affordable Housing Reserve Fund*

Year	Operator	Description	Contribution from AHRF
1991	Entre Nous Femmes	19-unit townhouse project for families	\$292,000
2001	North Shore Connexions	42-unit apartment project for single and family households with disabilities	\$417,815
2005	Lookout Housing and Health Society	25-bed adult shelter and 25-bed transition housing	\$263,296
2006	Kiwanis North Shore Housing Society	27-unit apartment for seniors	\$173,275
2007 & 2009	Marineview Housing Society	24-unit supportive housing project for individuals with psychiatric disabilities	\$1.7 million
2018	Community Land Trust	16-unit co-operative townhouse project (potential project – currently seeking senior government funding)	\$2.5 million (appropriated)

As per Metro 2040, the need for non-market rental housing is significant in the City with approximately 80 new non-market rental units required annually.

The proposed development does not meet the City's Family-Friendly Housing Policy with only six three-bedroom units proposed for the development, instead of the required nine three-bedroom units. Recognizing that the foremost priority for VRS is the financial viability of the non-market rental units, the overall unit mix is supportable for this development.

As the site is currently used as a purpose-built rental building, VRS is required to comply with the City's Residential Tenant Displacement Policy. To date, VRS has hosted information meetings with existing tenants and is offering compensation beyond City requirements. VRS is offering to pay for moving expenses and provide additional financial compensation for longer-term tenants. In addition, all existing tenants who want to return to the new development may do so at below-market rents. Information about the tenant

relocation process to date, including the proposed below market rents for returning tenants, is available in Attachment #5.

Sustainable Development Guidelines

A design rationale and sustainability statement for the project is provided in Attachment #7. A commitment to social and environmental sustainability is proposed through the following efforts:

- Provision of non-market and market rental housing;
- Use of water efficiency measures and storm water management principles;
- Use of high recycled content;
- Consideration of indoor environmental quality and comfort;
- Connection to the LEC system;
- Achievement of Step 3 of the BC Energy Step Code; and
- Provision of 20 percent of residential stalls for electric vehicle charging.

Active Design Guidelines

The proposed development would achieve many of the social interaction elements of the City's Active Design Guidelines, including an indoor/outdoor amenity space for residents. In addition, community gardens are proposed, with accessible gardening plots provided to ensure individuals in wheelchairs can partake in this activity. The overall building is designed to be accessible and inclusive, with wider hallways and ramps to promote interaction of tenants of all abilities.

Due to the high number of individuals in wheelchairs anticipated for this project, the Active Design elements that promote stair use was not incorporated into this development.

Zoning Bylaw 1995, No. 6700

The subject site is currently zoned Medium Density Apartment Residential 1 (RM-1), which permits a multi-unit building up to three storeys or 13 metres (42.6 feet) in height. An amendment to the Zoning Bylaw is required, via a new Comprehensive Development Zone 718 (CD-718) Zone, to permit the following requested variances:

- Density increase to 2.6 FSR in exchange for rental tenure and 10 non-market rental units, secured in perpetuity through a Housing Agreement;
- Height maximum of six-storeys;
- Reduced building setbacks to suit the proposed development;
- Waiver of maximum building width above the third storey;
- Allowance of the parking structure and fencing to be located within 4.6 metres (15 feet) of the intersection of the lot lines at the northwest corner of the property;
- Reduced recycling and garbage room size by nominal amount;
- Reduced vehicle parking by 10 spaces (9 residential and 1 visitor space); and
- Reduced secured bicycle parking by nine spaces.

A complete list of amendments is provided in Attachment #8.

PLANNING ANALYSIS

Use

The proposed use of the subject site as multi-unit residential is consistent with the OCP and surrounding area (Table #2).

The subject site is located in Central Lonsdale, within walking distance to a number of community amenities, public transit, employment, and retail services along Lonsdale Avenue. In addition, the proximity to medical and social services and the relatively flat topography of the neighbourhood makes the use of the site for individuals with high care disabilities appropriate.

Table #2: Surrounding Uses

Direction	Address	Description	Zoning
North across East 20th Street	2032 Lonsdale Avenue	One-storey commercial building (London Drugs)	General Commercial (C-2)
North across East 20th Street	132 East 20th Street	Four-storey rental apartment	Comprehensive Development 448 (CD-448)
South across lane	120 East 19th Street	Three-storey rental apartment	Medium Density Apartment Residential 1 (RM-1)
South across lane	124 East 19th Street	Four-storey rental apartment	Medium Density Apartment Residential 1 (RM-1)
East	135 East 20 th Street	Three-storey strata building	Medium Density Apartment Residential 1 (RM-1)
West across lane	1900-1950 Lonsdale Avenue	Two-storey commercial building	General Commercial (C-2)

Intensity

The proposed development at six-storeys and 2.59 FSR is consistent with the height and density contemplated in the OCP. The subject site is in a transitional location being directly adjacent to Lonsdale Avenue to the northwest and west. The OCP land use designation for the properties on Lonsdale Avenue is Mixed Use Level 3 (Medium Density), which permits a maximum density of 2.3 FSR and a potential bonus of 0.5 FSR, for a total density of 2.8 FSR. The height maximum for these properties is 25 metres (82 feet) or approximately eight storeys.

Parking

To reduce excavation costs, one level of underground parking is proposed for the development. In total, 41 vehicle spaces for tenants, eight vehicle spaces for visitors and 119 secured bicycle spaces are proposed for the project. Of the 119 secured bicycle spaces, seven spaces are earmarked for mobility scooters. The underground level further proposes 57 storage spaces, of which 20 will be accessible. In addition, 12 short-term bicycle spaces will be provided near the front entry of the development.

The parking variances requested are detailed in Table #3. Due to the tenants envisioned for the non-market rental units, staff support the proposed variance to parking. Similar reductions in vehicle and bicycle parking have been provided for prior non-market rental

projects in the City, recognizing that the demand for parking may be reduced for non-market tenures. In this case, tenants of the non-market units are high care individuals with disabilities, many of whom may not be able to drive a car or ride a bicycle, but instead, rely on ride services, such as HandyDART. To accommodate access for VRS clients, an extended passenger loading zone on East 20th Street is proposed to accommodate pick-up and drop-off for individuals with mobility limitations.

Table #3: Proposed Parking Variances

Type of Parking Space	Zoning Bylaw Requirement	Proposed
Rental Residential	51 spaces (0.6 spaces per unit)	41 spaces
Visitor	9 spaces (0.1 spaces per unit)	8 spaces
Secure Bicycle	128 spaces (1.5 spaces per unit)	119 spaces

The development is required to provide off-site infrastructure upgrades, as per City bylaws, including:

- New boulevard sidewalk on East 20th Street;
- Rain garden, street trees and grass boulevard on East 20th Street;
- Full lane reconstruction with curb extensions and speedbumps; and
- New overhead and pedestrian level street lighting.

Form

In response to the higher height and density potential on Lonsdale Avenue, the building is designed in a "T" shape, with the top of the "T" flanking the north-south lane on the western portion of the site, adjacent to the high street. The siting of the building results in the bulk of the building being closest to Lonsdale Avenue, with two larger open areas available on the street and the lane to accommodate semi-private and private green spaces. The bottom of the "T" is in line with the neighbourhood building to the east to reduce shadowing impacts.

The use of colour, material, and relief through the provision of balconies assists in reducing the overall massing of the building. In particular, the darker colour on the uppermost floor helps to minimize visual bulk and create greater interest in design.

Density Bonus and Community Benefits

The City's Density Bonus and Community Benefits (DBCB) Policy, in conjunction with the Official Community Plan, allows a density bonus of 1.0 FSR for properties designated Residential Level 5. To achieve the density bonus, VRS has agreed to secure, in perpetuity, the rental tenure of the development, in addition to the 10 non-market rental units through a Housing Agreement. The provision of non-market rental units in a market rental development is unique, and not a common occurrence due to the financial challenges of rental development. To assist in the financial viability of the non-market units, VRS is requesting funding from the City to deliver upon this community amenity.

If the applicant was proposing these units for sale as a strata development, the DBCB Policy would value the bonus density at just over \$4.3 million as shown in Table #4.

Table #4: Value of Community Benefits through Density Bonusing

Density Value Calculation	Value
Density Bonus from 1.60 FSR to 1.60 FSR / OCP Density (@ \$25 / sq. ft.)	N/A
Density Bonus from 1.60 to 2.60 FSR (@ \$190 / sq. ft.)	\$4,337,320
Total Value of Community Benefits	\$4,337,320

ADVISORY BODY INPUT

The Advisory Design Panel (ADP) reviewed the application on September 19, 2018 and recommended approval of the project, subject to the issues outlined in Attachment #7 being addressed to the satisfaction of staff.

In response to ADP's comments the applicant has made the following modifications:

- Use of colour and façade materials to give greater visual interest and reduce the massing; and
- Landscaping improvements, including using low level planting to deter graffiti along low exterior walls.

COMMUNITY CONSULTATION

The applicant held a Developer Information Session (DIS) with the local community on September 12, 2018. A total of 11 people signed in and two comment sheets were submitted at the meeting. Staff have received additional comments on the proposal via email, which are included, along with the DIS summary prepared by the applicant, in Attachment #8.

The overall feedback received was mixed, with concerns raised about shadowing impacts, height, and general design and colours of the development. An additional comment was expressed about the desire for additional affordable housing for individuals in need of subsidized units.

FINANCIAL IMPLICATIONS

Housing affordability is beyond the resources and authority of local government to effectively address on their own. As such, unique opportunities to work with non-profit housing operators to create new non-market housing units is critical to increasing the stock of affordable housing in innovative ways.

VRS is requesting \$400,000 from the AHRF to help create 10 non-market rental units for individuals with high care disabilities. The funding of affordable housing is part of the mandate of the AHRF.

The 2019-2028 Project Plan, endorsed by Council on March 4, 2019, includes a provision of \$2.2 million for affordable housing projects. The proposed appropriation falls within the budgeted amount. If approved, there will be \$1.8 million remaining for other affordable housing projects. Through the Density Bonus and Community Benefits Policy, additional financial contributions is anticipated for the AHRF.

CONCLUSION

The proposed development at 125 East 20th Street would provide a new 85-unit, six-storey non-market and market rental project owned and operated by the non-profit organization, Vancouver Resource Society for the Physically Disabled. The provision of non-market rental housing in a new market rental project is unique, hence the request from VRS for a funding contribution of \$400,000 from the AHRF to support this community amenity.

The overall development is consistent with both the Regional Growth Strategy and the OCP in use, intensity and form. The proposed development is in close proximity to Lonsdale Avenue, with easy access to community amenities, public transit, employment, and retail services. With its location adjacent to Lonsdale Avenue, the proposed parking variances are supportable and are consistent with parking reductions provided to prior non-market rental projects in the City.

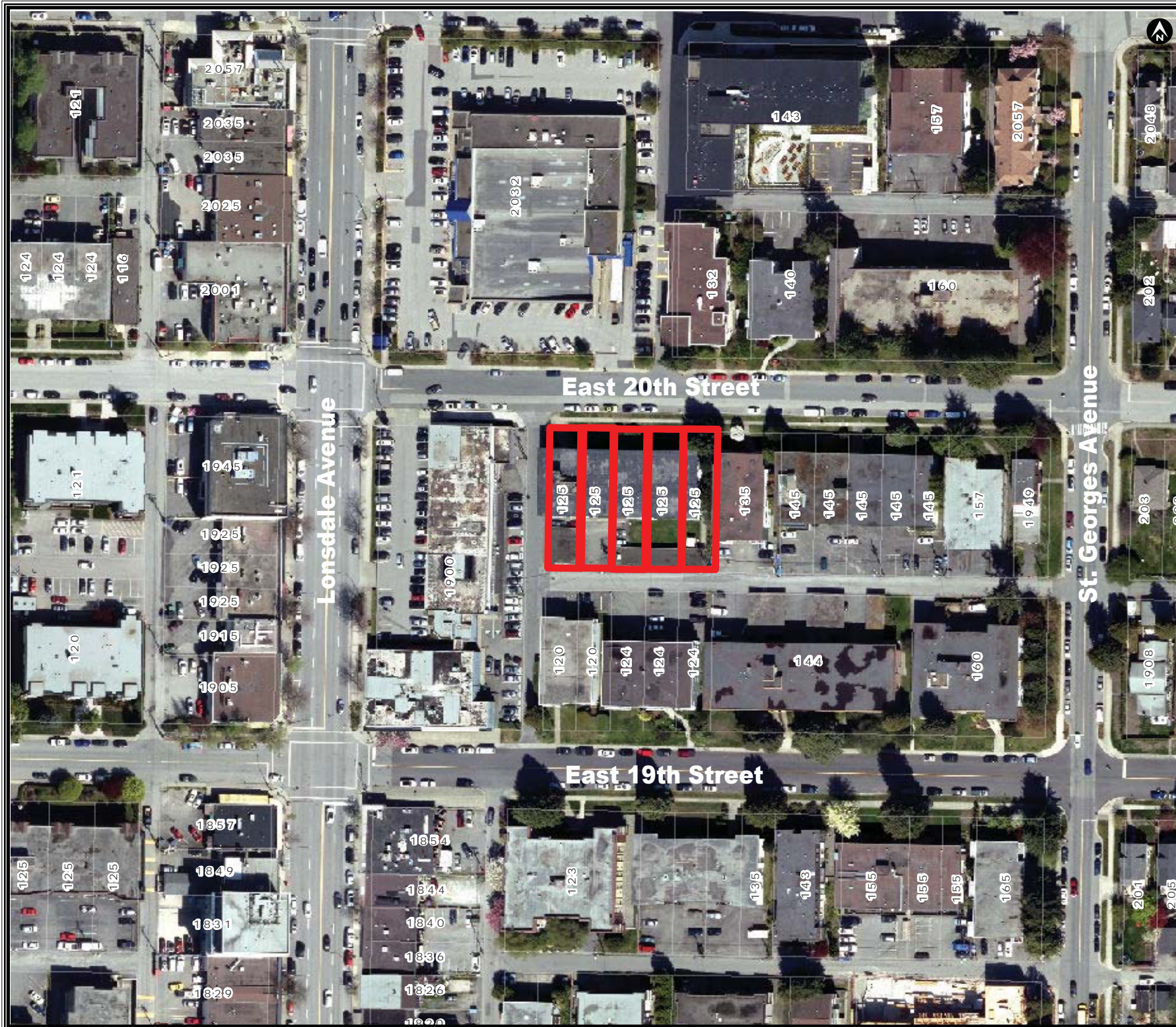
Staff recommend Council grant first and second reading to proposed Zoning Amendment Bylaw No. 8701 (Attachment #9) and Housing Agreement Bylaw No. 8702 (Attachment #10) and that a Public Hearing be scheduled.

RESPECTFULLY SUBMITTED:




Wendy Tse
Planner 2

WT/rf/eb



Legend

 Subject Site

0 5 10 20
Meters
1:1,500

DISCLAIMER

This map was produced on the City of North Vancouver's Geographic Information System. Data provided herein is derived from sources with varying levels of accuracy and detail. The City of North Vancouver disclaims all responsibility for the accuracy or completeness of information contained herein.

GIS Division, Information Technology,
City of North Vancouver

PROJECT SUMMARY SHEET

DEVELOPMENT APPLICATION

125 East 20th Street



SITE CHARACTERISTICS

OCP Designation	Residential Level 5 (R5)
Existing Zoning	Medium Density Apartment Residential 1 (RM-1)
Site Area	2,120.8 sq. m (22,828 sq. ft.)

FLOOR AREA AND HEIGHT

	Existing Zoning (RM-1)	Official Community Plan	Proposed
Floor Space Ratio	Maximum 1.6 FSR or 3,393.3 sq. m (36,525 sq. ft.)	OCP - 1.6 FSR 3,393.3 sq. m (36,525 sq. ft.) Density Bonus - 1.0 FSR 2,120.8 sq. m (22,828 sq. ft.) Total Maximum 5,514.1 sq. m (59,353 sq. ft.) 2.6 FSR	5,475.3 sq. m (58,936 sq. ft.) 2.6 FSR
Total Lot Coverage	Maximum 50%	N/A	47.0%
Principal Building Height	Maximum 13.0 m (42.7 ft.) or three storeys	Maximum Six Storeys	19.5 m (63.9 ft.) and six storeys

SETBACKS

	Existing Zoning (RM-1)	Proposed
Front (East 20th Street)	6.1 m (20 ft.)	2.0 m (6.5 ft.)
Interior Side Yard (West)	4.6 m (15 ft.)	2.9 m (9.5 ft.)
Interior Side Yard (East)	4.6 m (15 ft.)	3.8 m (12.5 ft.)
Rear (South)	6.1 m (20 ft.)	3.5 m (11.5 ft.)

BICYCLE PARKING

	Required	Proposed
Total Bicycle Parking (stalls)	128 secured / 12 short term	119 secured / 12 short term

VEHICLE PARKING

	Required	Proposed
Resident	51	41
Visitor	9	8
Total Vehicle Parking (stalls)	60	49

Numbers based on plans dated March 4, 2019

#1754164

125 East 20th Street, North Vancouver, BC

Project Statistics

Street Address: 125 East 20th Street, North Vancouver, B.C.										Building Height										Setbacks										Parking									
Legal Description: Topographic survey plan of lots 35 and 36 of lots 4 and 5, plan 1102 and lots 37 to 39 of lot 6, plan 1103 all of block 7, dated 01-54-91										Average Existing Grade = 105.98m										Front: Varies (2205 - 8350)										51 (0.6 per unit)									
PIDS: 012-180-360, 012-180-386, 012-180-611, 012-180-620 and 012-180-637										Building Height = 126.45m										Rear: Varies (3775 - 13860)										41 Private									
										Total Height = 19.47m										Side (West): 3080										08 Visitor									
																				Side (East): 4180																			
Max FAR																				Garbage/Recycling										Bicycles									
2118.7 sm																				Required: 41.31 sgm (0.486 sgm per unit)										Required: 128 (1.5 per unit)									
2.60																				Proposed: 37.59 sgm										Proposed: 114 Private									
5006.6 sm																														12 Visitor									
5051.4 sm																																							
46.2 %																																							
</																																							

Design Rationale

DESIGN RATIONALE – VRS – 125 East 20th Street
The Vancouver Resources Society (VRS) is based in Vancouver, BC, and has been in operation since 1972 serving their clients throughout the Lower Mainland including the City of North Vancouver. Their purpose is to develop safe, affordable, accessible housing with programs that support their client's values, goals and objectives. VRS has extensive experience working with developers and municipalities on social housing components of building projects and rezoning proposals. As of today, VRS owns 20 homes and units in 8 residential buildings in Greater Vancouver and Victoria, BC, providing housing and care services to more than 150 clients.

Reasoning Rationale
To address the growing need in North Vancouver for affordable rental housing, VRS is proposing to develop their site with an 85 unit, six storey market / non-market rental development. This proposal is in keeping with the City's 2002 Official Community Plan as well as the revised 2014 OCP which establishes this area as Residential Level 5 (Medium Density) where residential buildings are supported up to three storeys in height.

Description of Program
The VRS mandate is to provide accessible innovative housing programs that allow people with disabilities the opportunity to integrate and live independently in the community. Meeting this basic need allows each individual to be more self-sufficient taking advantage of everything a healthy community has to offer including access to employment, education, and recreational opportunities. To this end they are providing ten units of fully accessible units in the building which will allow them to provide the appropriate services to their clients. In addition, to balance affordability, they are proposing a mix of low market and non-market units intended for a broad range of tenants including seniors, students, couples and families.

Site Context
The site is located within the Lonsdale Town Centre, a walkable, transit-oriented community of higher density commercial, institutional land uses. The site is in the 100 Block of East 20th Street, immediately adjacent to the commercial area of Lonsdale Avenue. The area is in transition, with higher density development replacing the aging existing housing and commercial stock. Directly to the west of the site across the north-south lane is a two storey commercial building. Immediately adjacent to the east is a three storey apartment building. Across the lane to the south and across East 20th to the north are more three and four storey rental apartment buildings. London Drugs is also located to the north of the site.

The Site
The site is currently occupied by a four storey rental building owned and operated by VRS. It has reached the end of its serviceable life and needs extensive repairs. The site is approximately 50.3 metres x 42.18 metres with an overall area of 0.212 ha (212 sm). It slopes 1.63 metres from the east along East 20th and almost 2.65 metres along the lane. The slope in the north-south direction is less varying from 0.400 to 0.500 metres.

Design Response
The residential program provides for 85 units of rental housing in a six storey form. The building is designed in plan as a "T" shape. This creates large useable open areas on the street and on the lane. The two parts of the "T" are broken up into two forms. The form on the west side of the site closest to the commercial areas is brought close to the street edge to form both a "bookend" to the block but to respond more to the adjacent commercial setbacks. The east-west part of the "T" is set back to create a transition to the more residential streetscape adjacent to the existing buildings. The two forms of the building are separated where they join by the building entry which incorporates a large welcoming canopy carried out to the property line. The separation of the two forms is also emphasized in massing by a recess which is further emphasized by a change in colour.

On the main floor is a large well appointed two-storey entry lobby. Off of this lobby is an indoor amenity room complete with a common resident kitchen and washroom. Also included is an office for the VRS support workers complete with an accessible washroom / shower, as well as a small guest suite amenity for visitors.

Circulation throughout the building is simple and efficient with 1.5-metre-wide hallways. All areas of the building will be accessible. The units themselves will have large balconies and very livable open and accessible floor plans. They are designed to be modern, functional and will be well-appointed. 2.70 metre ceiling heights are proposed.

The basement will consist of parking for 49 cars, 114 bicycle stalls, service areas, mechanical and electrical rooms as well as storage lockers. The architectural expression of the building was carefully considered. The most appropriate response was felt to be a distinctive modern architecture expression with a large roof overhang. This simple urban building is intended to be understated, elegant, authentic and well-proportioned without applied decoration or embellishment. This simplicity, economy, and architectural restraint will allow the building to age gracefully during its life. Reflective of the new envelope first direction of the CBCB, the building is a simple well insulated form with minimum articulation.

For the building at 125 East 20th, a palette of durable cost effective materials is proposed. These include, modular cementitious cladding and energy efficient vinyl windows with clear glazing. Although the building will have essentially the same floor plan on all levels, scale is mitigated by changing the colour, material, and module of the main and top floors to emphasize a strong base, middle and top.

Density
The proposed new building area of 5560 sm (59,848 sf) results in an approximate FSR of 2.6. To achieve this density, we have discounted the lobby, the amenity areas as well as the allowable density bonus for Level 2 and 3 accessible units. However, we would like to discuss with Planning the option of reducing the number of Level 2 Accessible units to make them more livable for the general population. This would be in recognition of the other studies designed beyond the Level 3 requirements.

Height
The building is proposed to be six storeys high with a height of approximately 19.5 metres to the top of the roof overhang. At the roof level, there will be an elevator overcan and a ladder providing access to the roof top mechanical equipment. The roof top equipment will be screened.

Landscape
An attractive landscape plan is proposed incorporating a variety of planting and hard surfaces. The "T" shaped plan of the building allows two large useable outdoor areas, one a semi-public area along 20th and the other a more private fenced south facing area along the lane for the residents. The areas, however, are connected which will allow for the residents to easily access both spaces. The rear patio is designed to provide a variety of flexible program opportunities for the residents. A covered outdoor seating area is shown complete with a large harvest table. In addition, areas for active and passive play have been proposed. Raised accessible planter beds for urban agriculture will be provided. A wood arbour over the parking ramp will provide visual screening to the residents and neighbours overlooking the ramp.

The area along 20th provides significant community benefit, incorporating benches and bicycle racks for the public use. To further integrate the project into the streetscape, it is proposed to bring the landscape treatment out from the building entry all the way to the curb line. This will not only create a community amenity it will allow VRS residents and guests to more easily access the project. To emphasize the unique nature of the VRS program it is proposed to provide curb letdowns so that they can use both side and rear vehicle lifts without having to travel to the street corner letdown. The West side, planting has been provided at Lane level for a more pleasant neighborhood.

Sustainability
In addition to a commitment to social sustainability by the provision of affordable rental housing and a valuable community resource, the project will also address environmental sustainability.

Sustainable Sites
This urban site demonstrates exceptional community connectivity and public transportation access. A storm water management plan has been established. **Water Efficiency**
The landscape design will include consideration of water efficient plants and a high efficiency irrigation system. The project will utilize low flow fixtures.

Energy and Atmosphere
Energy use will be reduced by the design of a highly efficient envelope featuring high insulation values and high-performance windows. Although the percentage of glazing overall is at 33% generous windows will provide natural light that will reduce the need for artificial lighting. Energy performance will be optimized through selection of energy efficient mechanical and electrical equipment.

Materials and Resources
There will be a focus on using regional materials and materials with high recycled content in the new building. There will be Waste Management Plan requested during construction. Once the building is occupied, there will be a recycling and composting protocol established by VRS.

Indoor Environmental Quality
Materials with low VOC's will be selected for the project. An indoor air quality plan during construction will be requested and the results will be tested at the end of construction. Control of lighting and heating will be based on best practices for occupant comfort.

Affordability Statement

VRS is a non profit society whose purpose is to:
The purpose of the Society is to promote community living for seniors and persons with disabilities by:
(a) operating homes and programs for seniors including those with low and moderate incomes
(b) operating homes and programs for adults and minor persons with disabilities, including those with low and moderate incomes
(c) buying, leasing, holding, building, developing, or improving any lands and buildings necessary for the provision of community living for seniors and persons with disabilities.
This project will also provide affordable rent for the general population including families. VRS intends to offer 10 fully wheelchair accessible units with 24 hour support services provided by Vancouver Coastal Health. Rent for these units will be \$375 per month or 30% of income whichever is greater. In addition VRS will be offering the existing tenants in the building who have lower incomes a 1 bedroom unit for \$1210 per month and a 2 bedroom for \$1800 per month. Fourteen existing tenants will qualify for this discount on an income tested basis. In under 45k for a 1br and under 61k for a 2 bedroom. The remaining 14 residents will be offered lesser discounts for tenures less than 12 years. Our market rents are around \$1570 for a 1 bedroom and \$2300 for a 2 bedroom and \$2600 for a 3 bedroom. In addition these units will become even more affordable as market rents increase and we are able to keep our rent increases at minimal levels.

General Notes

Acoustics
Acoustical measures to be incorporated into the final design and construction based on the consultant's recommendations set out in the report by Acoustical Consultant.
Mechanical Equipment
Mechanical equipment (ventilators, generators, compactors, exhaust systems) will be designed and located to minimize noise and air quality impacts on the occupants and neighbourhood and to comply with the City of North Vancouver's Noise Control By-Law No. 7943.
Parking Structure
Underground parking to be adequately ventilated to prevent build-up of noxious gases and to minimize its impact on public open space. The design of the parking structure regarding Safety and Security Measures shall be in accordance with the City of North Vancouver's Parking By-Law.
Minimum Parking Stall Dimensions shall be:
Standard Car Space: 2500mm W x 5486mm L x 2100mm H
Small Car Space: 2440mm W x 4650mm L x 2100mm H
Accessible Car Space: 4000mm W x 5486mm L x 2300mm H
Provide minimum 2100mm vertical clearance in parking garage under all overhead obstructions. Provide minimum 2300mm vertical clearance in parking garage under all overhead obstructions from the top of the parking ramp to the furthest Accessible Car Space.
Bicycle Room
Design of the bicycle spaces (including bicycle rooms, compounds and lockers and/or racks) regarding safety and security measures shall be in accordance with the relevant provisions of the City of North Vancouver's Parking By-Law.

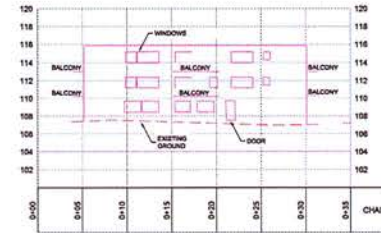
Site Plan

1:500



Drawing List and Consultants

Architectural NSDA Architects 201 - 134 Abbott Street, Vancouver BC V6B 2K4 Tel: 604-669-1926 Fax: 604-683-2241 www.nsda.bc.ca	Architectural Drawing List A-000 Cover Sheet A-001 Survey A-002 Site Context A-003 Site Plan A-004 Perspectives A-005 Shadow Analysis A-006 Street Elevations and Sections A-101 P1 Parking Plan A-101b P1 Parking Plan - Travel Distance A-102 1st Floor Plan A-102a 1st Floor Plan - Area Diagram A-102b 1st Floor Plan - Travel Distance A-103 2nd Floor Plan A-103a 2nd Floor Plan - Area Diagram A-103b 2nd Floor Plan - Travel Distance A-104 3rd to 6th Floor Plan A-104a 3rd to 6th Floor Plan - Area Diagram A-104b 3rd to 6th Floor Plan - Travel Distance A-105 Roof Plan A-106 Typical Unit Plans A-107 Typical Unit Plans A-201 Sections A-301 Elevations A-302 Elevations
Client VRS (Vancouver Resource Society) 310 - 2006 W10th Avenue Vancouver, BC V6J 2B3 T: 604.731.1020	
Project Manager Core Project Management 102 - 375 Lynn Avenue North Vancouver, BC V7J 2C4 T: 778.725.9073	
Landscape van der Zalm + associates Suite 1, 20177 97 Avenue Langley, BC V1M 4B9 T: 604.882.0024 Fax: 604.882.0042 www.vdz.ca	
Survey McElhenny Consulting Services Ltd. Suite 2300 - 19450 102nd Avenue Burnaby, BC V3T 5C3 T: 604.596.0391	



PROFILE VIEW OF WEST FACE OF 3-STOREY APARTMENT BUILDING AT 125 EAST 20TH STREET
SCALE 1:250

LEGEND

- ☐ CATCH BASIN (TOP INLET)
- ☐ FIRE HYDRANT
- ☐ GUY POLE
- ☐ GUY WIRE
- ☐ CATCH BASIN - MANHOLE
- ☐ MANHOLE
- ☐ MANHOLE - SANITARY
- ☐ MANHOLE - STORM
- ☐ POLE WITH TRANSFORMER
- ☐ SIGN POST
- ☐ TREE - CONIFEROUS
- ☐ TREE - DECIDUOUS
- ☐ VALVE - GAS
- ☐ VALVE - IRRIGATION
- ☐ VALVE - WATER
- ☐ DOTTED ROOF ELEVATION
- ☐ DOTTED FLOOR ELEVATION

NOTES

1. THE SURVEY IS ON A LOCAL GRID COORDINATE SYSTEM. BEARINGS ARE UTM GRID, DERIVED FROM OBSERVATIONS TO SCM 4706 AND 4708.
2. TO CONVERT TO UTM ZONE 18N WADSWORTH 4.83 INCL. UTM, MULTIPLY BY THE CONVERSION FACTOR OF 0.9999999999999999.
3. ELEVATIONS ARE IN METRES AND ARE REFERRED TO GEODETIC DATUM OSNAD 83 USING MONUMENT SC4706 AT THE INTERSECTION OF 18 STREET AND ST. GEORGE'S AVENUE, ELEVATION 115.077 METRES.
4. CONTOUR INTERVAL IS 0.5 METRES.
5. PARCEL DIMENSIONS REPRESENTED ON THIS PLAN ARE DERIVED FROM FIELD MEASUREMENTS.
6. UNREGISTERED INTERESTS HAVE NOT BEEN INCLUDED OR CONSIDERED.
7. THE SURVEY REPRESENTED BY THIS PLAN WAS COMPLETED ON THE 8TH OF DECEMBER, 2017.

THESE PROPERTIES MAY BE SUBJECT TO THE FOLLOWING:
CONVEYANCE: B1117378
ASSIGNMENT OF RENTS: C475885 AND B1117377

THIS TOPOGRAPHIC PLAN HAS BEEN PREPARED IN ACCORDANCE WITH THE PROFESSIONAL SURVEYING MANUAL AND IS CERTIFIED CORRECT THIS 10TH DAY OF DECEMBER, 2017.

JASON D. HAMEL, BOLA, C.L.S.
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CORE PROJECT MANAGEMENT
183-778 LYNX AVENUE, NORTH VANCOUVER, V7 2C4

TOPOGRAPHIC SURVEY PLAN OF LOTS 35 AND 36 OF LOT 6, LOTS 4 AND 5, PLAN 1102 AND LOTS 37 TO 39 OF LOT 6, PLAN 1163 ALL OF BLOCK 7 DISTRICT LOT 549
PDS: 012-180-300, 012-180-380, 012-180-411, 012-180-429 AND 012-180-437
125 EAST 20TH STREET, NORTH VANCOUVER, B.C.

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Project:
125 East 20th
North Vancouver



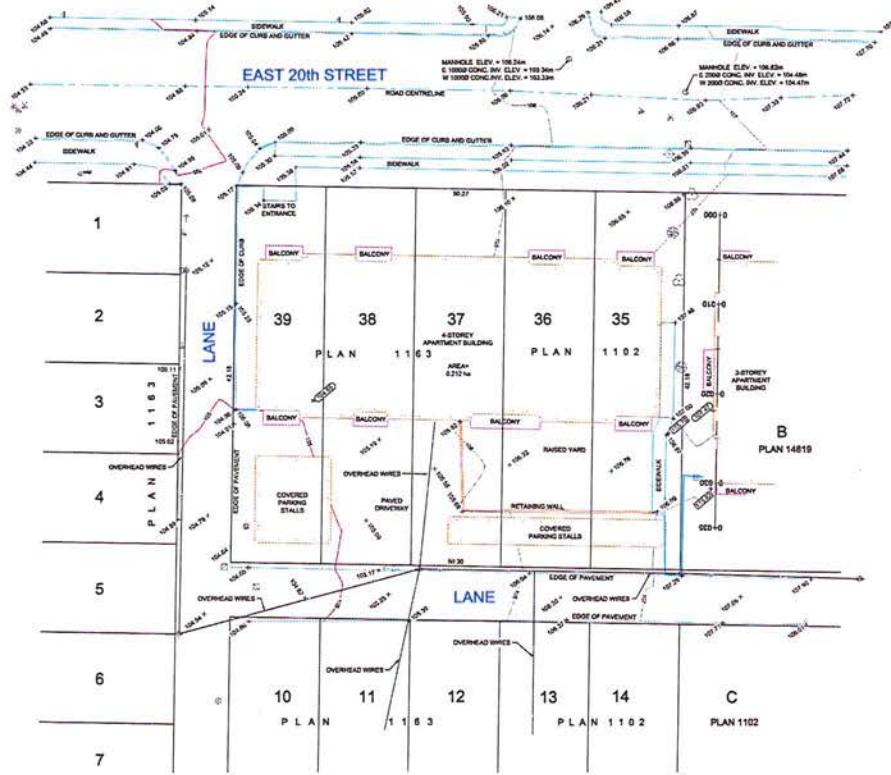
Sheet Title:
Survey

Project Number:
17033

Scale:
As Noted

Sheet Number:
A-001

MANHOLE ELEV. = 101.80m
E. MAIN CONC. INV. ELEV. = 100.30m
W. MAIN CONC. INV. ELEV. = 100.30m
MANHOLE ELEV. = 103.80m
E. UNKNOWN D. INV. ELEV. = 99.80m
W. UNKNOWN D. INV. ELEV. = 99.80m
S. UNKNOWN D. INV. ELEV. = 99.80m



No.	Date	Description	By	Check	Appr.
1	2017-02-11	INITIAL SUBMISSION	JCH	BSH	JCH
2					
3					
4					
5					
6					
7					

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ORIGINAL DRAWING SIZE: A3 (11.7" x 16.5")
ALL DIMENSIONS ARE IN METRES

McElhannay
McElhannay Consulting Services Ltd.

Suite 200
13400 122nd Avenue
Surrey BC
Canada V3V 2G3
Tel: 604 596 5381

Approved: [Signature]



1



12



11



10



9



2



3



4



5



6



7

Consultants

Date: 2018-05-11
2018-05-04
Issue / Revision:
Revised for Planning
Revised for Planning



Scale

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Project:
125 East 20th
North Vancouver



Sheet Title:
Site Context

Project Number:
17033

Scale:
1:450

Sheet Number:
A-002

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Date
2019-05-11
2019-05-04

Issue / Revisions
Issued for Planning
Revised for Planning



North

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This is a preliminary drawing. The project is subject to change without notice. The project is subject to the approval of the relevant authorities. The project is subject to the approval of the relevant authorities. The project is subject to the approval of the relevant authorities.

Project
125 East 20th
North Vancouver



Sheet Title
Site Plan

Project Number
17033

Scale
1:200

Sheet Number
A-003



01 - Northwest View - corner of E 20th Street and Lane



02 - Northeast View - Building Entry from E 20th Street



03 - Southwest View - Lane Corner



04 - Southeast View - Lane

Date: 2019-05-11
2019-05-16

Series / Revision: Revised for Rezoning
Revised for Rezoning

Scale

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Project:
125 East 20th
North Vancouver

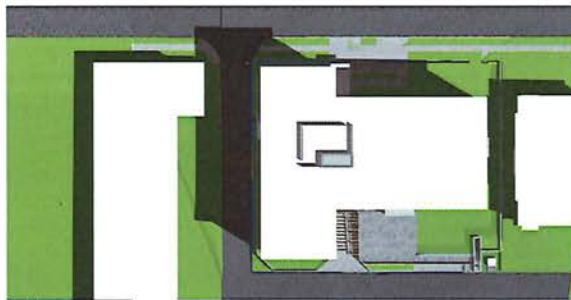


Sheet Title:
Perspectives

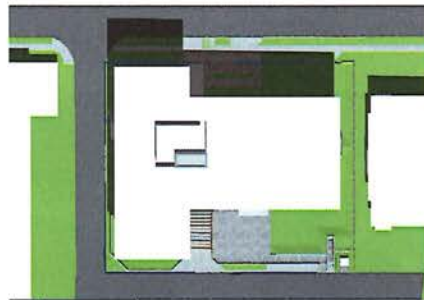
Project Number:
17033

Scale:
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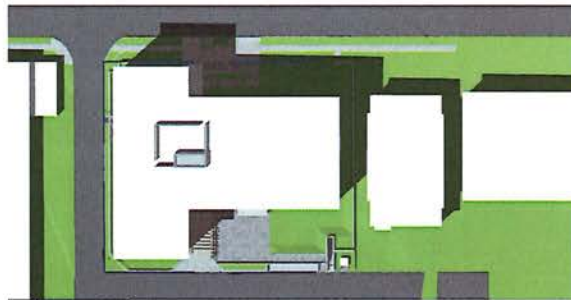
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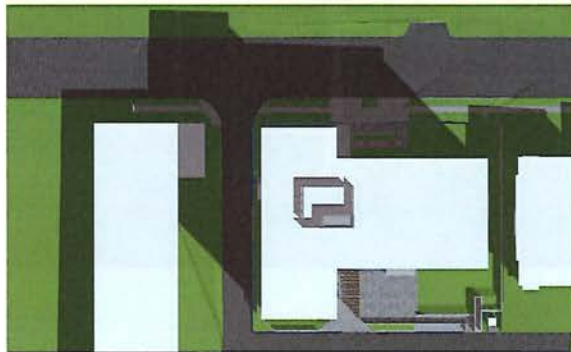
1 June 21st - 10am



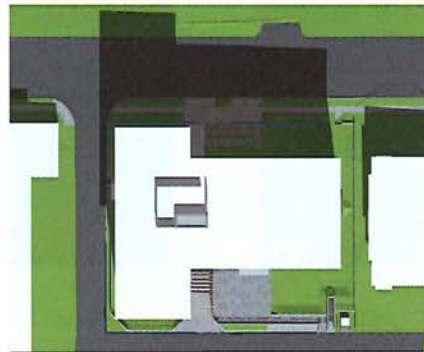
2 June 21st - 12pm



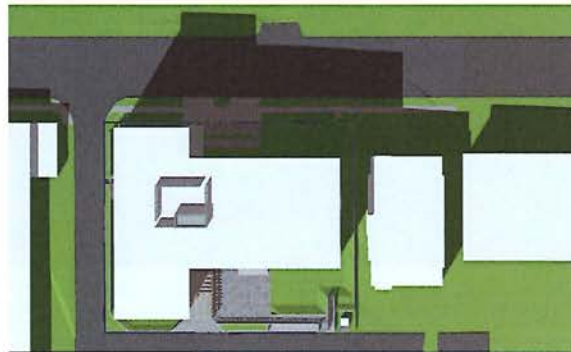
3 June 21st - 2pm



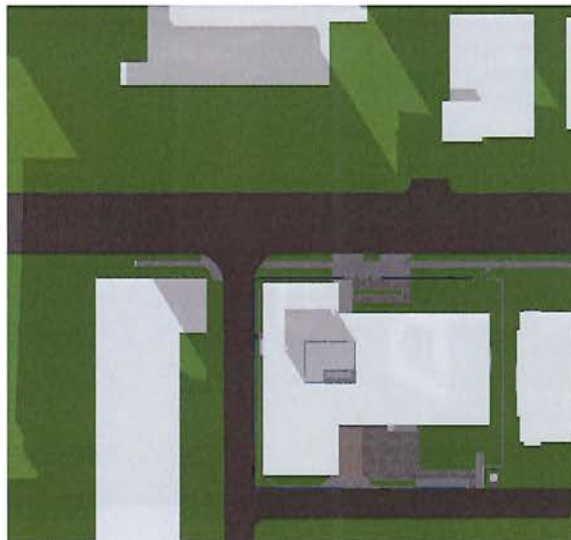
4 March/September 21st - 10am



5 March/September 21st - 12pm



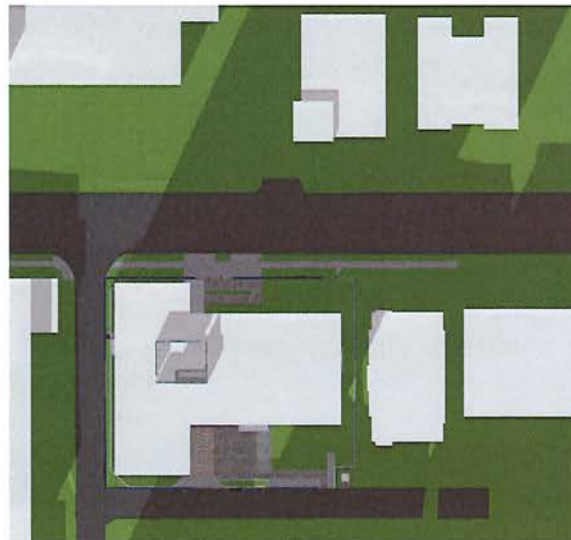
6 March/September 21st - 2pm



7 December 21st - 10am



8 December 21st - 12pm



9 December 21st - 2pm

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Date: 2018-05-11
2018-05-04

Issue / Revision:
Issued for Reviewing
Revised for Reviewing



Scale

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Project:
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North Vancouver



Sheet Title:
Shadow Analysis

Project Number:
17033

Scale:
1:450

Sheet Number:
A-005

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Date:
2018-08-01
2018-02-04

Issue / Revision:
Issued for Permitting
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1 East 20th Street
North Elevation



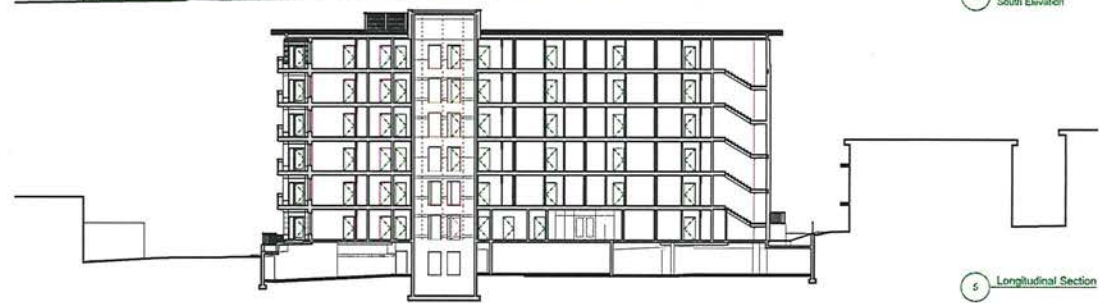
2 Lane
West Elevation



3 Cross Section



4 Lane
South Elevation



5 Longitudinal Section

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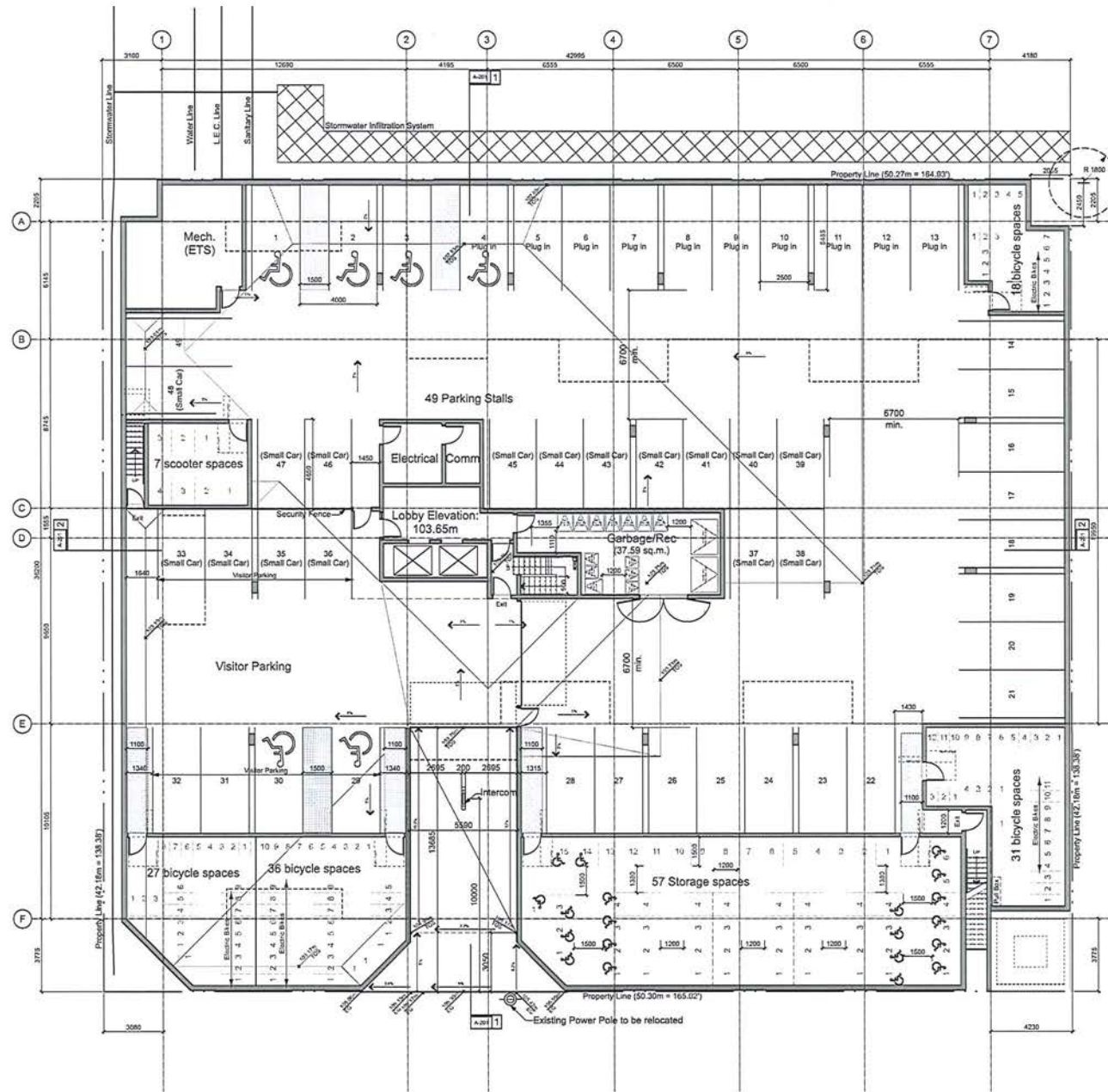
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Project:
125 East 20th
North Vancouver



Sheet Title:
Street Elevations and Sections

Project Number:
17033
Scale:
1:200
Sheet Number:
A-006



NSDA

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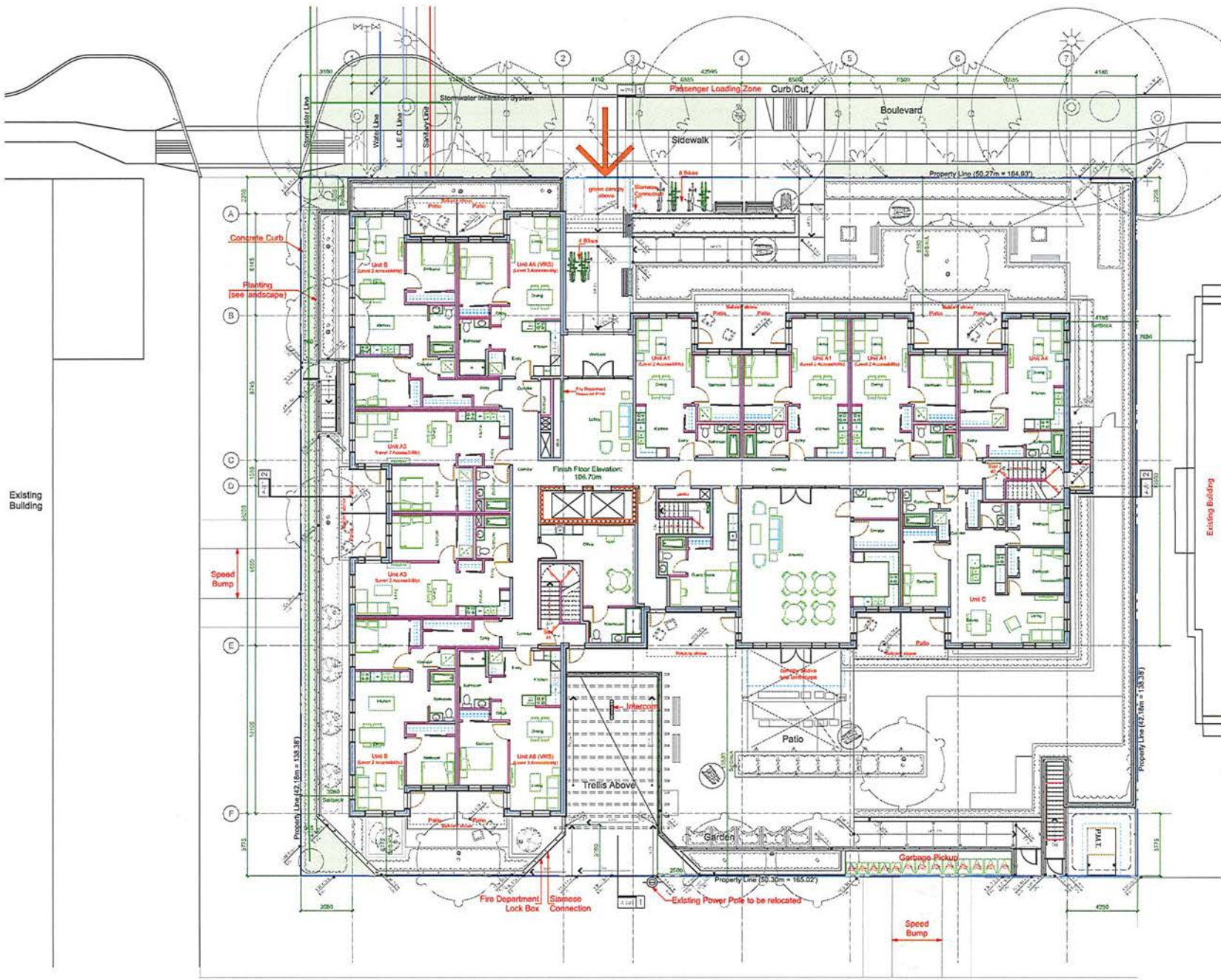


Draw Title:
 P1 Parking Plan

Project Number:
 17033

Scale:
 1:100

Draw Number:
 A-101



Consultants

Date: 2018-09-11
 2018-02-04

Issue / Revision:
 Revised for Planning
 Prepared for Planning



Scale

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Project:
 125 East 20th
 North Vancouver



Sheet Title:
 1st Floor Plan

Project Number:
 17033

Scale:
 1:100

Sheet Number:
 A-102



Detail

2012.12 Album of
Yamashiro BC
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www.yashiro.bc.ca

Typically Acquired: The driver and design engineer(s) must achieve the necessary proficiency of their techniques and systems to read without the aid of a written manual.



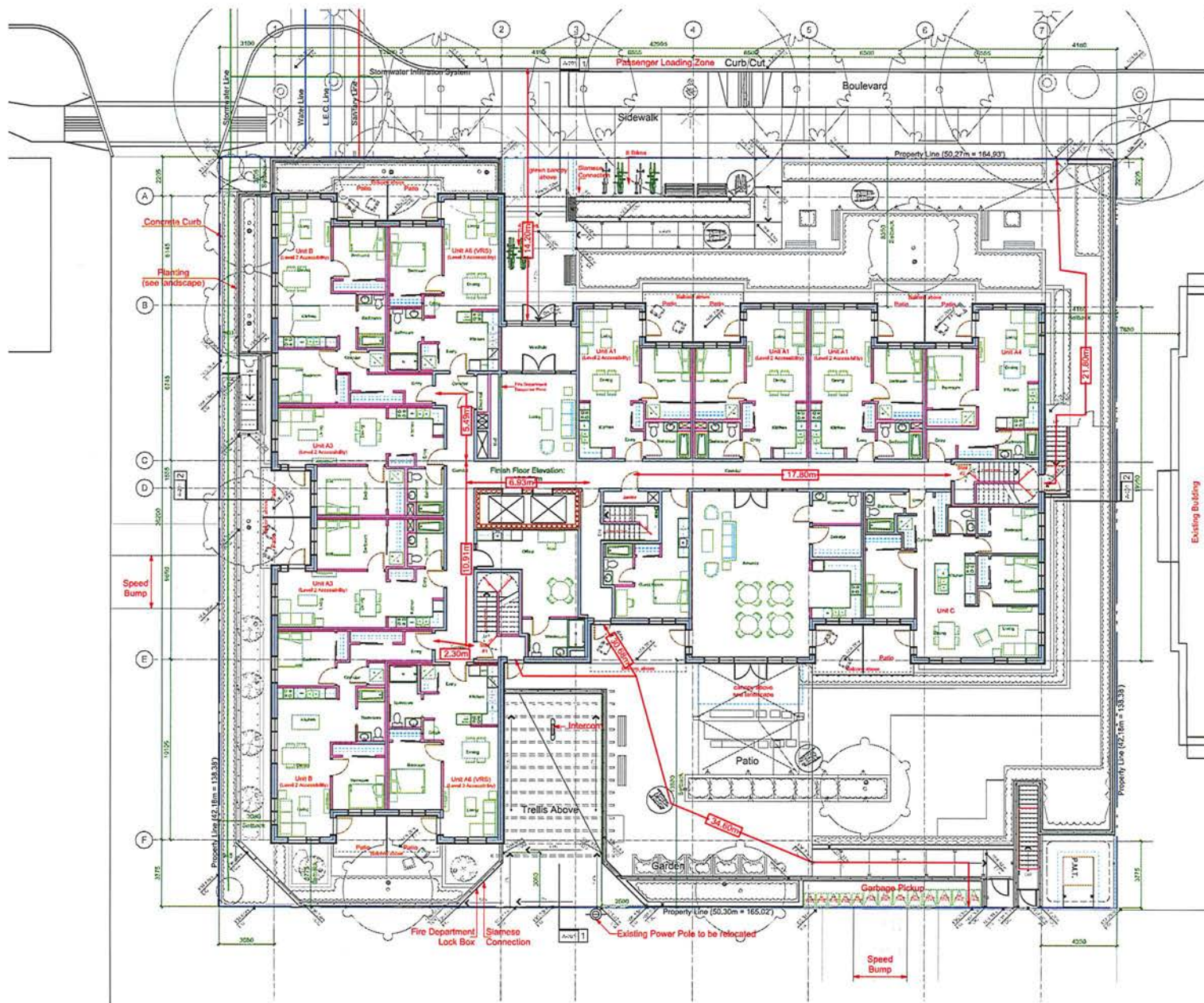
1st Floor Plan - Area Diagram

Project Number
17033

Scale
1:100

(Sheet Number)
A-10

A-102a



Consultants

Date
2018-04-11
2018-03-04

Issue / Revision
Revised for Review
Revised for Review



Scale

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Project
125 East 20th
North Vancouver



Street Title
1st Floor Plan - Travel Distance

Project Number
17033

Scale
1:100

Sheet Number
A-102b



Scale

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Project:
125 East 20th
North Vancouver



Sheet Title:
2nd Floor Plans

Project Number:
17033

Scale:
1:100

Sheet Number:
A-103

Consultants

Date: 2019-05-11
2019-05-04
Issue / Revision:
Revised for Planning
Revised for Planning



Scale

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Project:
125 East 20th
North Vancouver



Sheet Title:
2nd Floor Plans - Area Diagram

Project Number:
17033
Scale:
1:100
Sheet Number:
A-103a



10

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125 East 20th
North Vancouver



Sheet Title
2nd Floor Plans - Travel Distance

Project Number
17033

Scale
1:100

Sheet Number
A-103b

Consultants

Date
2019-06-11
2019-05-04

Issue / Revision
Issued for Planning
Revised for Planning



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Project
125 East 20th
North Vancouver

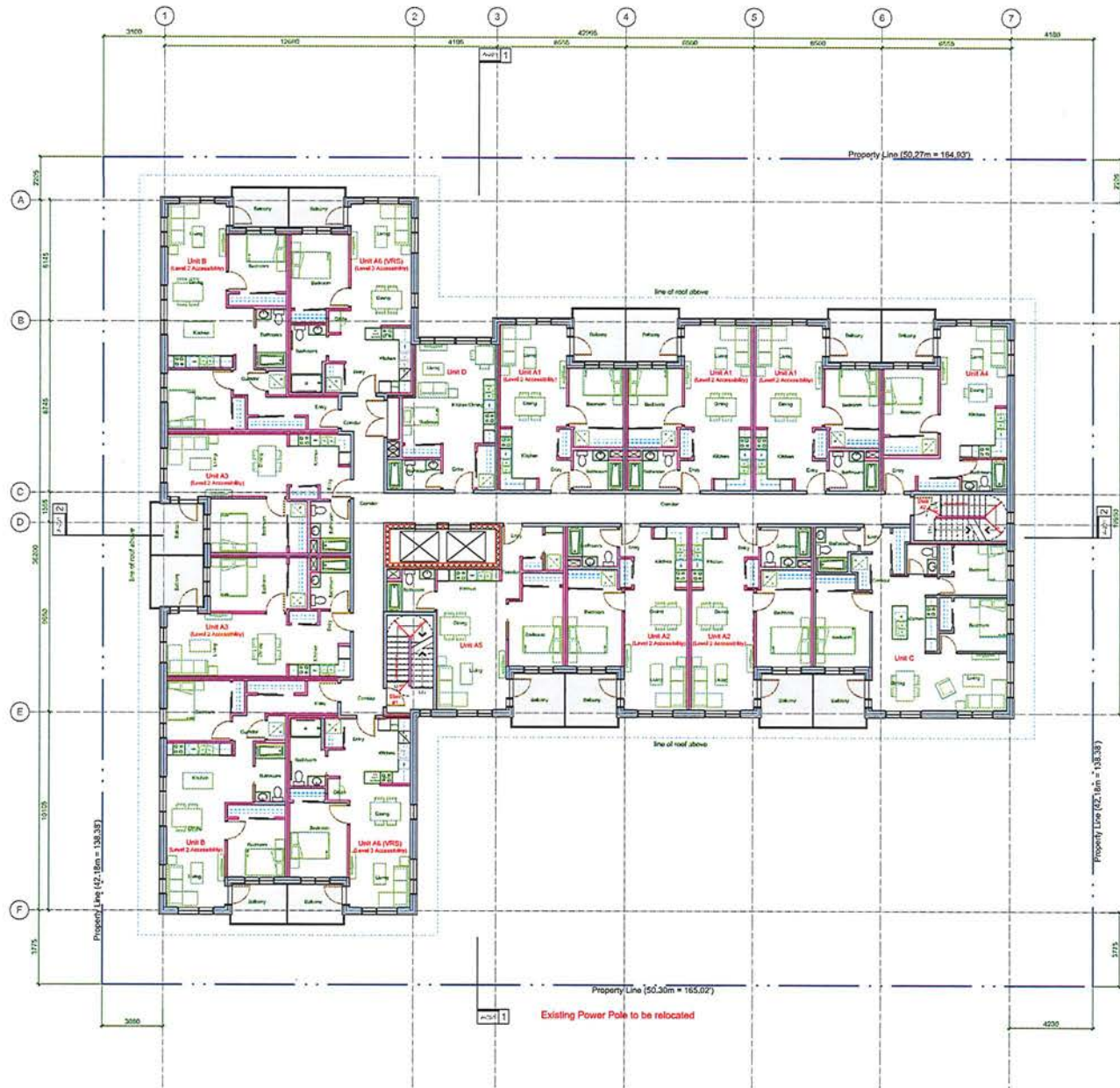


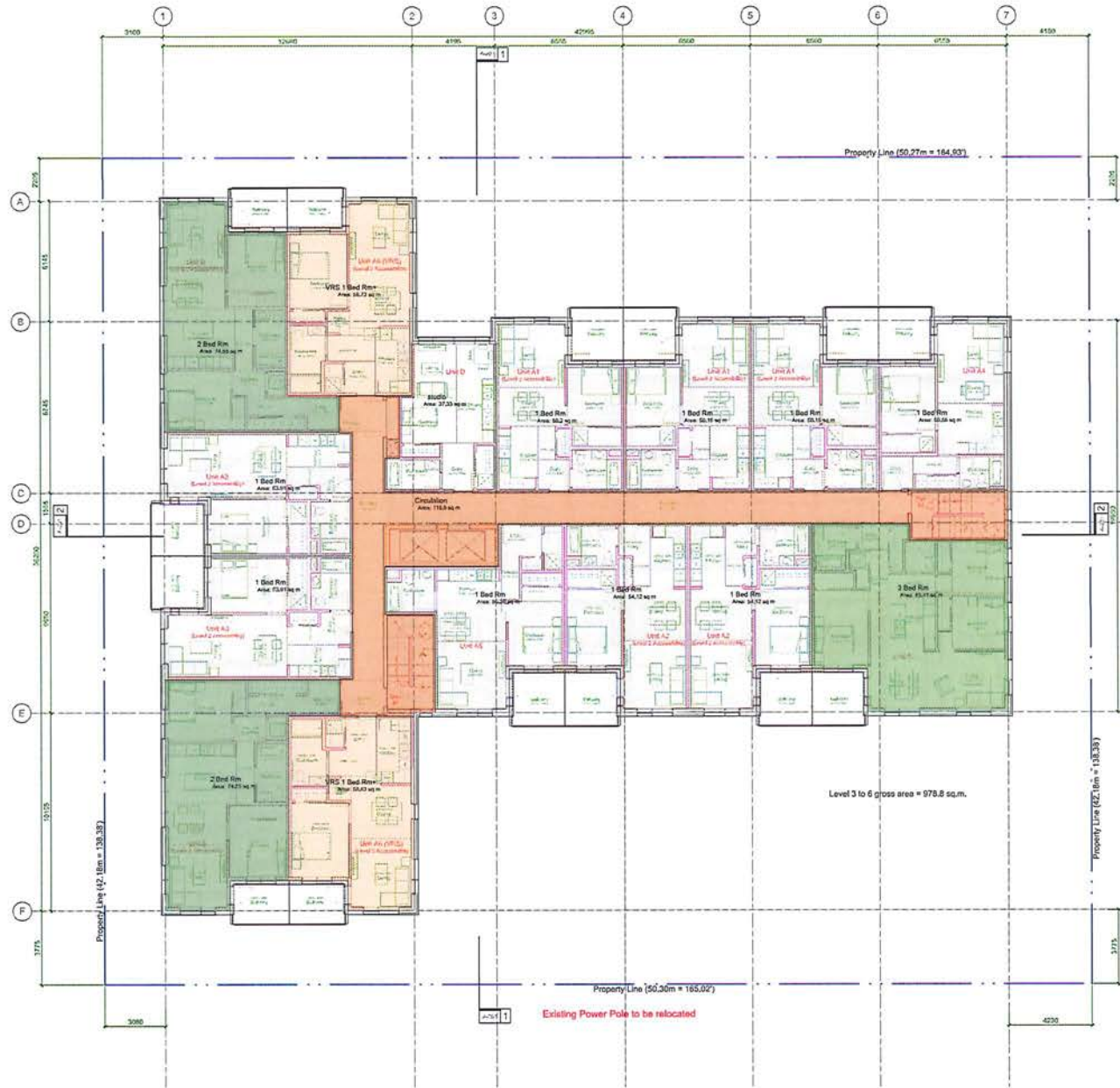
Sheet Title
3rd-6th Floor Plan

Project Number
17033

Scale
1:100

Sheet Number
A-104





North

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Project:
125 East 20th
North Vancouver



Sheet Title:
3rd-6th Floor Plan - Area Diagram

Project Number:
17033
Scale:
1:100
Sheet Number:
A-104a



1

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Project
125 East 20th
North Vancouver



Sheet Title:
3rd-6th Floor Plan - Travel Distance

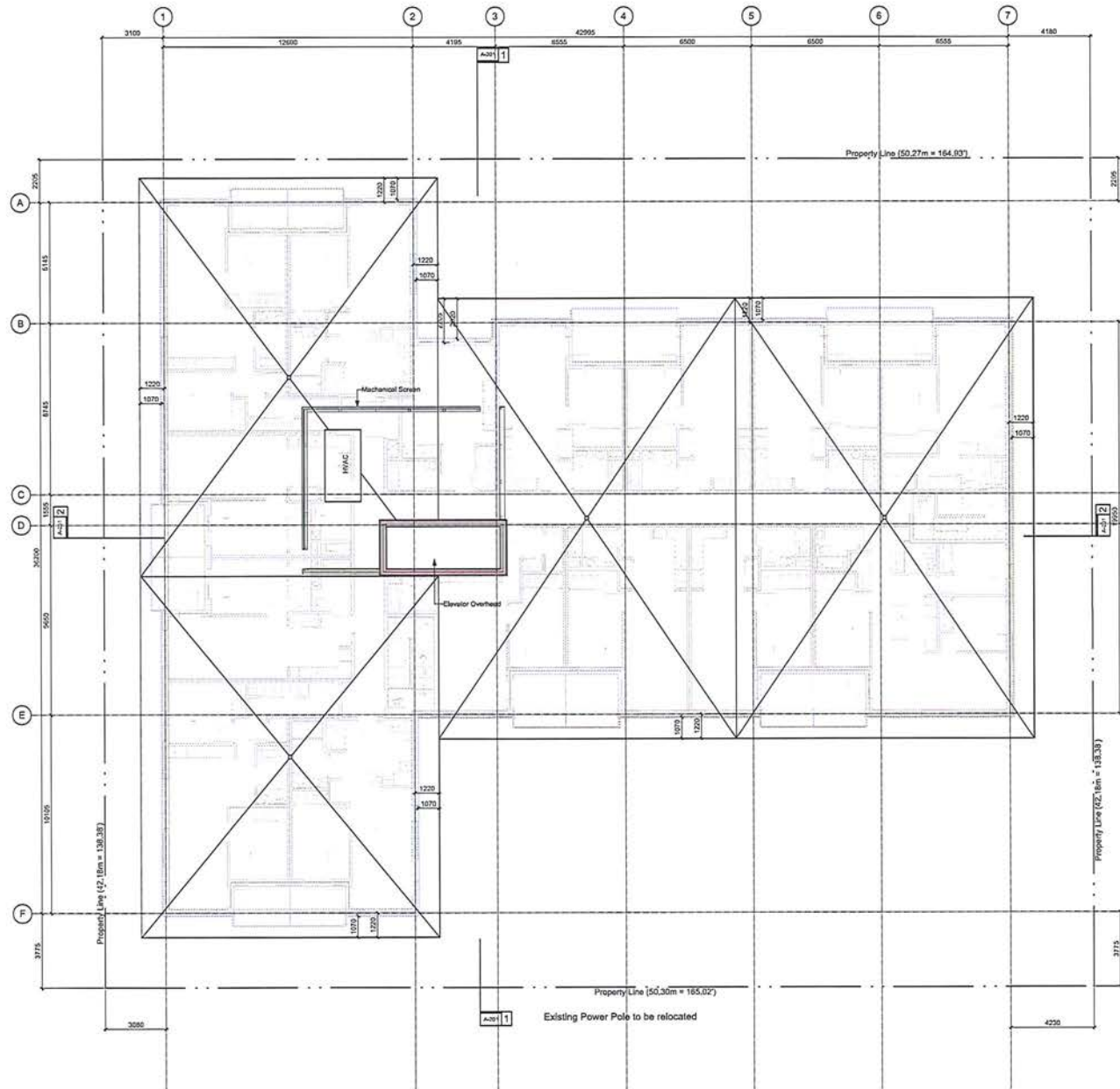
Project Number
17033

17033

Scale
1 2 3 4 5

1:100

A-104b



Scale

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T 604.683.1924
F 604.683.1241
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Project
125 East 20th
North Vancouver

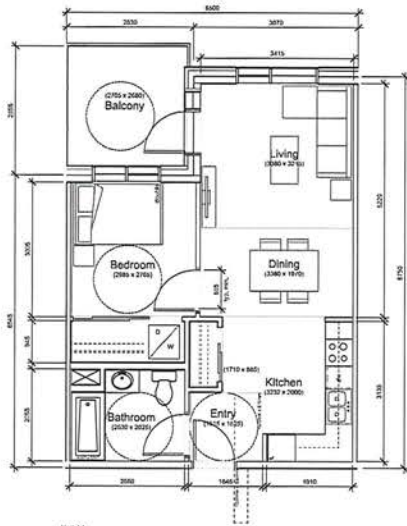


Sheet Title
Roof Plan

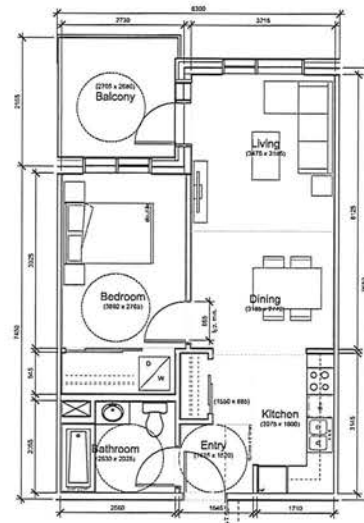
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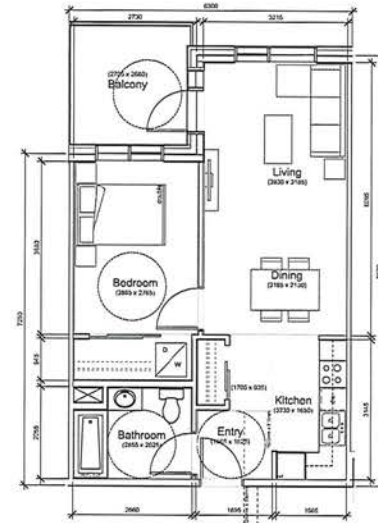
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A-105



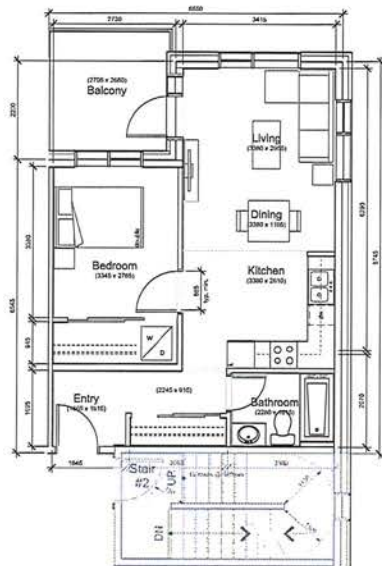
Unit A1
1 Bedroom Level 2 Accessible
Net Area = 50.10 sqm (532.82 sqft)



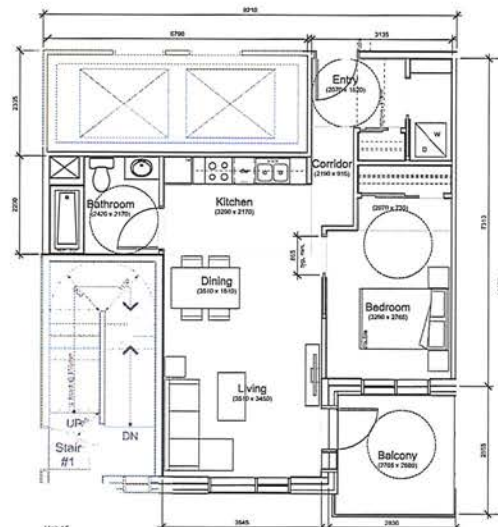
Unit A2
1 Bedroom Level 2 Accessible
Net Area = 54.12 sqm (582.22 sqft)



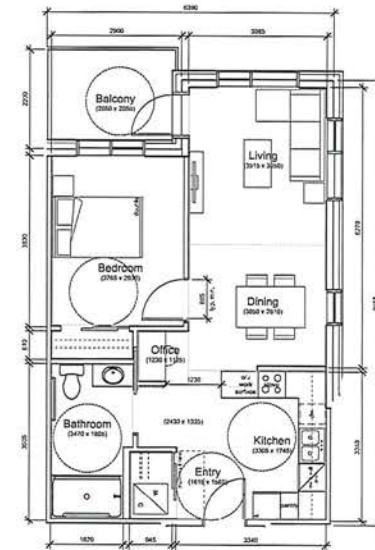
Unit A3
1 Bedroom Level 2 Accessible
Net Area = 53.81 sqm (580.33 sqft)



Unit A4
1 Bedroom
Net Area = 50.26 sqm (544.19 sqft)



Unit A5
1 Bedroom
Net Area = 56.30 sqm (605.21 sqft)



Unit A6 (VRS)
1 Bedroom Level 2 Accessible
Net Area = 58.67 sqm (631.54 sqft)

Date: 2019-05-11
2019-03-04

Issue / Revision:
Issued for Planning
Revised for Planning

Scale

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F: 604-683-7251
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As noted on drawings. The project is subject to all applicable
regulatory approvals, and the architect and owner shall be
responsible for obtaining all necessary approvals.

Project:
125 East 20th
North Vancouver

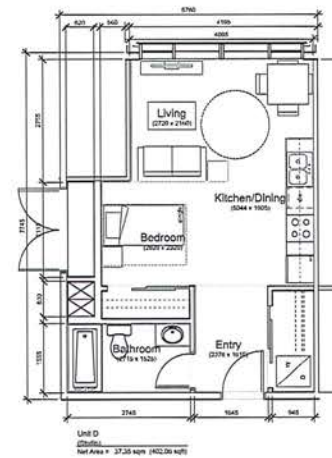
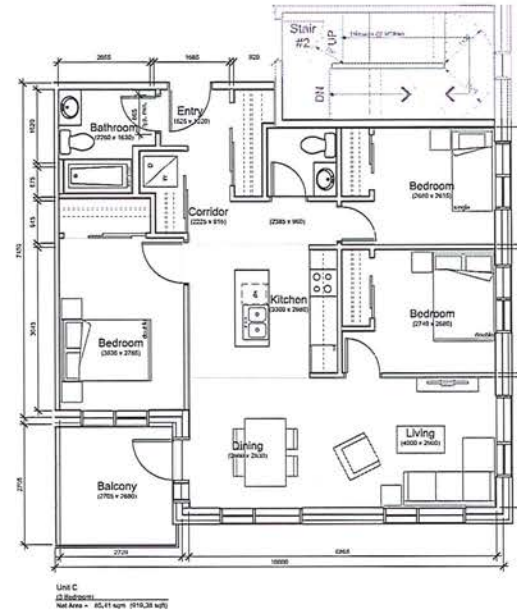
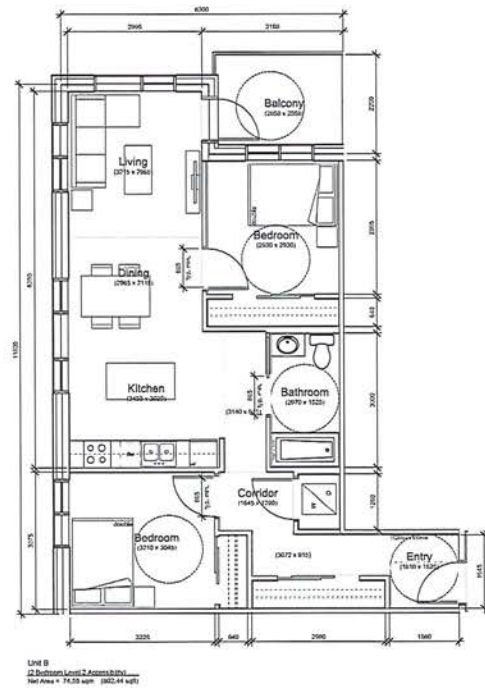


Sheet Title:
Typical Unit Plans

Project Number:
170333

Scale:
1:50

Sheet Number:
A-106



Consultants

Date: 2018-05-11
2018-05-04
Issue / Revision:
Issued for Planning
Revised for Planning

Sheet

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Project:
125 East 20th
North Vancouver



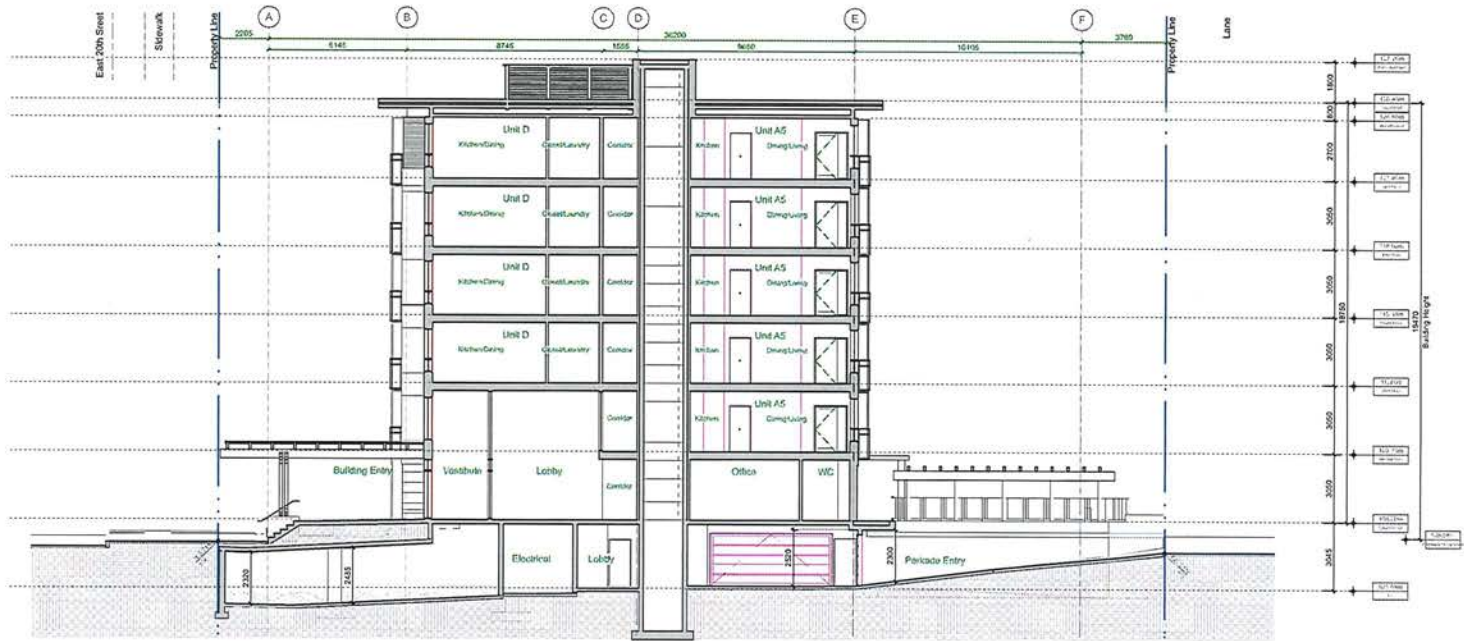
Sheet Title:
Typical Unit Plans

Project Number:
17033

Scale:
1:50

Sheet Number:
A-107

1 Cross Section



Contractors

Date
2018-06-11
2018-03-04

Issue / Revision
Issued for Permitting
Revised for Permitting

2 Longitudinal Section



Sheet

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Project
125 East 20th
North Vancouver



Sheet Title
Sections

Project Number
17033

Scale
1:100

Sheet Number
A-201



Consultants

Drawn: 2019-05-11
 2019-05-04
 Issue / Revision:
 Issued for Review
 Revised for Review

Scale

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Project:
 125 East 20th
 North Vancouver



Street View
 Elevations

Project Number
 17033

Scale
 1:100

Sheet Number
 A-301

1 West Elevation



2 East Elevation



Consultants

Date: 2018-06-11
2018-03-04

Issue / Revision:
Issued for Planning
Revised for Planning

Materials Legend

- Clear Glazing in Vinyl Frames
- Clear Glazing in Stainless Frames
- Pre-Finished Composite Panels
- Pre-Finished Composite Panels
- Pre-Finished Composite Panels
- Glass Railing in Aluminum Frames
- Painted Metal Fence
- Metal Flashing
- Soffit
- Pre-Finished Composite Panels
- Wood Fence

Scale

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Project:
125 East 20th
North Vancouver



Street View
Elevations

Project Number

17033

Scale

1:100

Sheet Number

A-302

Re-Issued for Rezoning

Landscape Sheet List Table



Division II

Drawing Title:
COVER SHEET



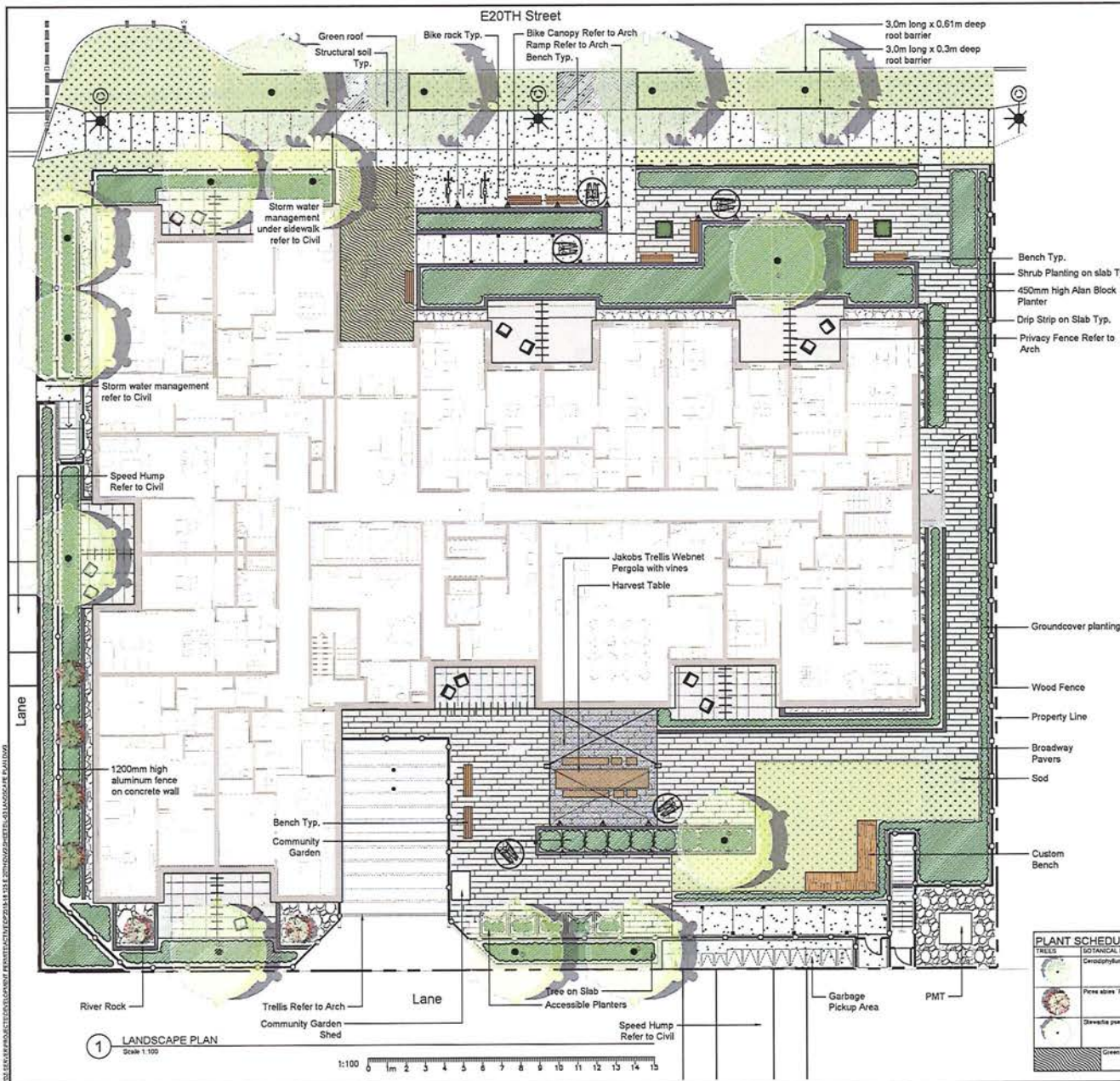
VDZ Project #:
DP2018-16

Drawing #: L-01



Notes:

1. Refer to Arborist report by B.A. Blackwell and Associates LTD, dated May 15, 2018.



KEY	REF.	DESCRIPTION
		CONCRETE SLAB
	3	CONCRETE PAVERS
	6	INTERLOCKING STONE
	5	ROUND RIVER ROCK ON LANDSCAPE FABRIC
	7	GARDEN WALLSCAPE DRIP STRIP
	4	GARDEN WALLSCAPE PLANTER

KEY	REF.	DESCRIPTION
	6	CEDEARWOOD FENCE
	5	ALUMINUM GUARDRAIL

KEY	REF.	DESCRIPTION
	3	SOD
	2	SHRUB PLANTING
		STRUCTURAL SOIL

KEY	REF.	DESCRIPTION
	4	BIKE RACK
	2	BENCH
	1	PLANTER/POUT
	1	PATH LIGHTS
	2	TREE UPLIGHTS
	3	WALL/STAIR LIGHTS

PLANT SCHEDULE			
TREES	BOTANICAL NAME / COMMON NAME	CURT	QTY
	Geophytum japonicum 'Strawberry' / Strawberry Kalmia Tree	845, 50m x 1.5m	4
	Picea sitchensis / Red Tipped Norway Spruce	3.0m H.	6
	Grevillea pterocarpifolia / Japanese Grevillea	845, 3.0m H., multi-trunk	10
	Green Roof Planting		

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 Langley, British Columbia
 V1M 4B5
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 F 604.882.2642
 info@vzai.com

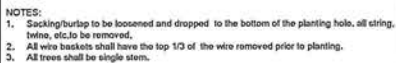


No.	By:	Description	Date
5	JW	Revised for Planning	March 04, 2018
4	JW	Issued for Planning	June 11, 2018
3	LJ	Issued for Planning	June 8, 2018
2	LJ	Issued for Planning	May 24, 2018
1	LJ	Issued for Review	May 18, 2018

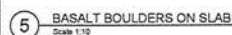
Project:
 125 E 20TH
 Location:
 125 East 20th Street,
 North Vancouver BC

Drawn: LJ	Stamp:
Checked: JW	
Approved: MVZ	Original Sheet Size 24"x36"
Scale: 1:100	

Drawing Title: LANDSCAPE PLAN
 Drawing #: L-03
 DP2018-16
 VZ Project #:



1 TREE PLANTING ON SLAB
Scale 1:25



Drawing #:

Drawing #: LD-01



Model: Square Series
Size: 36"La36"Wx36"H
Manufacturer: Green Theory
Color: Glossy White

1 PLANTER
NTS



Model: Parallel 42 Bench
Manufacturer: Landscape Forms
Color: Wood with white powder coated metal
Mounting: Surface Mount
67" Straight Unit

2 PARALLEL BENCH
NTS



Model: Broadway Paver
Manufacturer: Barkman Concrete
Color: Natural

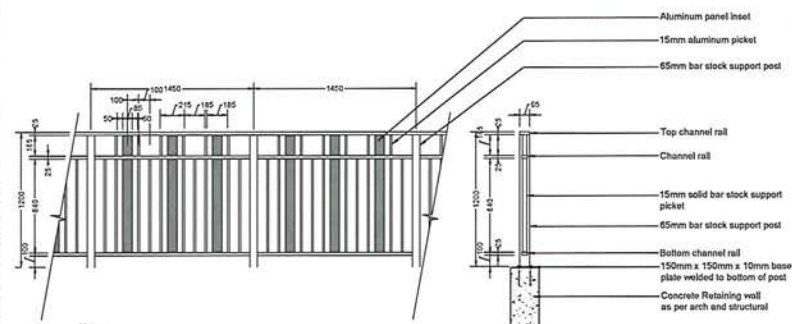
3 BROADWAY PAVER
NTS



Model: Bola Bike Rack
Manufacturer: Landscape Forms
Color: Stainless steel
Mounting: Surface Mount

4 LANDSCAPE FORMS BOLA BIKE RACK
NTS

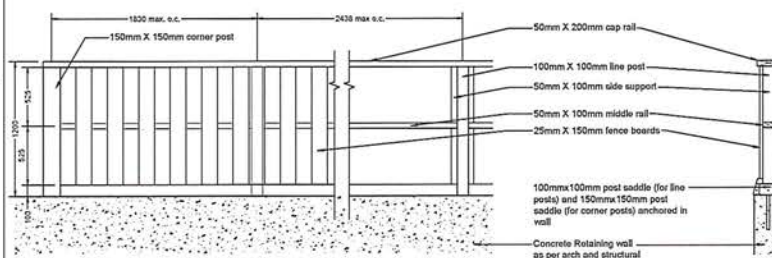
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Suite 1, 10111 87th Avenue
Langley, British Columbia
V4W 4S7
P 604.882.8924
F 604.882.8922
info@vzalm.ca



Notes:
1. All aluminum to be powder coated black
2. Contractor to provide shop drawings

5 ALUMINUM GUARDRAIL
Scale 1:20

NOTES:
1. All wood to be Cedar
2. All hardware to be hot dip galvanized
3. Contractor to provide shop drawings



FRONT ELEVATION

SECTION

6 WOOD FENCE
Scale 1:20

No.	By	Description	Date
5	JW	Revised for Review	March 04, 2018
4	JW	Issued for Review	June 11, 2018
3	LJ	Issued for Review	June 8, 2018
2	LJ	Issued for Review	May 24, 2018
1	LJ	Issued for Review	May 18, 2018

REVISIONS TABLE FOR SHEET

Project:
125 E 20TH
Location:
125 East 20th Street,
North Vancouver BC

Drawn: LJ	Stamp
Checked: JW	
Approved: MYDZ	Original Sheet Size: 36"x36"
Scale: AS SHOWN	CONTRACTOR SHALL VERIFY ALL DIMENSIONS ON THE DRAWINGS AND REPORT ANY DISCREPANCIES TO THE CONSULTANT BEFORE PROCEEDING. ALL DIMENSIONS ARE GIVEN AS EXCEPT NOTED. OCCUPANCY PERMIT OF THE OWNER SHALL BE OBTAINED PRIOR TO THE COMMENCEMENT OF THE WORK. ALL DIMENSIONS SHALL BE GIVEN IN METERS UNLESS OTHERWISE NOTED. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS FOR THE WORK.

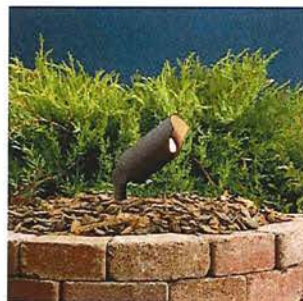
Drawing Title:
DETAILS

VOZ Project #:
DP2018-16

Drawing #:
LD-02



Model: Architectural Series
LED Strip Light
Manufacturer: UltraBright™



Model: Accent 1-LI 12V
Colour: Textured Architectural Bronze
Manufacturer: Kichler



Model: Step 2-LI 12V
Colour: Textured Architectural Bronze
Manufacturer: Kichler

① PATH LIGHTS
Scale NTS

② TREE UPLIGHTS
Scale NTS

③ STAIR/WALL LIGHTS
Scale NTS



No.	By	Description	Date
5	JW	Revised for Pricing	March 04, 2018
4	JW	Issued for Pricing	June 11, 2018
3	LJ	Issued for Review	June 8, 2018
2	LJ	Issued for Pricing	May 24, 2018
1	LJ	Issued for Review	May 18, 2018

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No.	By	Description	Date

REVISIONS TABLE FOR SHEET

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125 E 20TH

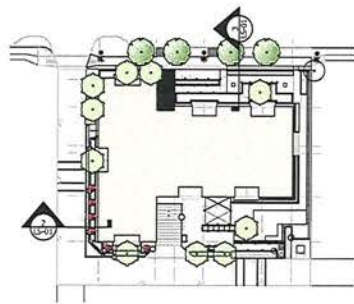
Location:
125 East 20th Street,
North Vancouver BC

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Checked: JW	
Approved: MVDZ	Original Sheet Size: 24"x36"
Scale: AS SHOWN	CONTRACTOR SHALL VERIFY ALL DIMENSIONS ON THE FIELD AND REPORT ANY DISCREPANCIES TO THE CONSULTANT BEFORE PROCEEDING. ALL DIMENSIONS AND PLACEMENTS ARE THE SOLE RESPONSIBILITY OF THE DESIGNER AND SHALL BE VERIFIED BY THE CONTRACTOR. DIMENSIONS SHALL NOT BE PLACED ON CONTRACTOR'S UNLESS SPECIFICALLY NOTED FOR VERIFICATION.

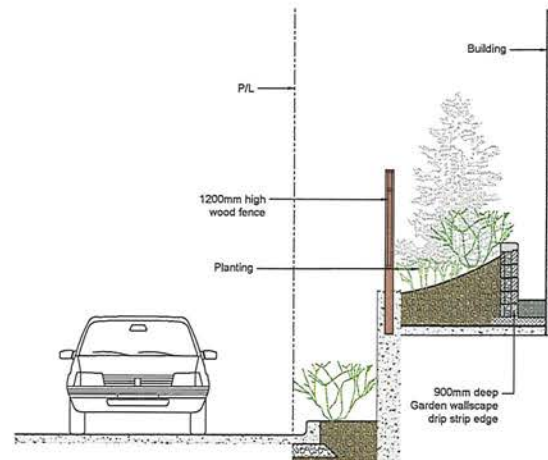
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VOZ Project #:
DP2018-16

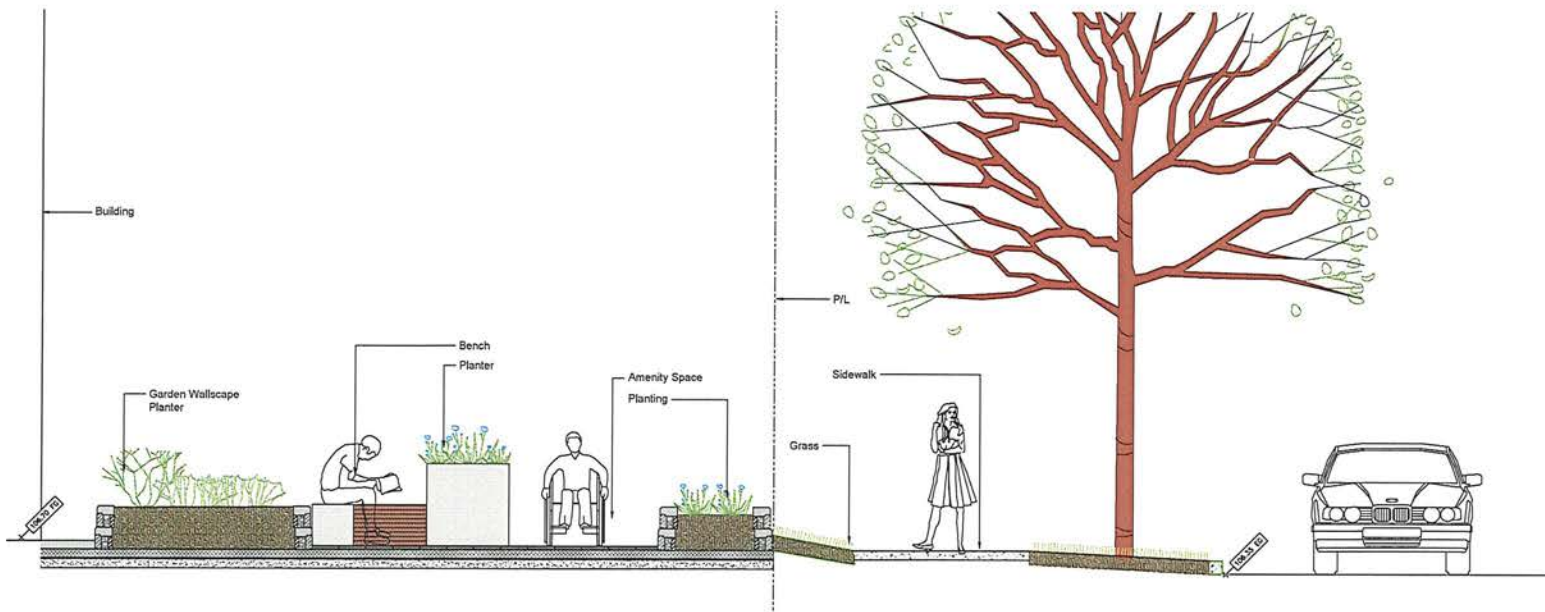
Drawing #:
LD-03



1 KEY MAP
Scale 1:500



2 SECTION A BETWEEN WEST PROPERTY LINE AND BUILDING
Scale 1:25



3 SECTION B BETWEEN E20TH STREET AND BUILDING
Scale 1:25

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No.	By	Description	Date
5	JW	Revised for Review	March 04, 2019
4	JW	Revised for Review	June 11, 2018
3	LJ	Revised for Review	June 8, 2018
2	LJ	Revised for Review	May 24, 2018
1	LJ	Revised for Review	May 18, 2018

No.	By	Description	Date
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2	LJ	Revised for Review	May 24, 2018
3	LJ	Revised for Review	June 8, 2018
4	JW	Revised for Review	June 11, 2018
5	JW	Revised for Review	March 04, 2019

No.	By	Description	Date
1	JW	Revised for Review	March 04, 2019
2	LJ	Revised for Review	May 24, 2018
3	LJ	Revised for Review	June 8, 2018
4	JW	Revised for Review	June 11, 2018
5	JW	Revised for Review	March 04, 2019

Project:	125 E 20TH
Location:	125 East 20th Street, North Vancouver BC
Drawn:	LJ
Checked:	JW
Approved:	MVDZ
Scale:	AS SHOWN

Drawing Title:
SECTION



VZ Project #:
DP2018-16

Drawing #:
LS-01

CONSTRUCTION SHALL VERIFY ALL DIMENSIONS ON THE PROFILES AND MAKE ADJUSTMENTS AS NECESSARY TO THE CONSTRUCTION OF THE PROFILES. ANY INFORMATION ON THE PROFILES AND THE CONSTRUCTION OF THE PROFILES SHALL BE PROVIDED TO THE CLIENT AND THE CONSTRUCTION OF THE PROFILES SHALL BE THE RESPONSIBILITY OF THE CLIENT. THE CLIENT SHALL BE RESPONSIBLE FOR THE CONSTRUCTION OF THE PROFILES AND THE CONSTRUCTION OF THE PROFILES SHALL BE THE RESPONSIBILITY OF THE CLIENT.



ACCESSIBLE HOUSING
SOLUTIONS

A CARF International Accredited Service Provider

Mayor Linda Buchanan
& Members of City Council
c/o City Hall,
141 West 14th St.,
North Vancouver, B.C
V7M 1H9

Dear Mayor and Council,

On behalf of Vancouver Resource Society (VRS), this is a request for \$400,000 from the City of North Vancouver to support the creation of 10 non-market, affordable wheelchair accessible units within our new apartment building at 125 East 20th Ave. The redevelopment of this site will replace the current 28 unit building with 85 accessible and affordable units for seniors, families and persons with disabilities.

The 10 wheelchair accessible units will be rented to individuals with significant disabilities. Rents will be geared to income including core need rents at \$375 per month. The cost to construct these units is \$225,000 each and these funds will be used to reduce the mortgage. VRS will use the Society's equity and other internally generated funds to further subsidize these units. We will also be facilitating an overnight shared care model for these residents similar to the care models operating at 15 West and Wallace and McDowell in the City of North Vancouver. Many people are unable to live in the community due to the cost or unavailability of overnight care services. By offering this service we create the opportunity for people who otherwise would be limited to living in an institution..

Since 1972, VRS has been providing housing and care services to children, young adults, families, and seniors dealing with disabilities in a variety of housing environments (shared-care to independent apartment/strata living).

Our services provide innovative opportunities for individuals and families to maximize their independence and inclusion into their community.

This is achieved by partnering with forward-thinking municipalities and developers who see the benefits of our affordable and accessible housing models.

The positive working relationships we've nourished with various stakeholder groups over the past 47 years of operation include the municipalities of North Vancouver, Vancouver, Burnaby, the City of Coquitlam and Victoria.

Additionally, we've maintained a close working-relationship with BC Housing which has provided subsidies to a significant number of our projects enabling us to provide affordable and accessible services to the community.

A Perfect Fit

Initially, VRS partnered with the City of North Van in 2010 to acquire this 28 unit building on 125 E. 20th Ave by providing us with a 2nd mortgage. Due to the age of the building and the growing list of seniors, families, and persons with disabilities who require accessible and affordable housing, VRS is now undertaking the redevelopment of this site to provide 85 much needed units to this target group.

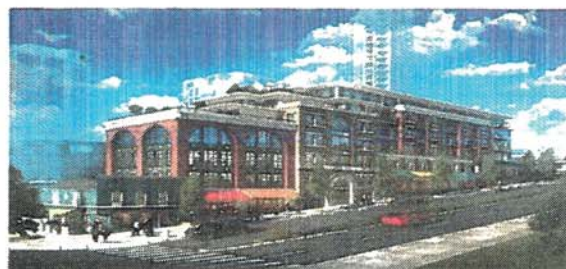
The building is designed barrier free, which means that persons with disabilities have equal access throughout the building to participate in events and visit their neighbors. Not only do they have ease of access within their home, but they also have equal and unfettered access to the community, its events and services.

Seniors, likewise, enjoy the same options of choice with the additional benefit of being able to age-in-place in their homes which are designed for accessibility and seamless movement throughout their living space, while maintaining ease of access to the community at large.

Our partnership history with the City of North Vancouver has resulted in the addition of a good number of affordable and accessible units (see below) and in this pending project VRS will be adding 57 units to the existing 28 units on this site.



15 West,
Upper Lonsdale
(5 accessible units)



Starburn's Development, Lower Lonsdale
(6 accessible units)

In closing we'd like to thank the City of North Vancouver for considering our application of \$400k to support the creation of the 10 non-market units in this innovative project.

Sincerely,



Ken Fraser
Executive Director

VRS - 125 E20th Street, North Vancouver
Breakdown of Market Rental and Non-Market Rental Units

Unit type	Number of units
Non-market - VRS clients (above level 3 accessibility)	10
Non-market – Existing tenants are invited to return to the building at a below market rental rate (as per compensation package)	Up to 28
Market – Remainder of units to be market rental	47
TOTAL	85

Existing rental unit information and comms plan/compensation package are attached.

125 EAST 20th AVENUE V7L 3A3

UNIT/TENANT MIX

December 4 2017

	sq ft	Rent monthly	Tenure years
1 2bdr	882	\$1,029	17
2 2bdr	889	\$930	16
3 1 bdr	732	\$900	4
4 1 bdr	806	\$787	14
5 1 bdr	704	\$650	6
6 1 bdr	710	\$879	3
7 1 bdr	771	\$912	1
8 1 bdr	777	\$980	1
9 bach	558	\$705	5
10 1bdr	814	\$895	2
21 2 bdr	835	\$1,024	5
22 2bdr	919	\$1,096	4
23 1 bdr	750	\$920	4
24 1 bdr	803	\$909	28
25 1 bdr	706	\$960	>1
26 2 bdr	1,158	\$1,238	10
27 1 bdr	764	\$930	1
28 2 bdr	899	\$1,053	11
29 1 bdr	731	\$935	2
31 2 bdr	899	\$903	21
32 2 bdr	919	\$920	46
33 1 bdr	803	\$948	3
34 1mbd	750	\$946	12
35 1 bdr	706	\$925	9
36 2 bdr	1,158	\$1,187	7
37 1 bdr	764	\$920	1
38 2 bdr	835	\$1,030	11
39 1 bdr	731	\$893	18
office			
Lonsdale medical			
	382		
Storage	350		
	23,505	\$26,404	260.5



Feb 8, 2018

TO: Royal Crown Tenant , 125 E. 20th, North Vancouver V7M 2K2
FROM: Vancouver Resource Society
RE: Royal Crown -Redevelopment

Dear Royal Crown Tenants,

We invite you to attend our first information session regarding the planning and redevelopment of 125 East 20th Street, North Vancouver.

The project development team will be hosting this meeting for the tenants of BUILDING to provide initial details and answer questions. Tenants will also have the opportunity to learn about the tenant relocation planning process.

The meeting will be held on **Monday, February 26, 2018** from **5:30 pm to 7:30 pm**

At the **Royal Canadian Legion** on **123 West 15th** , North Vancouver in the **Chris Lucas Room**.

******Please fill out your relocation questionnaire form and bring it to the meeting .**

If you are not attending the session please give the form to a neighbour that will be attending.

Thank You

Ken Fraser, Executive Director, ken@vrs.org 604-731-1020 ex 206
Vancouver Resource Society



ROYAL CROWN TENANT COMPENSATION POLICY (Feb 8, 2018)

- 1 All tenants in the building will be given a minimum move out payment equal to 3 times your monthly rental payment.
- 2 All tenants in the building will be given a moving allowance of \$500 for a 1 bedroom unit and \$700 for a 2 bedroom unit.
- 3 All tenants in the building with over 12 years tenure will have their move out payment topped up to \$8,400 for a 1 bedroom and \$12,000 for a 2 bedroom unit. ie, 3 months rent plus top up equals \$8,400 for a 1 bedroom or \$12,000 for a 2 bedroom
- 4 All tenants in the building will be offered to move back into the new building once it is completed.
- 5 All tenants in the building with over 12 years tenure and who choose to move back into the new building will be offered a 1 bedroom unit for \$1220 or a 2 bedroom unit for \$1800. To qualify for this rental rate your income must be less than \$45000 annually for a 1 bedroom and \$61000 for a 2 bedroom.
- 6 All tenants with less than 12 years tenure will be given the same offer but it will be prorated based on your years of tenure divided by 12.



ROYAL CROWN TENANT RELOCATION QUESTIONNAIRE

Name: _____

Suite # - Address: _____ 125 East 20th Street, North Vancouver

Rent: \$ _____ **Lease Start (Move-in Date) DD/MM/Year =** _____

HOUSEHOLD MEMBERS

PRIMARY LEASEHOLDER

Name _____ **Age** _____ **Relationship** _____

Home Phone _____ **Cell Phone** _____ **Email** _____

Employer _____ **Location** _____

Do you: Smoke _____ **Pet (if yes, # and kind)** _____ **# of Cars** _____

OTHER TENANT(S) NAMED ON THE LEASE WHO RESIDE IN THE RENTAL UNIT

Name _____ **Age** _____ **Relationship** _____

Home Phone _____ **Cell Phone** _____ **Email** _____

Do you: Smoke _____ **Pet (if yes, # and kind)** _____ **# of Cars** _____

SCHOOL AGE CHILDREN RESIDING IN THE UNIT & RELATIONSHIP TO YOU (IF ANY)

1. Name _____ **Age** _____ **Relationship** _____

School Name _____ **Grade** _____

2. Name _____ **Age** _____ **Relationship** _____

School Name _____ **Grade** _____

ADDITIONAL HOUSEHOLD MEMBERS RESIDING IN THE UNIT & RELATIONSHIP TO YOU (IF ANY)

Name _____ **Age** _____ **Relationship** _____

Home Phone _____ **Cell Phone** _____ **Email** _____

Smoke _____ **Pet (if yes, # and kind)** _____ **# of Cars** _____

Name _____ **Age** _____ **Relationship** _____

Home Phone _____ **Cell Phone** _____ **Email** _____

Smoke _____ **Pet (if yes, # and kind)** _____ **# of Cars** _____

CURRENT MARKET REALITY

The rental housing market is extremely tight and rents continue to rise. Based on current rents on the North Shore, the following are typical monthly rent ranges by unit types:

1 bedroom: \$1300 – 2000 – majority in the \$1500-2000 range

2 bedrooms: \$1600 – 2500 – majority in the \$2000+ range

3 bedrooms: \$2200 – 4000 – limited stock & small # of vacancies

4 bedrooms: \$3500 – 5000 – very limited options and vacancies

I am/we are not interested in the opportunity to move back into the new building **Initial** _____

I am/We are/ interested in the opportunity to move back to the new building when it is ready for occupancy, provided I/we keep my contact information updated with VRS. I/We fully understand that if I/we choose to move back to the new building, I/we will need to meet the eligibility requirements set out by VRS. I/We are responsible for all moving costs and related expenses to move back. **Initials** _____

HOUSING NEEDS

Number of Bedrooms _____ **Monthly rent you can afford \$** _____

Would consider: Apartment _____ Townhouse _____ Basement Suite _____ House _____

Do you need Parking? Yes _____ No _____ # of stalls _____

Neighbourhood(s) you are interested in moving to _____

Do you need to be near: Transportation _____ Shopping _____ School _____ Other _____

If so, please explain reasons: _____

What do you NEED to have in your new home? _____

What would be NICE to have? _____

Is there anything preventing you from looking and moving now? _____

Have you been looking for a new home? Please tell us what you have done thus far?

UNDERSTANDING YOUR HOUSING NEEDS

Tell us about your own and other household members.

Disabilities or health concerns _____

Anticipated change in family circumstances: E.g., travel, new baby, someone moving, retirement?

Other Information

Anything else we should know?

UNIT/TENANT MIX

March 07, 2019

	sq ft	Rent monthly	Tenure years
1 2bdr	882		
2 2bdr	889		
3 1 bdr	732		
4 1 bdr	806		
5 1 bdr	704		
6 1 bdr	710		
7 1 bdr	771		
8 1 bdr	777	980	1
9 bach	558		
10 1bdr	814	895	2
21 2 bdr	835		
22 2bdr	919		
23 1 bdr	750		
24 1 bdr	803	909	28
25 1 bdr	706		
26 2 bdr	1158	1238	10
27 1 bdr	764	930	1
28 2 bdr	899		
29 1 bdr	731		
31 2 bdr	899		
32 2 bdr	919		
33 1 bdr	803		
34 1mbdr	750		
35 1 bdr	706		
36 2 bdr	1158	1187	7
37 1 bdr	764		
38 2 bdr	835		
39 1 bdr	731		
office			
Lonsdale medical			
	382		
Storage	350		
	23505	6139	49

2

NOTES ON TENANT RELOCATION

Following the initial meeting with the tenants on Feb 26th , 2018, when the tenant relocation compensation package and additional project information was presented, additional meetings were then held on **September 6th, 2018** and **January 22nd, 2019**. Tenants were updated on the status of the permitting process, design, and construction timelines. As of March 7, 2019, there are **6 units** that remain occupied.

DESIGN RATIONALE – VRS – 125 East 20th Street

The Vancouver Resources Society (VRS) is based in Vancouver, BC, and has been in operation since 1972 serving their clients throughout the Lower Mainland including the City of North Vancouver. Their purpose is to develop safe, affordable, accessible housing with programs that support their client's values, goals and objectives. VRS has extensive experience working with developers and municipalities on social housing components of building projects and rezoning proposals.

As of today, VRS owns 20 homes and units in 8 residential buildings in Greater Vancouver and Victoria, BC. providing housing and care services to more than 150 clients.

Rezoning Rationale

To address the growing need in North Vancouver for affordable rental housing, VRS is proposing to develop their site with an 85 unit, six storey market / non-market rental development. This proposal is in keeping with the City's 2002 Official Community Plan as well as the revised 2014 OCP which establishes this area as Residential Level 5 (Medium Density) where residential buildings are supported up to six storeys in height.

Description of Program

The VRS mandate is to provide accessible innovative housing programs that allow people with disabilities the opportunity to integrate and live independently in the community. Meeting this basic need allows each individual to be more self-sufficient taking advantage of everything a healthy community has to offer including access to employment, education, and recreational opportunities.

To this end they are providing ten units of fully accessible units in the building which will allow them to provide the appropriate services to their clients. In addition, to balance affordability, they are proposing a mix of low market and non-market units intended for a broad range of tenants including seniors, students, couples and families.

Site Context

The site is located within the Lonsdale Town Centre, a walkable, transit-oriented community of higher density commercial, institutional land uses. The site is in the 100 Block of East 20th Street, immediately adjacent to the commercial area of Lonsdale Avenue. The area is in transition, with higher density development replacing the aging existing housing and commercial stock.

Directly to the west of the site across the north-south lane is a two storey commercial building. Immediately adjacent to the east is a three storey apartment building. Across the lane to the south and across East 20th to the north are more three and four storey rental apartment buildings. London Drugs is also located to the north of the site.

The Site

The site is currently occupied by a four storey rental building owned and operated by VRS. It has reached the end of its serviceable life and needs extensive repairs. The site is approximately 50.3 metres x 42.18 metres with an overall area of 0.212 ha (212 sm). It slopes 1.69 metres from the east along East 20th and almost 2.65 metres along the lane. The slope in the north-south direction is less varying from 0.400 to 0.500 metres.

Design Response

The residential program provides for 85 units of rental housing in a six storey form. The building is designed in plan as a “T” shape. This creates large useable open areas on the street and on the lane. The two parts of the “T” are broken up into two forms. The form on the west side of the site closest to the commercial areas is brought close to the street edge to form both a “bookend” to the block but to respond more to the adjacent commercial setbacks. The exposed parking garage wall has been further setback to allow a wide planting space. The east-west part of the “T” is set back to create a transition to the more residential streetscape adjacent to the existing buildings.

The two forms of the building are separated where they join by the building entry which incorporates a large welcoming canopy carried out to the property line. The separation of the two forms is also emphasized in massing by a recess which is further emphasized by a change in colour.

On the main floor is a large well appointed two-storey entry lobby. Off of this lobby is an indoor amenity room complete with a common resident kitchen and washroom. Also included is an office for the VRS support workers complete with an accessible washroom / shower, as well as a small guest suite amenity for visitors

Circulation throughout the building is simple and efficient with 1.5-metre-wide hallways. All areas of the building will be accessible.

The units themselves will have large balconies and very livable open and accessible floor plans. They are designed to be modern, functional and will be well-appointed. 2.70 metre ceiling heights are proposed.

The basement will consist of parking for 49 cars, 112 bicycle stalls, 7 scooter stalls, service areas, mechanical and electrical rooms as well as storage lockers. In addition, 12 exterior bicycle stalls are provided near the building main entrance.

The architectural expression of the building was carefully considered. The most appropriate response was felt to be a distinctive modern architecture expression with a large roof overhang. This simple urban building is intended to be understated, elegant, authentic and well-proportioned without applied decoration or embellishment. This simplicity, economy, and architectural restraint will allow the building to age gracefully during its life. Reflective of the new envelope first direction of the BCBC, the building is a simple well insulated form with minimum articulation.

For the building at 125 East 20th, a palette of durable cost effective materials is proposed. These include, modular cementitious cladding and energy efficient vinyl windows with clear glazing. Although the building will have essentially the same floor plan on all levels, scale is mitigated by changing the colour, material, and module of the main and top floors to emphasize a strong base, middle and top.

Density

The proposed new building area of 5560 sm (59,848 sf) results in an approximate FSR of 2.6. To achieve this density, we have discounted the lobby, the amenity areas as well as the allowable density bonus for Level 2 and 3 accessible units.

However, we would like to discuss with Planning the option of reducing the number of Level 2 Accessibility units to make them more livable for the general population. This would be in recognition of the other suites designed beyond the Level 3 requirements.

Height

The building is proposed to be six storeys high with a height of approximately 19.5 metres to the top of the roof overhang. At the roof level, there will be an elevator overrun and a ladder providing access to the roof top mechanical equipment. The roof top equipment will be screened.

Landscaping

An attractive landscape plan is proposed incorporating a variety of planting and hard surfaces. The "T" shaped plan of the building allows two large useable out door areas, one a semi-public area along 20th and the other a more private fenced south facing area along the lane for the residents. The areas, however, are connected which will allow for the residents to easily access both spaces.

The rear patio is designed to provide a variety of flexible program opportunities for the residents. A covered outdoor eating area off the indoor amenity room is shown complete with a large harvest table. In addition, areas for active and passive play have been proposed. Raised accessible planter beds for urban agriculture will be provided. A wood arbour over the parking ramp will provide visual screening to the residents and neighbours overlooking the ramp.

The area along E20th provides significant community benefit, incorporating benches and bicycle racks for the public use. To further integrate the project into the streetscape, it is proposed to bring the landscape treatment out from the building entry all the way to the curb line. This will not only create a community amenity it will allow VRS residents and guests to more easily access the project. To emphasize the unique nature of the VRS program it is proposed to provide curb letdowns so that they can use both side and rear vehicle lifts without having to travel to the street corner letdown..

Sustainability

In addition to a commitment to social sustainability by the provision of affordable rental housing and a valuable community resource, the project will also address environmental sustainability:

Sustainable Sites

This urban site demonstrates exceptional community connectivity and public transportation access. A storm water management plan has been established.

Water Efficiency

The landscape design will include consideration of water efficient plants and a high efficiency irrigation system. The project will utilize low flow fixtures.

Energy and Atmosphere

Energy use will be reduced by the design of a highly efficient envelope featuring high insulation values and high-performance windows. Although the percentage of glazing overall is at 33% generous windows will provide natural light that will reduce the need for artificial lighting. Energy performance will be optimized through selection of energy efficient mechanical and electrical equipment.

Materials and Resources

There will be a focus on using regional materials and materials with high recycled content in the new building. There will be Waste Management Plan requested during construction. Once the building is occupied, there will be a recycling and composting protocol established by VRS.

Indoor Environmental Quality

Materials with low VOC's will be selected for the project. An indoor air quality plan during construction will be requested and the results will be tested at the end of construction. Control of lighting and heating will be based on best practices for occupant comfort.

October 1st, 2018

NSDA Architects
Attn: Larry Adams
201 – 134 Abbott Street
Vancouver, BC V6B 2K4

Dear Mr. Adams:

Re: 125 East 20th Street (Rezoning Application)

At their meeting on September 19th, 2018 the Advisory Design Panel reviewed the above application and endorsed the following resolution:

THAT the Advisory Design Panel has reviewed the rezoning application for 125 East 20th Street and recommends approval subject to addressing the following issues to the satisfaction of the Development Planner:

- Encouraged to vary the singular, institutional expression of the current massing to be more welcoming and create a sense of home for its residents;
- Improve the visual and physical integration with the surrounding community;
- Consider introducing more colour and texture to break up the rigid façades, particularly at the intersection of the two elements running north-south and east-west;
- Introduce playfulness into the overall expression to reduce the massing;
- Consider the potential for access to the units from the north-south lane;
- Consider how the vertical edges meet the two lanes and consider the use of battered walls;
- Ensure consistency in the overall perimeter fencing;
- Consider bringing daylight into the long corridors, at the two intersecting corridors and at the elevators;
- Consider the use of glazing to emit natural light into the storage and bike storage areas;
- Maintain low landscaping with respect to CPTED considerations;
- Introduce more planting into the landscape with less block work;
- Increase the caliper of the street trees on 20th Street;
- Allow for more soil volume in the planters;

- Consider appropriate treatment of the low exterior walls to deter graffiti;
and
- Consider the integration of the passive solar shading to reduce heat loads
on the building.

The Panel wishes to thank the applicant for their presentation.

The recommendations of the Advisory Design Panel pertain only to site-specific design and site planning considerations and do not, in any way, represent Council and staff approval or rejection of this project.

Yours truly,

A handwritten signature in black ink, appearing to be 'R. Fish', with a stylized, overlapping loop.

R. Fish
Committee Clerk

cc: K. Graham, City Clerk

VANCOUVER RESOURCE SOCIETY



Developer Information Session Summary

125 East 20th Street

Meeting held September 12, 2018



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Executive Summary

NSDA Architects has submitted a Development Application on behalf of the non-profit organization, Vancouver Resource Society (VRS), for 125 East 20th Street to develop a 6-storey market and non-market rental building. A total of 85 units is proposed, of which 10 units will be secured for VRS clients as non-market housing and up to 28 units as below-market rental housing.

As part of the public engagement process, NSDA hosted a Developer Information Session (DIS) on September 12, 2018. The event was an open house format, with 18 display boards illustrating all aspects of the proposed development. The project team and City staff were available to answer questions.

The local community was notified of the DIS by three methods: signage, flyers, and newspaper advertisements. Approximately 14 people attended the event. 11 attendees signed in and 2 comment cards were submitted; both comment cards submitted were in support of the proposed project.

The VRS has also held multiple meetings with the existing building residents prior to this DIS to update them on the project, address any concerns from the residents, and clarify the support that VRS will be providing them.

The majority of attendees supported the proposed project and the Developer Information Session was effective at engaging the local community and receiving feedback and comments on the proposal.

Overview

NSDA Architects, on behalf of VRS, applied to the City of North Vancouver for a Development Permit and Rezoning, proposing the following:

- 6-storey market/non-market rental development
- 85 units, with 10 of these to be dedicated to VRS clients
- 1, 2, and 3-bedroom apartments ranging in size from 400 to 920 square feet

VRS is a non-profit society whose purpose is to promote community living for seniors and persons with disabilities by:

- a) operating homes and programs for seniors, including those with low and moderate incomes;
- b) operating homes and programs for adults and minor persons with disabilities, including those with low and moderate incomes;
- c) buying, leasing, holding, building, developing, or improving any lands and buildings necessary for the provision of community living for seniors and persons with disabilities.

This project will also provide affordable rent for the general population, including families. VRS intends to offer 10 fully wheelchair accessible units, with 24 hour support services provided by Vancouver Coastal Health. Rent for these units will be approx. \$375 per month, or 30% of income, whichever is greater. In addition, VRS will be offering the existing building tenants, who have lower incomes, a 1-bedroom unit for approx. \$1,210 per month and a 2-bedroom unit for approx. \$1,800 per month. 14 of the existing tenants will qualify for this discount on an income-tested basis (under \$45,000 for a 1-bedroom and under \$61,000 for a 2-bedroom). The remaining 14 tenants will be offered lessor discounts for tenures less than 12 years. The VRS market rates at the time of application are based on \$1,570 for a 1-bedroom, \$2,300 for a 2-bedroom, and \$2,600 for a 3-bedroom. In addition, these units will become even more affordable as market rents increase and VRS is able to keep the rent increases at minimal levels.

The City is processing the Development Permit and Rezoning applications concurrently. As part of the public engagement process, NSDA hosted a Developer Information Session (DIS) on September 12, 2018 in the Royal Canadian Legion at 123 West 15th Street from 6:00pm – 8:00pm.

Event Details

The focus of the September 12th Developer Information Session was to present project information and provide the local community an opportunity to ask questions and comment on the proposed project.

Event:	Developer Information Session
Location:	Royal Canadian Legion
Address:	123 West 15 th Street, North Vancouver
Date:	September 12, 2018
Time:	6:00pm – 8:00pm

Project:	125 East 20 th Street
Application Type:	Rezoning and Development Permit

Notification Methods: Flyer, Newspaper Ad, Site Signage

Notification Methods

The local community was notified of the Developer Information Session by three methods. All signage, flyer, and newspaper ads were approved by City staff prior to placement or delivery.

1. At the direction of City staff, a sign posted on August 31, 2018 at the front of the existing building at 125 E20th St.
2. Print advertising in the North Shore News occurred on September 5, 2018 (page A24) and September 5, 2018 (page A33). See Appendix B.
3. On August 30, 2018, 175 flyers were posted to the homes within the boundary of the map provided by City staff. See Appendices C and D.

Developer Information Session Layout

- Sign in – Upon entering the venue, attendees were asked to sign in, given a brief overview of the event, and given a comment card to fill out and submit before leaving. See Appendix F.
- Display board review and questions – Attendees were free to walk around and review display boards. The project team and City staff made themselves available to answer questions. See Appendix A.
- Comment forms – Tables and chairs were set up for attendees to fill out comment forms. A comment form envelope was placed at the exit and attendees were reminded to fill out and submit comment forms before leaving. See Appendix G.

Representatives at Event

The project team present at the event:

- Vancouver Resource Society
 - Brad Tone
 - William Jon
 - Kalin Stoyanov
- NSDA Architects
 - Larry Adams
 - Carlos De Carli
- Core Project Management
 - Cormac Linehan
 - Josh Henderson

The City of North Vancouver staff present at the event:

- Wendy Tse, Planner 2, Planning Department

Summary of Attendees and Comment Form Feedback

Attendees: approx. 14

Of the approximate 14 attendees, 11 attendees signed in:

Of the approximate 14 attendees, 2 comment cards were received:

Comment Cards Received: 2

In Support: 2

Opposed: 0

Not clearly indicated: 0

Verbal comments not formally submitted on comment cards:

- Resident from the building next door wanted to confirm what material the boundary fence between the new building and 135 E20th St would be once the new building was constructed. There is an existing concrete wall, which is old and in poor condition, so the resident requested that this be replaced as part of the project.
- Resident from the existing building at 125 E20th attended to look at the updated plans for the new building, including the total number of units and the number of parking stalls.
- A member of the local community voiced their concerns that another development was proposed with inadequate provisions for affordable housing. It was explained by the Project Team that the 85-unit building was 100% rental, with 10 units being provided to VRS clients, and up to 28 units offered to the existing building tenants to return at subsidized rents. The member did not feel that this was sufficient provision of affordable housing to the local community.

Sign-in sheet and comment cards are attached in Appendix F & G respectively.

Appendix A - Presentation Materials

Design Rationale

The project is a multi-unit residential development located at 125 East 20th Street, North Vancouver. The site is a 0.25-acre lot, zoned R-100, which allows for a maximum height of 10 stories. The project is a 10-story, 100-unit residential building with a mix of unit types, including studios, one-bedroom units, two-bedroom units, and three-bedroom units. The building is designed to be a modern, high-quality residential development that meets the needs of the community. The design rationale is based on the following factors:

- REZONING RATIONALE**
 - The project is a multi-unit residential development, which is allowed under the R-100 zoning.
 - The project is a 10-story building, which is within the maximum height allowed under the R-100 zoning.
 - The project is a high-quality residential development, which is in line with the goals of the R-100 zoning.
- DESCRIPTION OF PROGRAM**
 - The project is a 10-story, 100-unit residential building.
 - The building includes a mix of unit types, including studios, one-bedroom units, two-bedroom units, and three-bedroom units.
 - The building is designed to be a modern, high-quality residential development.
- SITE CONTEXT**
 - The project is located in a residential neighborhood.
 - The project is adjacent to a major transit station.
 - The project is within walking distance of schools, parks, and other amenities.
- THE SITE**
 - The site is a 0.25-acre lot.
 - The site is zoned R-100.
 - The site is adjacent to a major transit station.
- DESIGN RESPONSE**
 - The building is designed to be a modern, high-quality residential development.
 - The building includes a mix of unit types, including studios, one-bedroom units, two-bedroom units, and three-bedroom units.
 - The building is designed to be a high-quality residential development that meets the needs of the community.
- SUSTAINABILITY**
 - The building is designed to be a sustainable residential development.
 - The building includes energy-efficient features, such as LED lighting, low-flow water fixtures, and a green roof.
 - The building is designed to be a sustainable residential development that meets the needs of the community.
- AFFORDABILITY STATEMENT**
 - The project is a multi-unit residential development, which is allowed under the R-100 zoning.
 - The project is a 10-story building, which is within the maximum height allowed under the R-100 zoning.
 - The project is a high-quality residential development, which is in line with the goals of the R-100 zoning.
- CEPED**
 - The project is a multi-unit residential development, which is allowed under the R-100 zoning.
 - The project is a 10-story building, which is within the maximum height allowed under the R-100 zoning.
 - The project is a high-quality residential development, which is in line with the goals of the R-100 zoning.




VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
(GENERAL SITE PLAN)

NSDA ARCHITECTS

Site Context

Area Context



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
(GENERAL SITE PLAN)

NSDA ARCHITECTS

Site Context Photos



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
(GENERAL SITE PLAN)

NSDA ARCHITECTS

Shadow Analysis



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
(GENERAL SITE PLAN)

NSDA ARCHITECTS

Sections



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
(GENERAL SITE PLAN)

NSDA ARCHITECTS

Elevations



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
(GENERAL SITE PLAN)

NSDA ARCHITECTS

Building Form & Massing Model



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 URBAN DESIGN PANEL
 SEP 18, 2018

NSDA
 ARCHITECTS

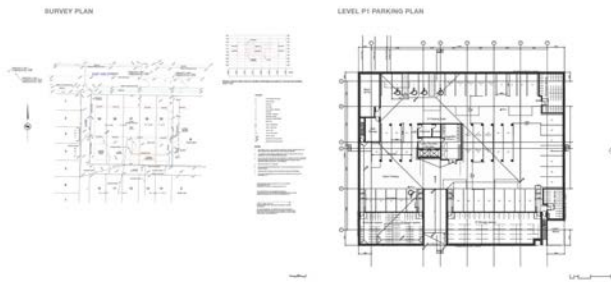
Exterior Finishes



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 URBAN DESIGN PANEL
 SEP 18, 2018

NSDA
 ARCHITECTS

Architectural Plans



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 URBAN DESIGN PANEL
 SEP 18, 2018

NSDA
 ARCHITECTS

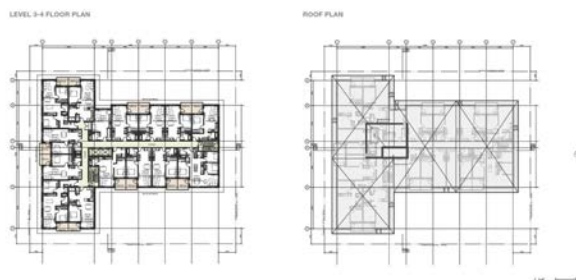
Architectural Plans



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 URBAN DESIGN PANEL
 SEP 18, 2018

NSDA
 ARCHITECTS

Architectural Plans



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 URBAN DESIGN PANEL
 SEP 18, 2018

NSDA
 ARCHITECTS

Architectural Plans



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 URBAN DESIGN PANEL
 SEP 18, 2018

NSDA
 ARCHITECTS

Landscape Overview

Contact Information	Other Key Contacts
VRS 125 East 20 th Street, North Vancouver (604) 761-1010 www.vrs.ca	NSDA 125 East 20 th Street, North Vancouver (604) 761-1010 www.nsda.ca



Landscape Sheet List Table	
Sheet	Scale
0-01	0-01
0-02	0-02
0-03	0-03
0-04	0-04
0-05	0-05
0-06	0-06
0-07	0-07
0-08	0-08
0-09	0-09
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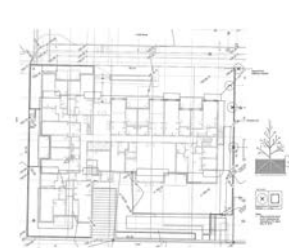


VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 LANDSCAPE DESIGN PANEL
 09/12/18, 2018



Landscape & Tree Plan

TREE RETENTION & REMOVAL PLAN



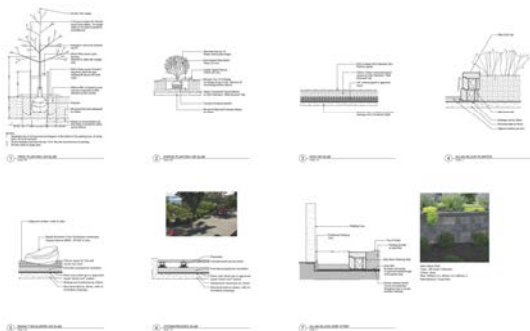
LANDSCAPE PLAN



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 LANDSCAPE DESIGN PANEL
 09/12/18, 2018



Landscape Details



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 LANDSCAPE DESIGN PANEL
 09/12/18, 2018



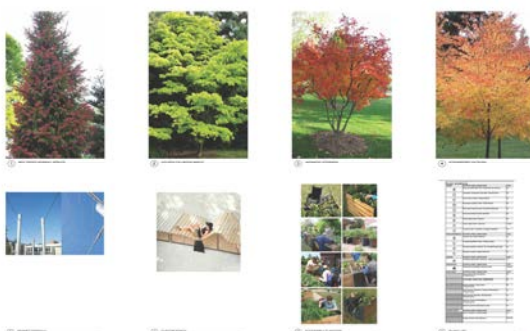
Landscape Details



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 LANDSCAPE DESIGN PANEL
 09/12/18, 2018



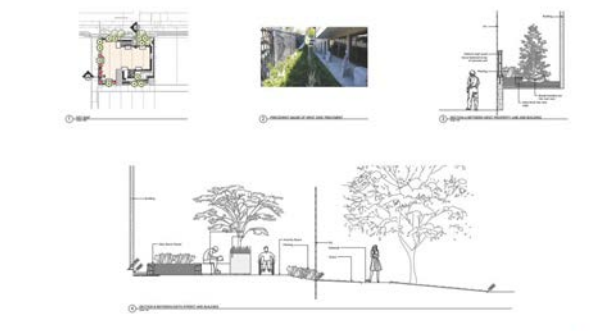
Landscape Sections



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 LANDSCAPE DESIGN PANEL
 09/12/18, 2018



Landscape Sections



VRS | 125 EAST 20TH STREET, NORTH VANCOUVER
 LANDSCAPE DESIGN PANEL
 09/12/18, 2018



Appendix B - Newspaper Advertisement

A24 |

nsnews.com north shore news WEDNESDAY, SEPTEMBER 5, 2018



BULK MATERIALS

WE SUPPLY & DELIVER
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SHOWROOM:
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Coquitlam (near IKEA)

DISTRIBUTION YARD:
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Book your **FREE** hearing test today to take advantage of this time-limited special offer!

Save up to **\$1,500** on a set of **Premium Hearing Aids***
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*Offer valid on select models. Cannot be combined with other discounts. See clinic for details. Expires 11/30/18. Hearing aids do not restore natural hearing. Individual experiences vary depending on severity of hearing loss, accuracy of evaluation, proper fit and ability to adapt to amplification.




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Brent Der R.D.

NORTH VANCOUVER DENTURE CLINIC
604-986-8515
231 Lonsdale Avenue, North Vancouver
Home and Institutional Care Available



DEVELOPMENT INFORMATION OPEN HOUSE

Early Public Input Opportunity for Rezoning Application for 125 East 20th Street

NSDA Architects has submitted a Development Application on behalf of the non-profit organization, Vancouver Resource Society, for 125 East 20th Street to develop a 6-storey market and non-market rental building. A total of 85 units is proposed, of which 10 units will be secured for VRS clients as non-market housing and up to 28 units as below-market rental housing. Underground parking with 51 stalls is further proposed with access from the lane to the south.

NSDA Architects will be hosting an information session where interested members of the public will have an opportunity to learn about and respond to the application.

Date: Wednesday, September 12, 2018
Time: 6:00pm – 8:00pm
Venue: Royal Canadian Legion
Address: 123 West 15th Street, North Vancouver

Applicant Contact:
Larry Adams, Principal
NSDA Architects
ladams@nsda.bc.ca
604-669-1926

City of North Vancouver Contact:
Wendy Tse, Planner 2
City of North Vancouver
wtse@cnv.org
604-982-3942

FRIDAY, SEPTEMBER 7, 2018 north shore news nsnews.com

ARTSCALEDAR

From page 30

Festival will hold an exhibition of 16 winning images and artwork from the 2018 photography competition (prints will be available for sale) until Sept. 30.

COACH HOUSE LOUNGE
700 Old Lillooet Rd., North Vancouver.

Jana Seale performs Friday, Sept. 7, 8-11 p.m.

DEEP COVE BREWERY
170-2270 Dollarton Hwy., West Vancouver.

Dino DiNicolò performs a solo show Saturday, Sept. 8, 7:15-10:15 p.m.

FINCH AND BARLEY
250 East First St., North Vancouver.

Double Down Comedy:
A standup comedy night featuring a new headliner every

Wednesday at 9 p.m. Cover: \$7.
GREEN LEAF BREWING CO.
123 Carrie Cates Court, North Vancouver.

Live Music Friday: Music every Friday, 5-8 p.m.

HERMANN'S JAZZ CLUB
753 View St., Victoria.

Tia Brazda performs jazz songs from her new album *Daydream* Friday, Sept. 7, 8-11 p.m. Admission: \$25. Tickets: hermannsjazz.com.

HOLLYBURN SAILING CLUB
1326 Argyle Ave., West Vancouver.

Folk Music at the Beach: Traditional folk, music of the sea, from ballads to bluegrass are featured the first Friday of every month from 7 to 10 p.m. Admission: \$5 at the door. Info: facebook.com/events/1288423957924016/.

OLIVE & ANCHOR

6418 Bay St., West Vancouver. oliveandanchor.com

Jazz Night: PK3 Jazz Trio performs on the first Thursday of each month from 5:30 to 8:30 p.m.

QUEENS CROSS PUB
2989 Lonsdale Ave., North Vancouver.

RED LION BAR & GRILL
2427 Marine Drive, West Vancouver. 604-926-8838

Jazz Pianist Randy Doherty performs every Friday and Saturday starting at 7 p.m.

THE VILLAGE TAPHOUSE
The Village at Park Royal, West Vancouver.

TWO LIONS PUBLIC HOUSE
2601 Westview Dr., North Vancouver.

Other events

See more page 36

Park & Tilford dedicating screen to Event Cinema

From page 28

new Cineplex will be built on top of the existing stores as a third storey.

At the other end of the North Shore, the Park & Tilford Cineplex is moving more toward specialty screenings and starting this fall will have one dedicated "event cinema" screen featuring a stage series with

productions from London, New York and the Stratford Festival in Ontario, a classic film series and a dance series. There will also be films of performances from the New York Metropolitan Opera. The Met Opera has been transmitting live, high-definition opera performances simultaneously across the world since 2006. This fall, screenings

include *Aida*, live on Oct. 6 with encores in November, and *Samson et Dalila*, live on Oct. 20, also with encores in November.

Brad LaDouceur, vice-president of Event Cinema with Cineplex, says in a statement that the entertainment company has seen an increase in demand for this type of programming. "Our goal is to provide

our guests with acclaimed and exclusive content from around the world with the added convenience of additional performances throughout the week," he says in the statement. "If you cannot go to London or New York, you can enjoy these brilliant performances on the big screen from the comfort of your local Cineplex theatre seven days a week."

PULSE | A33

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In-Store Fashion Preview
Fall 2018

Saturday, October 13th at 1 pm
RSVP @ 604.922.9144
as space is limited!

**GERRY WEBER
WEST VANCOUVER**

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6 pm - 8 pm
Museum of Vancouver

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DEVELOPMENT INFORMATION OPEN HOUSE

Early Public Input Opportunity for Rezoning Application for 125 East 20th Street

NSDA Architects has submitted a Development Application on behalf of the non-profit organization, Vancouver Resource Society, for 125 East 20th Street to develop a 6-storey market and non-market rental building. A total of 85 units is proposed, of which 10 units will be secured for VRS clients as non-market housing and up to 28 units as below-market rental housing. Underground parking with 51 stalls is further proposed with access from the lane to the south.

NSDA Architects will be hosting an information session where interested members of the public will have an opportunity to learn about and respond to the application.


Date: Wednesday, September 12, 2018
Time: 6:00pm – 8:00pm
Venue: Royal Canadian Legion
Address: 123 West 15th Street, North Vancouver




Applicant Contact:
Larry Adams, Principal
NSDA Architects
ladams@nsda.bc.ca
604-669-1926

City of North Vancouver Contact:
Wendy Tse, Planner 2
City of North Vancouver
wtse@cnv.org
604-982-3942

Appendix C - Mail-out Flyer



Development Information Open House
Early Public Input Opportunity for Rezoning Application for 125 East 20th Street
Wednesday, September 12, 2018
6:00pm – 8:00pm
Royal Canadian Legion
123 West 15th Street, North Vancouver



NSDA Architects has submitted a Development Application on behalf of the non-profit organization, Vancouver Resource Society, for 125 East 20th Street to develop a 6-storey market and non-market rental building. A total of 85 units is proposed, of which 10 units will be secured for VRS clients as non-market housing and up to 28 units as below-market rental housing. Underground parking with 51 stalls is further proposed with access from the lane to the south.

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ladams@nsda.bc.ca
604-669-1926

City of North Vancouver Contact:
Wendy Tse, Planner 2
City of North Vancouver
wtse@cnv.org
604-982-3942

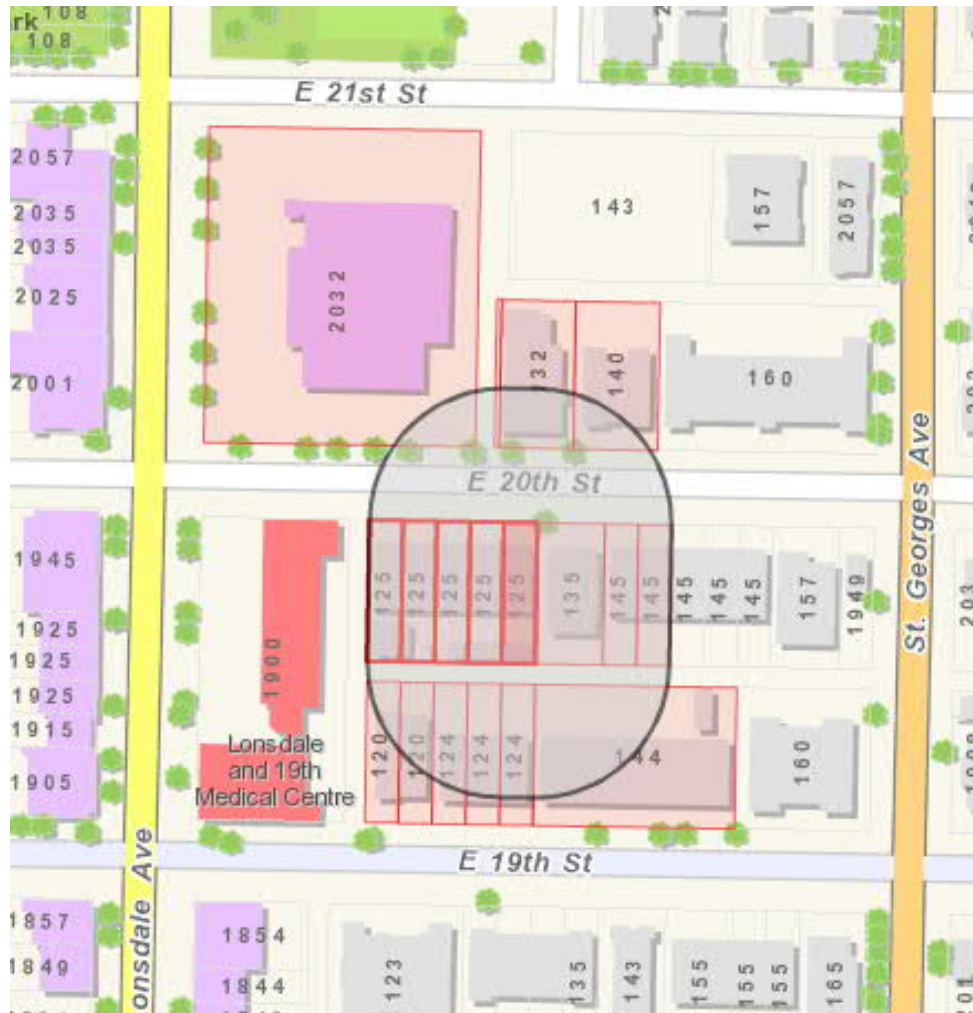


NSDA ARCHITECTS

city of north vancouver

VRS

Appendix D - Mail-out Flyer Distribution Map



Appendix E – Signage

DEVELOPMENT APPLICATION

125 East 20th Street

PROPOSAL:


NSDA Architects has submitted a Development Application on behalf of the non-profit organization, Vancouver Resource Society, for **125 East 20th Street** to develop a 6-storey market and non-market rental building. A total of 85 units is proposed, of which 10 units will be secured as non-market rental housing. Underground parking with 51 stalls is further proposed with access from the lane to the south.

NSDA Architects will be hosting an information session where interested members of the public will have an opportunity to learn about and respond to the application.

APPLICANT:

NAME: Larry Adams, Principal
COMPANY: NSDA Architects
EMAIL: ladams@nsda.bc.ca
PHONE: 604 669 1926

PROPOSED DEVELOPMENT



SITE PLAN



FOR MORE INFORMATION AND TO SHARE YOUR OPINION:


DEVELOPER'S INFORMATION SESSION

LOCATION: Royal Canadian Legion
123 West 15th Street, North Vancouver

DATE: Wednesday, September 12, 2018
TIME: 6:00pm - 8:00pm

CITY OF NORTH VANCOUVER CONTACT

Wendy Tse, Planner 2, Planning
wtse@cnv.org 604 982 3942



cnv.org



Appendix F - DIS Sign-In Sheets

Development Information Session

Sign in Sheet

Please note: This form will become part of the staff report to City Council on this development proposal and will be publicly available. If you do not wish to be identified, please do not include your name on the form, only your address.

DEVELOPMENT: 125 East 20th Street

DATE: September 12, 2018 TIME: 6pm - 8pm

DIS LOCATION: Royal Canadian Legion, 123 West 15th Street, North Vancouver

No.	Name	Address	Time
1	Chanelle Reid	#2? - 20th Street E. N. Van. V7L 3A3	5:50
2	Gillian Kodis	304-135 E. 20th St. N. Van. V7L 3A3	5:50
3	Craig Hasbun	38-125 E 20th St. N. Van V7L 3A3	6:00
4	MISRA ADIB POUR	108-125 W 5TH STR. N VAN	6:00
5	Shahmarz Niazi	36-125 E 20th St. N. Van.	6:08
6	Gerald Kenee	(Former resident @ 125 East 20th St) 5286 Dominion St. May	6:10p
7		325 West Third St. N. Van.	6:11
8	M. Sheehan	135 17th St	6:32
9	sahelica	108 125 W 5th	
10	Zake Freund	190144 E 19th	

No.	Name	Address	Time
11	Erika Ratkya	2140 E 20th St.	7:05
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Appendix G - DIS Comment Forms

Vancouver Resource Society - 125 East 20th Street
Development Information Session - September 12, 2018 (6pm-8pm)

Please note: This form will become part of the staff report to City Council on this development proposal and will be publically available. If you do not wish to be identified, please do not include your name on this form, only your address.

Name: Gerald Konec
Address: 5286 Dominion St. Bky.

The developer or City may contact me regarding these comments: ☒ Yes ☐ No

Preferred Method of Contact: ☐ Telephone: ☒ E-mail: [REDACTED]

1. Do you support the proposed project?
Yes.

2. What do you like most about the proposed project?
It looks well designed so far see comments

① Please move washer/dryers out of bedrooms.
② To increase ~~20%~~ need 20% min. requirements for charging stations in parking lot car capacity be increased by having shared plug-ins for stalls. Mostly fastest chargers to please.
③ Will the basement have an area to wash cars and bikes.

1476116

3. Do you have any concerns about the proposed projects?

4. What would you suggest to improve or enhance the proposed project?

5. Please provide any additional comments.

Comments will be delivered to the City of North Vancouver for consideration. Alternatively, you may mail or email your comments to either the City of North Vancouver or to the developer. All comments will be forwarded to the City.

Contacts:

Applicant: Larry Adams, Principal, NSDA Architects Telephone: 604 669 1926 Email: ladams@nsda.bc.ca
City of North Vancouver: Wendy Tse, Planner 2 Telephone: 604 982 3942 Email: wtse@cnv.org

Vancouver Resource Society - 125 East 20th Street
Development Information Session - September 12, 2018 (6pm-8pm)

Please note: This form will become part of the staff report to City Council on this development proposal and will be publically available. If you do not wish to be identified, please do not include your name on this form, only your address.

Name: <u>Shahnoaz Niazi Boroumand</u>	
Address: <u>36-125 E 20 St.</u>	
The developer or City may contact me regarding these comments: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Preferred Method of Contact: <input type="checkbox"/> Telephone: <input checked="" type="checkbox"/> E-mail: [REDACTED]	
1. Do you support the proposed project?	<u>yes</u>
2. What do you like most about the proposed project?	

1476116

3. Do you have any concerns about the proposed projects?	
4. What would you suggest to improve or enhance the proposed project?	
5. Please provide any additional comments.	

Comments will be delivered to the City of North Vancouver for consideration. Alternatively, you may mail or email your comments to either the City of North Vancouver or to the developer. All comments will be forwarded to the City.

Contacts:

Applicant: Larry Adams, Principal, NSDA Architects	Telephone: 604 669 1926	Email: ladams@nsda.bc.ca
City of North Vancouver: Wendy Tse, Planner 2	Telephone: 604 982 3942	Email: wtse@cnv.org

From: [Wendy Tse](#)
To: "Cap Munro"
Cc: "ladams@nsda.bc.ca"; "cormac@corepm.ca"
Subject: RE: Questions regarding Development at 125 E 20th
Date: September-24-18 10:20:00 AM

Hi Caprice,

I have cc'd the applicant as the leaflet should have been delivered well before the day of the event.

There is typically only one information meeting that's hosted by the applicant. The next meeting will be the Public Hearing, which is before Council.

Hearing that you and other residents in your building may be interested in learning more about the project, perhaps a time can be scheduled for a quick meeting. I will leave this to the applicant and yourself to determine if its necessary.

Sincerely,
Wendy

Wendy Tse

Planner 2, Planning Department
t: 604.982.3942 | e: wtse@cnv.org

From: Cap Munro [REDACTED]
Sent: September-21-18 8:02 PM
To: Wendy Tse <WTse@cnv.org>
Subject: RE: Questions regarding Development at 125 E 20th

Thank you Wendy for your response.

I appreciate it and your position in this. We were all just startled with this and also the fact that the leaflet on the information session was delivered on the same day of the event. I would have gone but I have a commitment that evening that I could not change. Will there be another information evening? If so I would like to go but need to be aware a bit further in advance. It would probably be good to hear what is planned.

I will share this with the other residents who are interested and missed the meeting.

Best

Caprice Munro
124 E 19th Street

From: Wendy Tse <WTse@cnv.org>
Sent: September 21, 2018 5:31 PM
To: Cap Munro [REDACTED]
Cc: ladams@nsda.bc.ca; 'cormac@corepm.ca' <cormac@corepm.ca>

Subject: RE: Questions regarding Development at 125 E 20th

Good Afternoon Mr./Ms. Munro,

Thank you for your email.

Please see my answers below in purple. I have noted which questions are better answered by the applicant and have cc'd the applicant on this email for them to respond to you.

Please feel free to contact me if you have additional questions.

Sincerely,

Wendy

Wendy Tse, MA (Planning)

Planner 2, Planning Department

t: 604.982.3942 | e: wtse@cnv.org

City of North Vancouver

141 West 14th Street, North Vancouver, BC V7M 1H9

Reception: 604.985.7761 | f: 604.985.9417 | www.cnv.org

From: Cap Munro [REDACTED]

Sent: September-14-18 11:15 AM

To: Wendy Tse <WTse@cnv.org>; ladams@nsda.bc.ca

Subject: Questions regarding Development at 125 E 20th

Dear Ms Tse and Mr Adams

I was unable to attend the Open House on this property as the information concerning it only arrived on the day of the meeting by which point I had a prior engagement. As someone who lives and has lived in this neighbourhood for over 30 years and who will be directly impacted by the building itself and most definitely by the construction I have some questions and concerns. My questions are:

- 1) With all the current building going on in North Van why is this particular building development relevant?
Any property owner in the City may request redevelopment of their property. I would defer this question to the applicant to explain the merits of this development.
- 2) Why is a 6 storey building required? It affects other peoples view but more importantly will increase traffic and congestion in a lane that already is used by people to by pass the already busy Lonsdale and St Georgia's.
A six-storey building is not required, but the City's Official Community Plan does allow a maximum of six-storeys in this particular land use designation. The basis of the City's development is highest height/density along Lonsdale Avenue, with a gradual decrease as you move away from this main corridor in the City. Based on the location of this property and its proximity to Lonsdale Avenue, the Official Community Plan envisions a mid-rise building at six-storeys. For more information about the Official Community Plan, please see here: <https://www.cnv.org/your-government/official-community-plan>.
- 3) What is the construction time frame? This will impact the neighbourhood with dust, noise and traffic.

Again, I defer this question to the applicant.

- 4) Who is taking into consideration of the affects of taking down older buildings – this results in a movement of rodents and in the case of every building removed in the neighbourhood has been a boon for pest companies but an added expense for residents and tenants.

The applicant can likely provide more specific answers, but the City does require certain actions to be taken as part of the Demolition Permit. For a list, please see this website under Demolition: <https://www.cnv.org/property-and-development/building-and-development/permits-and-inspections/building-permit-application-forms-and-information>.

- 5) What are the rents looking like. The current suites look small but I expect the rents are all over 1000.00 which is not great for fixed incomes.

I defer to the applicant, but note that the owner of this building is a non-profit organization, Vancouver Resource Society. The client population that Vancouver Resource Society serves are persons with disabilities. There are 10 units proposed to be for persons with disabilities at rents at approximately \$375 per month.

- 6) Why are such large buildings necessary when we have towers everywhere and a huge traffic issue which affects getting around in North Van and in the area in general. People speed through alleys now all the time due to local congestion caused by new building and their construction.

The City's Official Community Plan permits a density of 1.6 Floor Space Ratio (FSR), plus a bonus density of 1.0 FSR under this land use designation. Again, the density was determined as part of the overall planning of the City, with Lonsdale being the central core of the City. The development is required to submit a transportation plan to determine the impacts of the development in terms of traffic. There are also vehicle and bicycle parking requirements as part of every development.

- 7) What infrastructure improvements are planned ie transit – buses are pretty full every morning now; and hospital beds. More people with out the infrastructure seems to be a trend everywhere.

There are transit improvements underway for the North Shore under Translink's 10-Year Vision. As part of this, there will be increase in bus services, 1 new SeaBus with increased sailings, as well as B-Line bus services from Main Street to Marine Drive. For more information, please see here: <https://tenyearvision.translink.ca>.

Please let me know your response to these question and I will share them with my neighbours many of whom are long term residents in a rental building who are starting to worry about our own place in the neighbourhood and the neighbourhood itself.

Looking forward to hearing from you

C Munro

From: [Stephanie Kiernan](#)
To: [Wendy Tse](#); ladams@nsda.bc.ca
Cc: rodclark4mayor@gmail.com
Subject: Fwd: Shadow analysis for 125 East 20th St
Date: October-17-18 6:07:11 PM
Attachments: [2018-09-21 - 125 East 20th St - SHADOW STUDY.pdf](#)
[ATT00001.htm](#)

Dear Sirs,

As an owner at 140 East 20th Street, North Vancouver, since 2003, the attached shadow study for 125 East 20th Street is particularly disturbing to me and my fellow owners here. There's 2 months in Fall and Winter that we will not have afternoon sun. Again, we are being bombarded with over-development here in this Lonsdale corridor. I for one will be working toward ensuring that a future replacement building is not higher than what is in place currently. That's a large, long lot and what is being proposed is simply as menacing as the high-rises closing in on this entire corridor.

I look forward to more public meetings with a new Mayor and Council.

Sincerely,

Stephanie D. Kiernan
#15, 140 20th St East, North Vancouver, BC V7L3A



From: Carlos De Carli <cdecarli@nsda.bc.ca> **Date:** September 21, 2018 at 9:54:06 AM PDT
To: Cormac Linehan <cormac@corepm.ca>, WTse@cnv.org,
[REDACTED] **Cc:** Larry Adams <ladams@nsda.bc.ca>
Subject: Shadow analysis for 125 East 20th St

Hi Cormac, Wendy and Erika

As requested from Erika on 2018-09-19
Please find attached PDF with Shadow Study.

Regards

Carlos De Carli
Sr. Project Manager, Bach. Arch. & Urb. Plan., LEED AP.

cdecarli@nsda.bc.ca

NSDA ARCHITECTS

604.669.1926

201-134 Abbott Street, Vancouver BC V6B 2K4

From: erika.rathje
To: Wendy.Tse
Cc: ladams@nsda.bc.ca
Subject: Re: 125 East 20th St
Date: January-03-19 7:06:47 PM

Dear Ms Tse,

I'm very late in submitting my comments to you about Vancouver Resource Society's proposed development at 125 East 20th, but it's given me a chance to think about the proposal in the context of changing winter light conditions.

I attended the development information open house in September and spoke with Mr Adams and colleagues about the design and my concerns around direct sunlight.

I've lived kitty-corner to this property for over six years. I feel the "bookend" design (the portion that juts out toward the street on the western end of the building) is not an appropriate form for this street. In my opinion it blocks the flow and negatively alters the feel of the street, acting as a visual barrier. It is also the single most impactful part of the design in terms of its effects on neighbours.

You will have received a copy last fall of the shadow study. The reduction of access to direct sunlight — already in short supply from November to March — by residential buildings to the north (including mine) is significant and lengthy. I believe access to direct sunlight at home, especially in winter, is vital. I work from home and will find my living and office spaces affected; others nearby will only get to enjoy direct sunlight on weekend mornings in the winter as it disappears around lunchtime.

I would like to see the design adjusted to mitigate the impact of its bulk on neighbours. I will fully support this project if the height is reduced to 4-5 storeys and the bookend on the west removed from the proposal. This would create a more human scale and reduce impacts on the neighbourhood while still improving the space and offering modern suites to people in need of subsidised housing. That said I'm disappointed only 10 units will be secured for VRS clients and that the total of VRS & below-market rental units comprise fewer than half of the units proposed. I think we can do better.

Thank you for your consideration, and happy new year.

Sincerely,

Erika Rathje
140 East 20th St


From: [Chanelle Nicol](#)
To: ladams@nsda.bc.ca
Cc: [Wendy Tse](#)
Subject: PROPOSED PROJECT - 125 20TH STREET EAST, NORTH VANCOUVER: COMMENTS
Date: January-05-19 10:03:02 AM

Hello Larry and Wendy –

I live in the following apartment building, which is about to be demolished and re-built this year:

#27 – 125 20th Street East
North Vancouver, B.C.
V7L 3A3

I just now located my Vancouver Resource Society – Development Information Session (September 12, 2018 meeting) form. I am hoping it is not too late for my submission. Please take under consideration these comments:

- I feel the building and landscape designs are fine however, I do strongly object to the light green scent colour on the building. The reason for this is; while that shade of green is a very ‘in’ colour at the moment, it will date and make the building look dated down-the-road. My suggestion would be to choose more ‘traditional, classic colours’ to alleviate this issue. Personally, I do not dislike green however, I do feel that this shade in addition to dating the building, also cheapens the overall look of the building.
- A focus point on the building would be nice – for example; punching up the front door area with nice rich, classy colours. In part this might be achieved with front door colour and colourful shrubs etc. Perhaps some black iron railing? There are many very ‘classy’ looking buildings around the city. I have worked as a professional Interior Decorator for a number of years so I am well aware how powerful colour can affect an overall look.
- Rooftop – use of rooftop for sunbathing and watching summer fireworks – is this a possibility?

Thank you for this opportunity to voice my comments and to take them under consideration.

Chanelle Nicol (aka Carole Nicol)

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

BYLAW – FIRST AND SECOND READINGS

12. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701”
(Vancouver Resource Society for the Physically Disabled / NSDA Architects,
125 East 20th Street, CD-718)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701”
(Vancouver Resource Society for the Physically Disabled / NSDA Architects,
125 East 20th Street, CD-718) be given first and second readings.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8701

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701**” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lots as henceforth being transferred, added to and forming part of CD-718 (Comprehensive Development 718 Zone):

Lots	Block	D.L.	Plan	
35 of Lots 4 and 5	7	549	1102	from RM-1
36 of Lots 4 and 5	7	549	1102	from RM-1
37 of Lot 6	7	549	1163	from RM-1
38 of Lot 6	7	549	1163	from RM-1
39 of Lot 6	7	549	1163	from RM-1

3. Part 11 of Division V: Comprehensive Development Regulations of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by:

- A. Adding the following section to Section 1100, thereof, after the designation “CD-717 Comprehensive Development 717 Zone”:

“CD-718 Comprehensive Development 718 Zone”

- B. Adding the following to Section 1101, thereof, after the “CD-717 Comprehensive Development 717 Zone”:

“CD-718 Comprehensive Development 718 Zone”

In the CD-718 Zone, permitted Uses, regulations for permitted Uses, regulations for the size, shape and siting of Buildings and Structures and required Off-Street Parking shall be as in the RM-1 Zone, except that:

- (1) The permitted Principal Uses on the Lot shall be limited to:

- (a) Rental Apartment Residential Use;
- (b) Residential Care Facility Use;
- (c) Accessory Home Occupation Use subject to section 507 (6), (7), and (8);
- (d) Accessory Home Office Use;

- (2) Unit mix within the Rental Apartment Residential Use will be as follows:

- (a) A minimum of 6 units will contain 3 bedrooms;

(3) Gross Floor Area

- (a) The Principal Building shall not exceed a Gross Floor Area of 1.0 times the Lot Area, provided that this amount may be increased to a maximum of 1.6 times the Lot Area through the provision of Adaptable Design subject to section 423;
- (b) Notwithstanding 2(a), the maximum Gross Floor Area may be further increased, upon entering into a Housing Agreement with the City, as follows:

BASE DENSITY			
OCP Schedule 'A'		1.6 FSR	
ADDITIONAL (BONUS) DENSITY			
ADDITIONAL DENSITY CATEGORY	DESCRIPTION	ADDITIONAL DENSITY (BONUS)	POLICY REFERENCE
100% Rental Housing	Secured rental apartment building, of which 10 units are non-market	1.0 FSR	OCP Section 2.2
TOTAL		2.6 FSR	

To a maximum of 2.6 FSR;

- (4) The Principal Building shall not exceed a Height of six storeys and 19.5 metres (64.0 feet), except that elevator shafts and screened mechanical equipment may be permitted to project to a Height of up to 21.3 metres (70 feet);
- (5) The Principal Building shall be sited as follows:
 - (a) 1.9 metres (6.2 feet) from the Front Lot Line (East 20th Street);
 - (b) 3.5 metres (11.5 feet) from the Rear Lot Line;
 - (c) 2.8 metres (9.2 feet) from the west Interior Lot Line;
 - (d) 3.8 metres (12.5 feet) from the east Interior Lot Line;
- (6) An Accessory Structure providing weather protection at the main entrance of the Principal Building may be a maximum of 3.1 metres (10.2 feet) in Height and sited to the front of the front face of the Principal Building up to the property line;
- (7) Section 510(2) Building Width and Length shall not apply;
- (8) The required setback of 4.52 metres (15 feet) from the point of intersection of a Street and a lane shall apply, except that portions of the underground parkade, fencing and low-level landscaping may be permitted;

- (9) The regulations of Part 9: Parking and Access Regulations shall apply, except the following:
- (a) The driveway ramp shall not exceed a slope of 8.2 percent in the first 3.048 metres (10 feet) from the property line, nor a maximum of 13.5 percent for the remainder of the driveway;
 - (b) The minimum required number of residential parking spaces shall be 49 spaces, of which 8 spaces shall be allocated as visitor parking spaces;
 - (c) A minimum of 20 percent of the required residential parking spaces will provide an Energized Outlet capable of providing Level 2 Electric Vehicle charging;
- (10) The minimum required number of Secure Bicycle Parking Spaces shall be 119 spaces, of which no more than 40 percent may be Vertical Bicycle Parking Spaces;
- (11) A minimum of 4 Short-Term Bicycle Parking Spaces shall be sheltered from the elements;
- (12) The minimum required floor area recycling and garbage facility shall be 37.5 square metres (403.6 square feet);
- (13) All exterior finishes, design and landscaping is subject for approval for the Advisory Design Panel.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

BYLAW – FIRST AND SECOND READINGS

13. “Housing Agreement Bylaw, 2019, No. 8702” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718, Rental Housing Commitments)

RECOMMENDATION:

THAT “Housing Agreement Bylaw, 2019, No. 8702” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718, Rental Housing Commitments) be given first and second readings.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8702

A Bylaw to enter into a Housing Agreement (125 East 20th Street)

WHEREAS Section 483 of the *Local Government Act* R.S.B.C. 2015 c.1 permits a local government to enter into a housing agreement for rental housing.

NOW THEREFORE the Council of The Corporation of the City of North Vancouver, in open meeting assembled enacts as follows:

1. This Bylaw will be known and cited for all purposes as **“Housing Agreement Bylaw, 2019, No. 8702” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718, Rental Housing Commitments)**.
2. The Council hereby authorizes the agreement substantially in the form attached to this bylaw between The Corporation of the City of North Vancouver and Vancouver Resource Society for the Physically Disabled with respect to the lands referenced as 125 East 20th Street, “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701” (Vancouver Resource Society for the Physically Disabled / NSDA Architects, 125 East 20th Street, CD-718).
3. The Mayor and City Clerk are authorized to execute any documents required to give effect to the Housing Agreement.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

RENTAL HOUSING AGREEMENT

THIS AGREEMENT dated for reference the <> day of <>, 2019.

BETWEEN:

**VANCOUVER RESOURCE SOCIETY FOR THE
PHYSICALLY DISABLED (INC. NO. S-0009843)**
#310-2006 West 10th Avenue
North Vancouver, BC
V6J 2B3

(the "Owner")

AND:

**THE CORPORATION OF THE CITY OF NORTH
VANCOUVER**, a municipal corporation pursuant to the *Local
Government Act* and having its offices at 141 West 14th
Street, North Vancouver, British Columbia, V7M 1H9

(the "City")

WHEREAS:

- A. The Owner is the registered and beneficial owner of the Lands.
- B. The City is a municipal corporation incorporated pursuant to the Act.
- C. As a condition of the Rezoning Bylaw, the Owner has agreed to enter into a housing agreement with the City in accordance with section 483 of the Act.
- D. Section 483 authorizes the City, by bylaw, to enter into a housing agreement in respect of the form of tenure of housing units, availability of such units to classes of identified person, administration and management of such units and the rent that may be charged for such units.

NOW THEREFORE in consideration of the sum of Ten Dollars (\$10.00) now paid by the City to the Owner and for other good and valuable consideration (the receipt and sufficiency of which the Owner hereby acknowledges), the Owner and the City covenant each with the other as follows:

1. DEFINITIONS

- (a) "**Act**" means the *Local Government Act*, RSBC. 2015 c.1 as amended or replaced from time to time;
- (b) "**Affordable Housing Unit**" means a Dwelling Unit occupied by a tenant for Rental Purposes at Affordable Rent;

- (c) **"Affordable Rent"** means rent (exclusive of taxes and utility fees) that is the higher of the following:
 - (i) \$375/month; and
 - (ii) market rent for a comparable Dwelling Unit, provided, however, that it does not exceed thirty percent (30%) of the total household income of the residents of the unit from all sources (including government rent subsidies);
- (d) **"Agreement"** means this agreement as amended from time to time;
- (e) **"Commencement Date"** has the meaning set out in section 2.1 herein;
- (f) **"Council"** means the municipal council for the City of North Vancouver;
- (c) **"Director of Planning and Development"** means the chief administrator of the Department of Planning and Development of the City and his or her successors in function and their respective nominees;
- (d) **"Dwelling Unit"** means a dwelling unit as defined in the City of North Vancouver's "Zoning Bylaw, 1995, No. 6700", as amended from time to time;
- (e) **"Lands"** means those lands and premises described in Schedule A;
- (f) **"Market Rental Unit"** means a Dwelling Unit occupied by a tenant for Rental Purposes at market rates, as set by the Owner;
- (g) **"Rental Purposes"** means an occupancy or intended occupancy which is or would be governed by a tenancy agreement as defined in Section 1 of the *Residential Tenancy Act*, SBC 2002 c. 78 as amended from time to time between the Owner and the tenant;
- (h) **"Rental Units"** means the Market Rental Units and the Affordable Housing Units;
- (i) **"Residential Building"** means the six- storey residential building to be constructed on the Lands to be used for Rental Purposes with 85 Dwelling Units, of which 75 Dwelling Units will be Market Rental Units and 10 Dwelling Units will be Affordable Housing Units;
- (j) **"RT Act"** means the *Residential Tenancy Act*, SBC 2002 c. 78;
- (k) **"Rezoning Bylaw"** means the rezoning bylaw applicable to the Lands described as "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8701"; and

- (l) “**Term**” has the meaning set out in section 2.1 herein.

2. TERM

- 2.1 This Agreement will commence upon adoption by Council of Vancouver Resource Society for the Physically Disabled “Housing Agreement Bylaw, 2019, No. 8702”, (the “**Commencement Date**”) and will continue until the date this Agreement is terminated in accordance with sections 2.2 or 8.3(d) (the “**Term**”).
- 2.2 This Agreement will terminate immediately upon the removal or destruction of the Residential Building provided the Residential Building is not repaired or rebuilt following the destruction thereof.
- 2.3 Subject to section 7.3, upon termination of this Agreement, this Agreement will be at an end and of no further force and effect.

3. USE AND TENANCY RESTRICTIONS

- 3.1 The Owner covenants and agrees with the City that during the term of this Agreement, notwithstanding the Rezoning Bylaw, the Lands will be used and built on only in strict compliance with the terms and conditions of this Agreement and that:
- (a) the Lands will not be subdivided or stratified in any manner;
 - (b) all Dwelling Units in the Residential Building will be used for Rental Purposes only;
 - (c) the Residential Building will contain at least 10 Affordable Housing Units; and
 - (d) all Affordable Housing Units in the Residential Building will be wheelchair accessible, to the satisfaction of the City.
- 3.2 The Owner will not rent, lease, license or otherwise permit occupancy of any Affordable Housing Units except in accordance with the following conditions:
- (a) the Affordable Housing Unit will be used or occupied only pursuant to a tenancy agreement under RT Act, as may be amended or replaced from time to time;
 - (b) the monthly rent payable for the Affordable Housing Unit will not exceed the Affordable Rent; and
 - (c) the Owner will not permit an Affordable Housing Unit to be subleased or assigned, except at Affordable Rent, in accordance with this Agreement.

- 3.3 The Owner shall ensure that all tenants and occupants of the Residential Building, including tenants and occupants of the Affordable Housing Units, have equal access to all indoor and outdoor common amenities in the Residential Building.
- 3.4 The Owner hereby authorizes the City to make such investigations as the City deems necessary from time to time to confirm that the Owner is complying with this Agreement.
- 3.5 The Owner further covenants and agrees with the City that the Lands and any buildings or structures constructed thereon including the Residential Building will be developed, built and maintained in accordance with all City bylaws, regulations and guidelines as amended from time to time.

4. LOCATION OF AFFORDABLE HOUSING UNITS

- 4.1 The Owner will be entitled to determine the location of the 10 Affordable Housing Units within the Residential Building.

5. OWNER'S OBLIGATIONS

- 5.1 The Owner will manage and administer the Residential Building in accordance with the following requirements:
- (a) **Management and administration:** the Owner will be fully responsible for the management, and administration of the Rental Units, including all associated costs, unless otherwise approved by the City in writing;
 - (b) **Advertisement:** the Owner will feature the tenure restrictions set out in this Agreement prominently in all advertising of the Affordable Housing Units;
 - (c) **Compliance with applicable laws:** the Owner will comply with all applicable provisions of the RT Act and any other provincial or municipal enactments imposing obligations on landlords in relation to residential tenancies;
 - (d) **Performance:** the Owner will perform its obligations under this Agreement diligently and in good faith;
 - (e) **Evidence of compliance:** provided that the same can be done without breaching the *Personal Information Protection Act* (as amended from time to time) the Owner will, upon request by the City, supply to the City copies of any documentation in possession of the Owner necessary to establish compliance with the Owner's obligations under this Agreement;
 - (f) **Maintenance:** the Owner will maintain the Lands and the Residential Building in a fit, clean and habitable condition at all times and ensure the Lands and the Residential Building meet all applicable standards of any provincial, municipal or other applicable laws or enactments, including the

Building Code requirements. The Owner will immediately perform or cause to be performed any repair work necessary to keep the Lands in a fit, clean and habitable condition.

- 5.2 It is the intent of the parties that the Affordable Housing Units will be rented to low income individuals and families. To that effect, unless otherwise permitted by the City in writing in advance, the Owner will ensure that the Affordable Housing Units are at all time managed and administered by one non-profit organization having as one of its objective the provision of affordable housing in the City of North Vancouver.

6. DEFAULT AND REMEDIES

- 6.1 The City may, acting reasonably, give to the Owner a written notice (in this section 6.1, the “**Notice**”) requiring the Owner to cure a default under this Agreement within 30 days of receipt of the Notice. The Notice must specify the nature of the default. The Owner will act with diligence to correct the default within the time specified.
- 6.2 The Owner will pay to the City on demand by the City all the City's costs of exercising its rights or remedies under this Agreement, on a full indemnity basis.
- 6.3 The Owner acknowledges and agrees that monetary compensation may not be sufficient to remedy a breach of this Agreement.
- 6.4 Each party to this Agreement, in addition to its rights under this Agreement or at law, will be entitled to all equitable remedies including specific performance, injunction and declaratory relief, or any of them, to enforce its rights under this Agreement.
- 6.5 The Owner acknowledges and agrees that it is entering into this Agreement to benefit the public interest in providing housing for Rental Purposes, and that the City's rights and remedies under this Agreement are necessary to ensure that this purpose is carried out.
- 6.6 No reference to nor exercise of any specific right or remedy under this Agreement or at law or at equity by any party will prejudice, limit or preclude that party from exercising any other right or remedy. No right or remedy will be exclusive or dependent upon any other right or remedy, but any party, from time to time, may exercise any one or more of such rights or remedies independently, successively, or in combination.

7. LIABILITY

- 7.1 Except for the negligence of the City or its employees, agents or contractors, the Owner will indemnify and save harmless each of the City and its elected officials, officers, directors, employees, and agents, and their heirs, executors, administrators, personal representatives, successors and assigns, from and against all claims, demands, actions, loss, damage, costs and liabilities, which all or any of them will or

may be liable for or suffer or incur or be put to by reason of or arising out of one or more of the following:

- (a) any act or omission by the Owner, or its officers, directors, employees, agents, contractors, or other persons for whom at law the Owner is responsible;
- (b) the Owner complying with its obligations under this Agreement;
- (c) the Owner defaulting on its obligations under this Agreement;
- (d) the Owner's ownership, operation, management or financing of the Lands for the provision of housing for Rental Purposes; and
- (e) the City exercising its rights under this Agreement.

7.2 Except to the extent of negligence of the City or its employees, agents or contractors, the Owner hereby releases and forever discharges the City, its elected officials, officers, directors, employees and agents, and its and their heirs, executors, administrators, personal representatives, successors and assigns from and against all claims, demands, damages, actions or causes of action by reason of or arising out of one or more of the following:

- (a) any act or omission by the Owner, or its officers, directors, employees, agents, contractors, or other persons for whom at law the Owner is responsible;
- (b) the Owner complying with its obligations under this Agreement;
- (c) the Owner defaulting on its obligations under this Agreement;
- (d) the Owner's ownership, operation, management or financing of the Lands for the provision of housing for Rental Purposes; and
- (e) the City exercising its rights under this Agreement.

7.3 The covenants of the Owner set out in sections 7.1 and 7.2 of this Agreement will survive the expiration or the earlier termination of this Agreement and will continue to apply to any breach of the Agreement and to any claims arising under this Agreement during the ownership by the Owner of the Lands.

8. GENERAL PROVISIONS

8.1 The Owner agrees to reimburse the City for all legal costs reasonably incurred by the City for the preparation, execution and registration of this Agreement. The Owner will bear their own costs, legal or otherwise, connected with the preparation, execution or registration of this Agreement.

8.2 Nothing in this Agreement:

- (a) affects or limits any discretion, rights, powers, duties or obligations of the City under any enactment or at common law, including in relation to the use or subdivision of land;
- (b) affects or limits any enactment relating to the use of the Lands or any condition contained in any approval including any development permit concerning the development of the Lands; or
- (c) relieves the Owner from complying with any enactment, including the City's bylaws in relation to the use of the Lands.

8.3 The Owner and the City agree that:

- (a) this Agreement is entered into only for the benefit of the City;
- (b) the Owner is not entitled and will not claim any compensation from the City for any decrease in the market value of the Lands or for any obligations on the part of the Owner and its successors in title which at any time may result directly or indirectly by operation of this Agreement;
- (c) this Agreement is not intended to protect the interests of the Owner, occupier or user of the Lands or any portion of it including the Rental Units; and
- (d) without limiting part 2 of this Agreement, the City may at any time execute a release and discharge of this Agreement in respect of the Lands, without liability to anyone for doing so.

8.4 This Agreement burdens and runs with the Lands and any part into which any of them may be subdivided or consolidated, by strata plan or otherwise. All of the covenants and agreements contained in this Agreement are made by the Owner for itself, its successors and assigns, and all persons who acquire an interest in the Lands after the date of this Agreement. Without limiting the generality of the foregoing, the Owner will not be liable for any breach of any covenant, promise or agreement herein in respect of any portion of the Lands sold, assigned, considered or otherwise disposed of, occurring after the Owner has ceased to be the owner of the Lands.

8.5 The covenants and agreements on the part of the Owner in this Agreement have been made by the Owner as contractual obligations as well as being made pursuant to section 483 of the Act and as such will be binding on the Owner and its successors in title.

8.6 The Owner will, at its expense, do or cause to be done all acts reasonably necessary to ensure this Agreement is registered against the title to the Lands, including any amendments to this Agreement as may be required by the Land Title Office or the City to effect such registration.

- 8.7 The City and the Owner each intend by execution and delivery of this Agreement to create both a contract and a deed under seal.
- 8.8 An alleged waiver by a party of any breach by another party of its obligations under this Agreement will be effective only if it is an express waiver of the breach in writing. No waiver of a breach of this Agreement is deemed or construed to be a consent or waiver of any other breach of this Agreement.
- 8.9 If a Court of competent jurisdiction finds that any part of this Agreement is invalid, illegal, or unenforceable, that part is to be considered to have been severed from the rest of this Agreement and the rest of this Agreement remains in force unaffected by that holding or by the severance of that part.
- 8.10 Every obligation of a party which is set out in this Agreement will extend throughout the Term and, to the extent that any obligation ought to have been observed or performed prior to or upon the expiry or earlier termination of the Term, such obligation will survive the expiry or earlier termination of the Term until it has been observed or performed.
- 8.11 All notices, demands, or requests of any kind, which a party may be required or permitted to serve on another in connection with this Agreement, must be in writing and may be served on the other parties by registered mail, by facsimile or e-mail transmission, or by personal service, to the following address for each party:

City: The Corporation of the City of North Vancouver
141 West 14th Street
North Vancouver, British Columbia
V7M 1H9
Attention: Director, Planning and Development
Facsimile: 604.985.0576

Owner: Vancouver Resource Society for the Physically Disabled
#310-2006 West 10th Avenue
North Vancouver, BC
V6J 2B3

Service of any such notice, demand, or request will be deemed complete, if made by registered mail, 72 hours after the date and hour of mailing, except where there is a postal service disruption during such period, in which case service will be deemed to be complete only upon actual delivery of the notice, demand or request; if made by facsimile or e-mail transmission, on the first business day after the date when the facsimile or e-mail transmission was transmitted; and if made by personal service, upon personal service being effected. Any party, from time to time, by notice in writing served upon the other parties, may designate a different address or different or additional persons to which all notices, demands, or requests are to be addressed.

- 8.12 Upon request by the City, the Owner will promptly do such acts and execute such documents as may be reasonably necessary, in the opinion of the City, to give effect to this Agreement.
- 8.13 This Agreement will enure to the benefit of and be binding upon each of the parties and their successors and permitted assigns.

9. INTERPRETATION

- 9.1 Gender specific terms include both genders and include corporations. Words in the singular include the plural, and words in the plural include the singular.
- 9.2 The division of this Agreement into sections and the use of headings are for convenience of reference only and are not intended to govern, limit or aid in the construction of any provision. In all cases, the language in this Agreement is to be construed simply according to its fair meaning, and not strictly for or against either party.
- 9.3 The word "including" when following any general statement or term is not to be construed to limit the general statement or term to the specific items which immediately follow the general statement or term to similar items whether or not words such as "without limitation" or "but not limited to" are used, but rather the general statement or term is to be construed to refer to all other items that could reasonably fall within the broadest possible scope of the general statement or term.
- 9.4 The words "must" and "will" are to be construed as imperative.
- 9.5 Any reference in this Agreement to any statute or bylaw includes any subsequent amendment, re-enactment, or replacement of that statute or bylaw.
- 9.6 This is the entire agreement between the City and the Owner concerning its subject, and there are no warranties, representations, conditions or collateral agreements relating to the subject matter of this Agreement, except as included in this Agreement. This Agreement may be amended only by a document executed by the parties to this Agreement and by bylaw, such amendment to be effective only upon adoption by City Council of an amending bylaw to "Housing Agreement Bylaw, 2019, No. 8702".
- 9.7 This Agreement is to be governed by and construed and enforced in accordance with the laws of British Columbia.
- 9.8 This Agreement can be signed in counterpart.
- 9.9 Schedule A is attached and forms part of this Agreement.

IN WITNESS WHEREOF each of the City and the Owner have executed this Agreement under seal by their duly authorized officers as of the reference date of this Agreement.

**THE CORPORATION OF THE CITY OF NORTH
VANCOUVER**

MAYOR
Linda C. Buchanan

CITY CLERK
Karla D. Graham

**VANCOUVER RESOURCE SOCIETY FOR THE
PHYSICALLY DISABLED**

Authorized Signatory

Printed Name

Authorized Signatory

Printed Name

SCHEDULE A
LANDS

Parcel Identifier: 012-180-360, Lot 35 of Lots 4 and 5 Block 7 District Lot 549 Plan 1102

Parcel Identifier: 012-180-386, Lot 36 of Lots 4 and 5 Block 7 District Lot 549 Plan 1102

Parcel Identifier: 012-180-611, Lot 37 of Lot 6 Block 7 District Lot 549 Plan 1163

Parcel Identifier: 012-180-629, Lot 38 of Lot 6 Block 7 District Lot 549 Plan 1163

Parcel Identifier: 012-180-637, Lot 39 of Lot 6 Block 7 District Lot 549 Plan 1163

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

14. Bike Valet at Community Events – File: 16-8330-05-0001/1

Report: Manager, Transportation Planning,
Planning Assistant, Transportation, March 20, 2019

RECOMMENDATION:

PURSUANT to the report of the Manager, Transportation Planning, and the Planning Assistant, Transportation, dated March 20, 2019, entitled “Bike Valet at Community Events”:




THAT Council direct staff to amend the event permit application to encourage organizers to incorporate and promote active and sustainable modes of transportation;

THAT Council direct staff to amend The Shipyards and Foot of Lonsdale Events Policy (C59B) and Policy for Events in Parks and Public Open Spaces (C57C) to require promotion of active transportation modes;

THAT Council direct staff to work with event organizers for regional events in seeking funding opportunities and partnerships with local businesses to provide for bike valet services;

AND THAT Council direct staff to support events that are space constrained through the temporary use of public space for bike valet services, where feasible.



 Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING & DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Jennifer Draper, Manager, Transportation Planning
Christopher French, Planning Assistant, Transportation

Subject: BIKE VALET AT COMMUNITY EVENTS

Date: March 20, 2019 File No: 16-8330-05-0001/1

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Manager, Transportation Planning and the Planning Assistant, Transportation, dated March 20, 2019, entitled "Bike Valet at Community Events":

THAT Council direct staff to amend the event permit application to encourage organizers to incorporate and promote active and sustainable modes of transportation;

THAT Council direct staff to amend The Shipyards and Foot of Lonsdale Events Policy (C59B) and Policy for Events in Parks and Public Open Spaces (C57C) to require promotion of active transportation modes;

THAT Council direct staff to work with event organizers for regional events in seeking funding opportunities and partnerships with local businesses to provide for bike valet services;

AND THAT Council direct staff to support events that are space constrained through the temporary use of public space for bike valet services, where feasible.

PURPOSE

The purpose of this report is to provide Council with recommended approaches for the encouragement, support and provision of bike valet services at events in the City of North Vancouver. These approaches are derived from a sampling of progressive cities in Metro Vancouver, Canada and the United States where similar efforts are being made to promote active and healthy transportation options for residents and visitors.

BACKGROUND

In January 2019, Council directed staff to explore the possibility of bike valet services for events being held in the City of North Vancouver:

WHEREAS the City of North Vancouver and Council have a goal of being “the healthiest small city in the world”;

WHEREAS the City of North Vancouver hosts many exciting, well-attended events, including the Shipyards Night Market, Summer Sessions, Fun City, Caribbean Days, and many more;

WHEREAS often at these events existing bike racks become oversubscribed and safe storage places for families with scooters or strollers do not currently exist;

WHEREAS bike valet is a service much like a coat check where people can leave a bike, stroller or scooter in a safe location watched over by volunteers or paid staff for a nominal fee or donation;

AND WHEREAS other municipalities in Metro Vancouver, including Vancouver and Surrey, support or require bike valet services at municipal events;

THEREFORE BE IT RESOLVED THAT staff investigate and report back to Council regarding how City of North Vancouver events could include valet services, including identifying costs, potential locations, funding opportunities and partnerships with local businesses and organizations.

The City currently promotes active and sustainable transportation through a variety of programmatic and promotional measures, including videos, events and content on the City’s website. However, limited information to promote bike valet services is available for event organizers who apply through the City’s general Event Permit Application and North Vancouver Recreation & Culture Commission’s Community & Trail Event Application.

The two policies that govern event permits and requirements in City parks and venues are The Shipyards and Foot of Lonsdale Events Policy (C59B) and Policy for Events in Parks and Public Open Spaces (C57C). Under Policy C59B, event organizers are encouraged to advertise transit and other sustainable transportation options for their event. The venues under this policy are a short walk from the Spirit Trail and Lonsdale Quay transit exchange. There are no such guidelines in Policy C57C.

DISCUSSION

Event organizers looking to host their events at City venues¹ first apply for permits through the City Venue Booking Application form. This form asks for information related to the organization, event, estimated number of attendees and details on a zero waste plan. No formal request for consideration of sustainable transportation planning related to the event is made by the City through this application form; however, mention is made in the Shipyards & Foot of Lonsdale Events policy.

The City of North Vancouver hosted 46 regional events at our facilities and public spaces in 2018 and it is expected this number will continue to grow, as our City increasingly becomes an attractive destination for the region and beyond. Although events bring many benefits to our City, including vibrancy, economic spin-off effects for local businesses and social connectivity, they can also strain our transportation network, causing frustration for event attendees and adjacent communities. Having predictable alternative options, such as a bike valet, can help people make informed choices on accessing events.

What is bike valet?

A bike valet service is hired by event planners and organizers to provide secure bicycle parking for attendees. Similar to a coat check, attendees give their bike to the valet and receive a ticket stub for redemption upon pick up. Bike valet services allow for additional items such as helmets, locks and panniers to be left securely with the bike. Depending on the operator, other forms of sustainable transportation equipment, such as strollers, skateboards and push-scooters may be checked as well.

Local bike valet operators typically do not charge users of the service, increasing its overall attraction to event attendees. However, they will charge event planners and organizers for the provision and operation of their bike valet service.

Benefits of bike valet

Bike valet services improve event experience, operations and attendance by reducing motor vehicle trips and parking demand, and raise the visibility of cycling to events. In addition, bike valet services reduce the number of bicycles locked to street poles, fences, and trees and prevent attendees who choose to cycle from walking their bike through crowded spaces. This also lowers the risk of bike theft while attendees are enjoying the event. Further, bike valet services produce additional sources of publicity by advertising their attendance at events through their internal social media and online networks.

¹ Except for the Pipe Shop – Quay Property Management handles Applications and site visits. Quay Property Management does not have any set initiatives to encourage event organizers to promote sustainable transportation.

Implementation in other cities

At present, no municipalities in Metro Vancouver require bike valet services at events, regardless of event size. However, some encourage bike valets in various ways through policy or partnerships. The following table outlines initiatives from a sampling of locations around the Lower Mainland and in North America:

Location	Initiatives
Granville Island, Vancouver, BC	<ul style="list-style-type: none">• Daily bicycle valet operated in summer months• Initiated in response to high rates of bike theft• Bike theft rate dropped by 70% since inception
City of Vancouver, BC	<ul style="list-style-type: none">• Asks organization on permit application to demonstrate environmental responsibility• Web page with information and encouragement for provision of bike valet services• "Green Your Event" resource guide that includes bike valet and sustainable transportation information
City of Richmond, BC	<ul style="list-style-type: none">• Operate a bike valet service called "Wheel Watch" with a cohort of City of Richmond volunteers• Event planners submit application forms to book venues; staff identify and select events where bike valet may be appropriate and successful• Operations carried out by volunteers keeps costs low• 1,200 bikes parked at 12 events in the City of Richmond in Summer 2018
City of San Francisco, California, USA	<ul style="list-style-type: none">• Requires events expecting more than 2,000 people to provide secure active transportation parking• This is usually a bike valet, mainly operated by the local San Francisco Bicycle Coalition
Portland Bureau of Transportation, Oregon, USA	<ul style="list-style-type: none">• Encourages and recommends secure bicycle parking at large community events• Encourages organizers to apply for permits to use on-street spaces for secured bicycle parking if there is not enough space at the event venue• Provides guidelines for site specifications

San Francisco and Portland make reference to event size in setting their requirements. Large, or sometimes referred to as 'regional' events, are those expected to draw attendees from other jurisdictions. Events of this scale can typically predict a larger number of attendees which requires a more strategic approach to offering viable, alternative transportation options. Furthermore, this scale of event is more likely able to financially support providing a bike valet service.

Bike valet in the City of North Vancouver

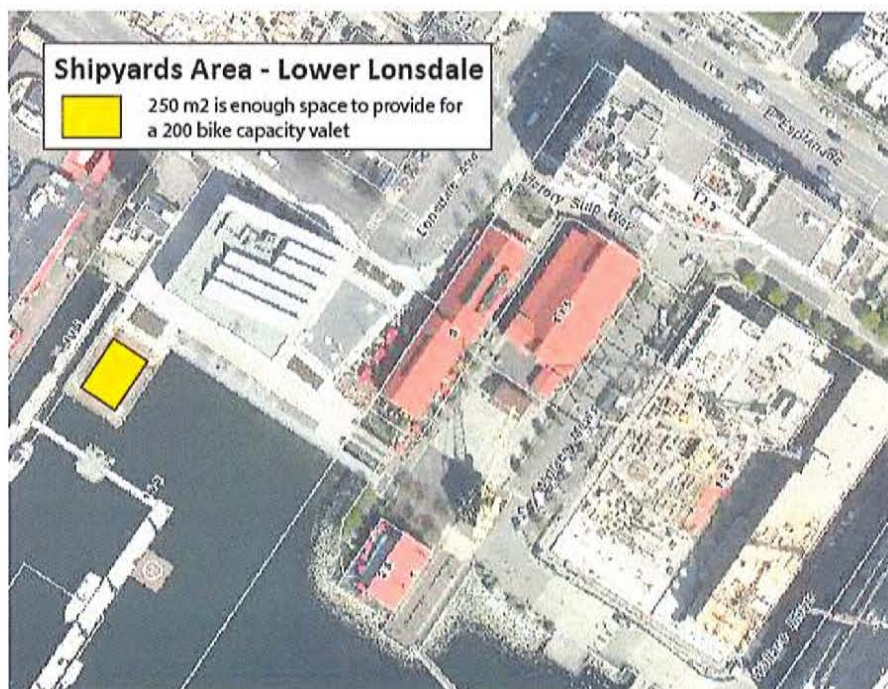
In the past, the City has secured funding from TransLink's TravelSmart program to offer bike valet services for events such as Shipped and Slide the City. Despite the provision of a bike valet service, these events have not attracted high demand, with less than 50 bikes parked per event². Should the City encourage bike valets at regional events, careful consideration for the elements that most strongly influence the success of the service must be made. These include:

- Promotion of the bike valet;
- Convenient placement, ideally near the venue entrance; and
- Easy access to information on cycling routes.

Space Requirements

The required amount of space for a bicycle valet varies based on the expected number of bikes and accessories. The Portland Bureau of Transportation recommends that event organizers reserve space for bike parking equal to a minimum of 2% of the total expected crowd attendance. Past events in the City that have provided bike valet have seen approximately 1% of attendees use the service. This is near consistent with the City's cycling mode share of 2%, but cycling mode share varies seasonally and attendees who do not normally cycle may opt to ride their bike to an event.

Cycle Toronto, a not-for-profit bike valet service provider in Toronto, recommends that the valet site be highly visible near the main entrance to the event and that it be a minimum of 6 m wide. Cycle Toronto's recommended footprint for 200 bikes would be approximately 250 m².



² Except for Slide the City in 2015, which operated alongside Car Free Day and saw 158 bikes parked.

Potential Locations

Popular regional events in the City include the Shipyards Night Market, Summer Sessions, Fun City Festival, Caribbean Days and Canada Day. The majority of these events take place at venues in the Lower Lonsdale area, including Shipbuilders Square, Waterfront Park or on street along Lonsdale Avenue. Space is often limited at these venues, but nearby locations on public space such as street right of way or City-owned sites may be suitable for hosting a bike valet. For example, while the space at Shipyards Night Market is very limited, nearby Cates Deck may serve as an adequate location with proper temporary signage to direct cyclists. Should Council proceed with the recommendation, staff would work in identifying potential locations when working with event applicants.

Costs

Costs for bike valet vary between public and private operators and depend on other factors such as event duration and the number of bikes and accessory devices. Staff have sampled a number of privately operated bike valets at regional events in the Lower Mainland and have estimated that, depending on attendance, costs can vary from \$550 to \$1,800 per event.

Alternatively, a municipal program such as "Wheel Watch", a mobile bike valet operated by the City of Richmond, incur initial start up costs balanced by low operational costs. Richmond's start up costs were approximately \$7,500 for a system capable of storing 40 bicycles. Annual costs thereafter range from \$300-\$750 for insuring and repairing the trailer, repairs to equipment if necessary and staff time at events. Two people are required to operate a valet service with a capacity of 40 bikes.

Staff are aware that escalating requirements and associated costs for events can impact the viability of events. It is therefore recommended that staff work with applicants on large or regional events to encourage and support the provision of bike valet services.

Recommended Approach

Transportation Planning staff are actively seeking partnerships with local business who may be interested in sponsoring bike valet services at regional events in the City. Transportation Planning staff can also support and encourage the provision of bike valet services at regional events in a few simple, yet impactful ways. These include:

- Amending the City's event application form to require the applicant to describe their approach to encouraging and accommodating sustainable travel;
- Growing awareness and knowledge on the provision of bike valet services by developing online content, including guidelines that detail considerations and benefits;
- Liaising in the identification of funding and partnership opportunities to improve the financial viability of providing bike valet services; and
- Assisting event organizers in the siting of bike valets, including identification of street-use permits as a tool when event space may be constrained.

Staff will also update the Shipyards and Foot of Lonsdale Events Policy (C59B) and Policy for Events in Parks and Public Open Spaces (C57C) to require promotion of active transportation modes to events in addition to transit and include guidelines detailing information about bike valet services.

To evaluate the success of this approach, staff from Community & Partner Engagement will support Transportation Planning staff by sharing data on the number of events that host bike valet services and the number of bikes and accessory mobility devices parked. If bike valet services become more prevalent and successful at regional events in the City after staff enact these initiatives, staff may ask Council for further direction to explore other opportunities to support active transportation to events. These may include, but are not limited to:

- Developing a requirement in event policies for bike valet services at events based on expected attendance; and
- Exploring the possibility of developing a municipally operated bike valet service.

FINANCIAL IMPLICATIONS

Some staff time is required on an on-going basis to support event planners. Staff may also work with event organizers to secure funding and partnerships with local businesses for bike valet services.

If event planners and organizers cite concerns about space constraints at their event, staff may direct them to apply for a street use permit.

INTER-DEPARTMENTAL IMPLICATIONS

This report was put together with input from the departments of Planning & Development; Community & Partner Engagement and Engineering, Parks and Environment.

Staff from Community & Partner Engagement will support Transportation Planning staff by sharing data on the number of events that host bike valet services and the number of bikes and accessory mobility devices parked. This information will be used in an effort to monitor and evaluate the effectiveness of the recommended approaches and report back to Council.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

Having a bike valet at large events such as the Shipyards Night Market, Summer Sessions and Caribbean Days would promote the City's 51 km of marked and signed bicycle facilities. Further, bike valet services can enable a broad range of people to replace single-occupant vehicle trips to events, relieving congestion and improving safety.

Developing guidelines and recommendations for bike valet services at community events will require minor amendments to Policy C59B and Policy C57C.

The proposal to encourage bike valet services at events is in keeping with the goals and objectives of the 2014 Official Community Plan including:

Goal 2.1 - Prioritize walking, cycling, transit and good movement over single-occupancy vehicles;

Objective 2.1.1 - Invest in cycling and pedestrian networks and facilities to make these more attractive, safer and convenient transportation choices for all ages and abilities with an aim to increase these ways of traveling over single-occupant vehicle use;

Objective 2.1.7 - Work with partners to encourage and promote the numerous benefits of active transportation, including health, social and economic benefits, especially amongst young people;

Objective 2.1.8 - Work with partners, including TransLink, employers in the City and their labour representatives on transportation demand management measures that encourage walking, cycling, and the use of public transit

Goal 2.3 - Support a safe, accessible, resilient, and affordable transportation system;

Objective 2.3.8 - Encourage transportation options that reduce fossil fuel use, such as walking, cycling, transit, carpooling, and low-emission vehicles;

RESPECTFULLY SUBMITTED:


for Jennifer Draper
Manager, Transportation Planning


Christopher French
Planning Assistant, Transportation

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

15. INSTPP Priority Action – New Bus Service – File: 01-0400-95-0001/2019

Report: Manager, Transportation Planning, March 20, 2019

RECOMMENDATION:




PURSUANT to the report of the Manager, Transportation Planning, dated March 20, 2019, entitled “INSTPP Priority Action – New Bus Service”:

THAT Council direct staff to work with TransLink in advancing route options for a new express bus service connecting Phibbs Exchange to the Regional SkyTrain Network;

THAT transit service hours obtained through the Mayors’ Council Vision Phase II investment plan be advanced to this new service in support of delivering a near-term priority action identified in INSTPP by postponing increased bus service hours for Route 231 – Harbourside in the City of North Vancouver;

AND THAT staff work with TransLink to revisit transit needs for the Harbourside area as part of the Mayors’ Council Vision Phase III investment plan.



 Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Jennifer Draper, Manager, Transportation Planning

Subject: INSTPP PRIORITY ACTION – NEW BUS SERVICE

Date: March 20, 2019 File No: 01-0400-95-0001/2019

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Manager, Transportation Planning, dated March 20, 2019, entitled "INSTPP Priority Action – New Bus Service":

THAT Council direct staff to work with TransLink in advancing route options for a new express bus service connecting Phibbs Exchange to the Regional SkyTrain Network;

THAT transit service hours obtained through the Mayor's Council Vision Phase II investment plan be advanced to this new service in support of delivering a near-term priority action identified in INSTPP by postponing increased bus service hours for Route 231 – Harbourside in the City of North Vancouver;

AND THAT staff work with TransLink to revisit transit needs for the Harbourside area as part of the Mayor's Council Vision Phase III investment plan.

ATTACHMENTS:

1. Letter from TransLink re: North Shore Transit Services Re-Prioritization (Document [#1760514](#))

PURPOSE:

The purpose of this report is to obtain direction for staff to work with TransLink, District of North Vancouver and City of Burnaby staff to advance the development of a new express bus over the Second Narrows Bridge, with an ultimate goal of a B-Line level of service. This direction will enable municipal staff to provide input on a preferred route and initial level of service and will assist in meeting the Integrated North Shore Transportation Planning Project (INSTPP) recommendation to accelerate the timelines for delivery of new B-Line services on the North Shore. This report also provides detail on the proposed funding arrangement that enables the advance delivery of an express bus service. Supplementing this report (Attachment 1) is a memorandum from TransLink staff expressing their intent to continue to work with municipal partners to advance this transit priority through developing routing alternatives and engaging the public.

BACKGROUND:

TransLink staff have requested municipal Council approval in advance of launching public engagement on the assignment of new bus service hours granted through the Mayor's Council Phase II investment plan. In the absence of this formal endorsement by the City of North Vancouver, the re-assignment of bus service hours to a new, express bus service as identified in INSTPP, cannot proceed. Subject to receipt of this endorsement, TransLink has an anticipated timeframe of January 2020 for this new service to become operational.

Mayor's Council Vision

As part of the Mayor's Council Vision, TransLink developed a three-phased investment plan for the delivery of transit and related infrastructure priorities. Inputs from the City of North Vancouver to the Vision included the North Shore Area Transit Plan (2012) and significant municipal consultation.

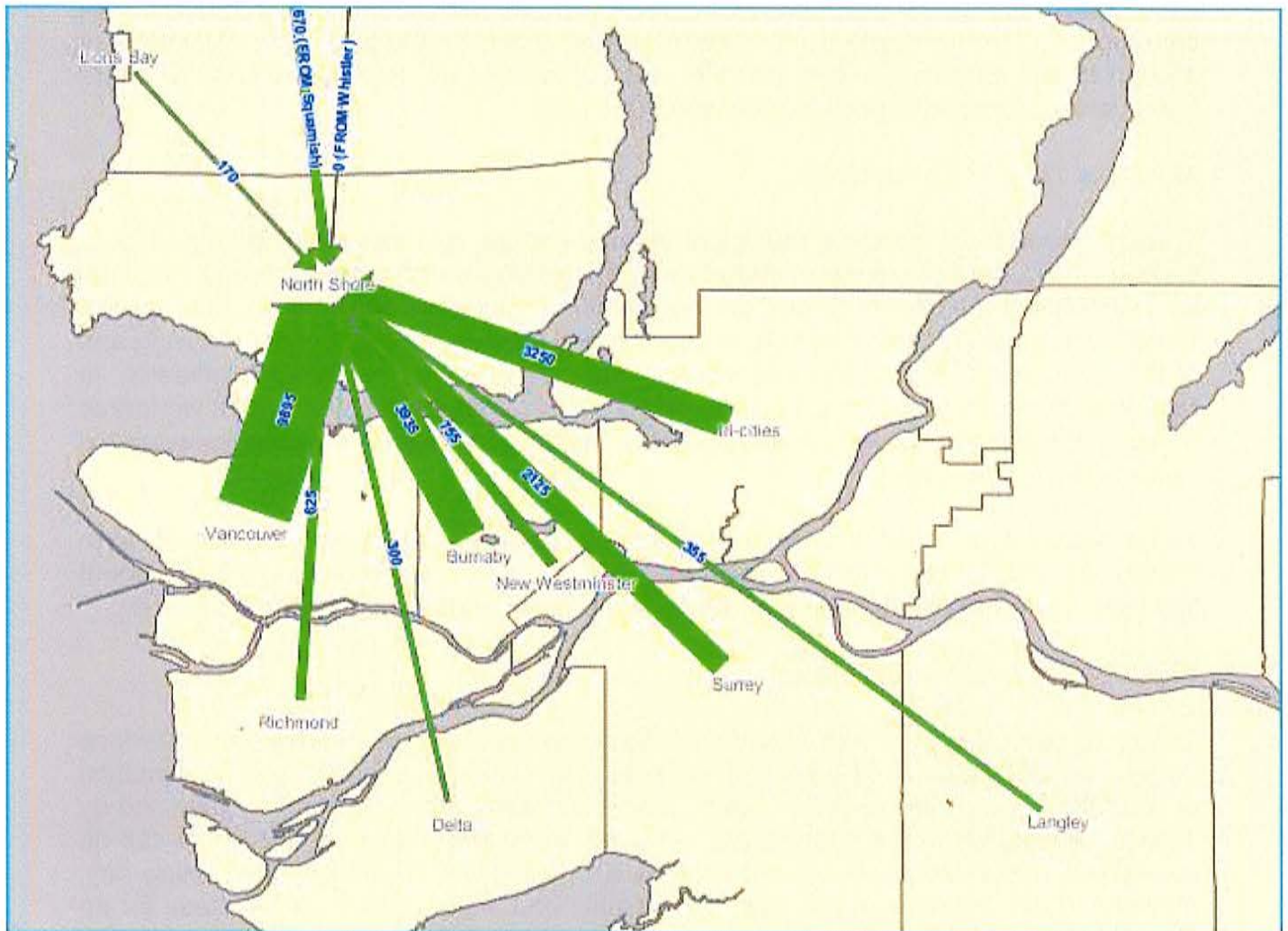
The first two phases of the Vision are fully funded and will deliver significant bus transit investments to the North Shore, including the Main-Marine B-Line and increased bus service hours for existing routes. The Phase III investment plan, which is currently unfunded, identifies two additional B-Lines for the North Shore: Georgia Street-Lonsdale Avenue-29th Avenue and Phibbs-Metrotown.

INSTPP

INSTPP findings and recommendations have become the most contemporary piece of transportation planning work for the North Shore. Through the identification of shared priorities amongst the three North Shore municipalities and the active involvement of TransLink as well as Provincial and Federal decision-makers, steps to address congestion and provide transportation options were outlined. One of the near-term actions is to identify ways in which to accelerate the delivery of the two B-Lines contemplated in the Phase III investment plan. The Phibbs Exchange to Metrotown B-Line is intended to provide faster and broader service for commuters looking to connect between the Regional SkyTrain Network and the North Shore. Data compiled through the

INSTPP process showed that many commuters to the North Shore originate in Burnaby, Surrey and the Tri-Cities, with the number of commuters coming to the North Shore from municipalities east of Vancouver exceeding the number coming from Vancouver. The B-Line service over the second narrows will provide an enhanced transit connection from these parts of the region, benefiting businesses by increasing access to labour (see Figure 1).

Figure 1. Origins of trips destined to the North Shore on a typical workday



Source: INSTPP / 2016 Census Data

Harbourside Area – Bus Service

During the input period for the Mayor's Council Vision, the City of North Vancouver identified the Harbourside area as an important priority for increasing service hours and frequency of TransLink's existing route 231. The prioritization of this area was premised on the future development of the Harbourside Waterfront community, which is now underway. With the Harbourside Waterfront development anticipated to take a minimum of 12 years to build-out all four phases, the increased transit service hours contemplated in the Phase II investment plan would precede substantial development.

Delivery of enhanced service to the Harbourside Area remains a priority to serve the existing businesses and forthcoming development. Staff and TransLink will continue to monitor development of the Harbourside area and will pursue opportunities for service expansion. Concert Properties, as part of the approvals process for the Harbourside Waterfront area, committed to providing a contribution to improving multi-modal transportation options to the area. Previously, it was envisioned that Concert would operate a temporary shuttle service to the development, until such time as TransLink provides enhanced transit service to the area. In lieu of a shuttle, Concert will provide a cash contribution which provides greater flexibility and can be allocated to future transit improvements to the Harbourside area, to coincide with the development. Concert has agreed to this approach and to provide a contribution to be held by the City for future transit enhancements in coordination with TransLink.

Municipal Transit Service Goals

Through the INSTPP process, municipalities and partner agencies identified the Phibbs-Metrotown B-Line service as an important enhancement to the frequent transit network. By connecting the North Shore to the Regional SkyTrain Network to the east of Vancouver, a new reliable and frequent service will provide a viable option to driving and reduce congestion around the Second Narrows bridgeheads. As INSTPP revealed, in response to strong employment growth on the North Shore and a shortage of workforce housing, the commuter catchment area for the Second Narrows Bridge extends eastward towards the Fraser Valley.

While the exact routing of this new bus service has yet to be determined, the City of North Vancouver, District of North Vancouver and City of Burnaby will provide significant input to TransLink to ensure the ultimate routing addresses congestion in an impactful way.

Short-term Transit Service Goals

The strategy for funding a new bus service was born out of a review of new transit service hours granted through the Phase II investment plan. Through the proposed re-allocation of Route 231 new transit service hours, alongside some other efficiencies identified by TransLink (detailed in the attachment), a budget of 10,000 transit service hours can be committed. This allocation will not achieve a B-Line level of service on opening day; however, it can be delivered to build up ridership and support the business case for an ultimate B-Line configuration. The shared goals of the three municipal partners for the short-term configuration of the new bus service include:

- Tying into key destinations for both employment and housing;
- Considering fare implications (i.e. 2 or 3 zones) for potential SkyTrain connection locations;
- Delivering beyond peak hour service to help grow new ridership; and
- Active promotion and monitoring.

Once the routing and service hours have been confirmed, Council will receive an update by way of an information report.

Long-term Transit Service Goals

The identification of three B-Lines through the Mayor's Council Vision reflects the longer-term vision in the North Shore Area Transit Plan (NSATP). The City of North Vancouver embeds this vision within our Zoning Bylaw where rights-of-ways for transit corridors are protected for future, higher orders of transit service. In order to support these corridors, the vision looks to improve travel time reliability and enhance customer experience, especially at transit exchanges. As we witness shifts to all-day demands for transit service, and an urgent need to make transit more competitive with auto trips on our limited East-West road network, we must consider ways to integrate the B-Lines such that travel can be made to and from the North Shore without the inconvenience and added time of a transfer. Staff are actively working with partner municipalities and TransLink in formulating an updated long-term vision for the North Shore in the upcoming Regional Transportation Strategy engagement sessions.

COMMUNITY ENGAGEMENT

TransLink will be initiating public engagement on the Phase II allocation of transit service hours this spring. Considering the timing of this new express bus service opportunity, engagement timelines for this spring cannot be met. However, TransLink has committed to doing a stand-alone public engagement for this new service before year's end, and subject to Council and TransLink approval, the service can become operational early in 2020. This engagement will include outreach to a range of stakeholders, including dialog with business associations to help ensure the enhanced bus service provides more convenience for employees of City of North Vancouver businesses.

FINANCIAL

Transportation Planning staff resources are required to support the advancement of route selection and strategy development. There are no anticipated capital or in-kind infrastructure contributions required because the service is not within the City's jurisdictional boundaries. The City's most significant contribution would be Council's endorsement to re-prioritize allocated transit service hours in the short-term in exchange for the delivery of a shared North Shore INSTPP priority action.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

Advancing route options for a new express bus service between Phibbs Exchange and Metrotown is in line with Official Community Plan's transportation objectives:

Objective 2.1.5 Work with TransLink to improve accessibility to transit, complete projects identified in the 2040 North Shore Area Transit Plan, expand the Frequent Transit Network, provide rapid transit services on Marine Drive/3rd Street and Lonsdale/29th Street, and increase SeaBus frequency;


Objective 2.1.8 - Work with partners, including TransLink, employers in the City and their labour representatives on transportation demand management measures that encourage walking, cycling, and the use of public transit

Objective 2.1.9 Work to improve the integration of different transit services (e.g. local and rapid bus, SeaBus, SkyTrain, West Coast Express, BC Ferries) between the North Shore and the region to provide convenient transit connections within and through the community; and

This opportunity also supports the transportation goals outlined in the Community Energy and Emissions Plan:

- Work towards a mode split with a higher concentration of transit use, carpooling, walking and cycling.
- Public transit will be convenient, comfortable and safe to ride in all neighbourhoods

RESPECTFULLY SUBMITTED:


for Jennifer Draper
Manager, Transportation Planning

JD/rf/eb



TransLink

400 - 287 Nelson's Court
New Westminster, B.C.
V3L 0E7 Canada
Tel 778.375.7500
translink.ca

South Coast British Columbia
Transportation Authority

March 12, 2019

Leanne McCarthy, CAO
City of North Vancouver
141 West 14th Street
North Vancouver, BC V7M 1H9

David Stuart, CAO
District of North Vancouver
355 West Queens Road
North Vancouver, BC V7N 4N5

Dear Ms. McCarthy and Mr. Stuart,

Re: North shore transit services re-prioritization

As you know in 2018 the City and District of North Vancouver and TransLink worked to collaboratively identify transit priorities for the North Shore funded in the Phase 2 Investment Plan. Since the adoption of the Phase 2 Investment Plan in June 2018, the North Shore municipalities, in partnership with TransLink, have completed Integrated North Shore Transportation Planning Project (INSTPP).

Since the completion of INSTPP we understand that new priorities to address mobility and congestion on the North Shore have emerged. One of the recommendations that INSTPP made was to: "Implement a new, express bus service between Phibbs Exchange and the SkyTrain network, crossing the Second Narrows Bridge, beginning with a rush hour service to assess demand, working with local government partners to reprioritize timing and transit resources."

City and District staff have expressed a desire to reprioritize the funding identified in the Phase 2 Investment Plan to implement an express bus service connecting Phibbs Exchange and the SkyTrain network. TransLink welcomes the opportunity to work with our municipal partners to address this new transit priority. Once we have further developed alternatives, or a preferred alternative, with our North Shore colleagues we will advance to public consultation.

We look forward to continuing our work with municipal staff to develop a new transit service that will make transit more competitive and reliable.

Sincerely,

A handwritten signature in blue ink, appearing to read "SRoss", with a long horizontal flourish extending to the right.

Sarah Ross
Director, System Planning



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

16. Business Pulse Report: Central Lonsdale – File: 13-6750-01-0001/2019

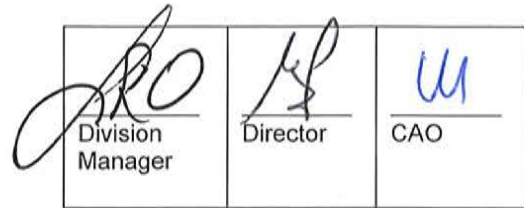
Report: Manager, Business and Community Partnerships, March 13, 2019

RECOMMENDATION:

PURSUANT to the report of the Manager, Business and Community Partnerships, dated March 13, 2019, entitled “Business Pulse Report: Central Lonsdale”:

THAT the report and attachments be referred to relevant City staff and the Chamber of Commerce for information;

AND THAT staff be directed to report back on the process for establishing a Business Improvement Area in the Central Lonsdale business area.



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

REPORT

To: Mayor Linda Buchanan and Members of Council

From: L.R. Orr, Manager, Business and Community Partnerships

SUBJECT: BUSINESS PULSE REPORT: CENTRAL LONSDALE

Date: March 13, 2019 File No: 13-6750-01-0001/2017

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Manager, Business and Community Partnerships, dated March 13, 2019, entitled "Business Pulse Report: Central Lonsdale":

THAT this report and attachments be referred to relevant City staff and to the Chamber of Commerce for information;

AND THAT staff be directed to report back on the process for establishing a Business Improvement Area in the Central Lonsdale business area.

ATTACHMENTS:

1. Central Lonsdale Business Pulse Report (Document #1530850)
2. Queensbury Business Pulse Final Staff Report (Document #1549265)

PURPOSE:

As part of the previous three year contract with the City, the North Vancouver Chamber of Commerce/Economic Partnership North Vancouver (EPNV) were required to complete two Business Pulse surveys in the City's commercial areas. Surveys were completed for Queensbury (Spring 2016) and Central Lonsdale (Spring 2017) business areas. This report provides Council with the final business pulse report from the Central Lonsdale business area and seeks support for potential next steps. The Queensbury report was

dealt with by the previous Council and staff are working on a number of initiatives for that business area as directed by Council (see Attachment #2).

BACKGROUND:

Business Pulse surveys are a common tool used by economic development practitioners to gauge the general health of local businesses. It provides a snapshot of business conditions and issues at a point in time. *Business Pulse* techniques involve informal in-person conversations with business owners or managers, lasting up to 5 minutes. EPNV has custom designed the *Business Pulse* approach for the City based on blitz style outreach techniques promoted by the British Columbia Economic Development Association (BCEDA).

The *Business Pulse* interviews address 5 fundamental questions related to the current business environment in a particular geographic area. The standard vetted questions for business owners or managers are:

1. Please rate the current state of your business (Is it growing, steady, or shrinking?).
2. What do you like most about doing business in North Vancouver?
3. What is the greatest challenge your business faces today?
4. What would help your business grow?
5. What would you like more access to or information about?

The primary objectives of the *Business Pulse* visits were:

- To get the pulse of the local business climate;
- To provide one-on-one consultation with local businesses;
- To build long lasting and effective working relationships between EPNV staff and business decision-makers;
- To quickly identify businesses on the brink of greatness and those businesses that may require assistance;
- To follow up on identified needs using a wide variety of services, such as technical assistance, workforce development, financing and building new markets; and
- To identify business training needs that EPNV can facilitate.

The consultation also provides useful information for the City regarding what, if anything, we could do within the purview of local government to address the issues and opportunities identified by the interviews.

DISCUSSION:

Attachment #1 is a detailed report on the responses received from Central Lonsdale Businesses during the Business Pulse survey. The survey was randomly conducted of businesses located on Lonsdale Ave. from Victoria Park to the North boundary of the City.

In total, 70 surveys were completed (67 in-person and 3 online) of 112 businesses contacted. There are approximately 450 businesses operating in the survey area. Of the

businesses that participated, 48% were retail, 29% were restaurants and the remaining 23% was a mixture of business types.

Location (44%) and clientele (37%) were the most common responses to the question on what they liked most about doing business in the City. Respondents also noted the growing hub of central Lonsdale as a business district for North Vancouver, increasing customer base due to increasing densities, loyal customer following, streetscape improvements and increasing variety of businesses moving into the area as all being positive aspects of the current business environment. Respondents identified parking (29%) and construction impacts (25%) as being the greatest challenges facing their business. In regards to the current state of their business, 86% of respondents indicated their business was either growing or steady which indicates a healthy business climate. On the question of what could be done to help businesses in Central Lonsdale responses can be categorized along a number of themes:

- Neighbourhood conditions: Attractive public realm, options for creating unique customer experiences (street patios) and garbage control (particularly cigarette butts);
- Connections: Networking opportunities and information sessions on things like marketing and advertising;
- Parking: Available parking supply would help businesses and enable growth;
- Municipal information: More and timely information on construction projects and potential impacts on public access was identified as something that would assist businesses in dealing with the impacts of construction; and
- Small business support: A range of business support suggestions were identified by respondents including building awareness around buy local, facilitating a merchants association and discussing the particular needs of small vs. larger businesses.

Priorities

Three main priorities for City consideration have been identified from the responses received:

1. Parking

Despite the increase in pedestrian customers due to increasing residential density in the area, many of the business respondents indicated their business still depends on commuting customers. Businesses feel there has been a general loss of parking supply in the area over the years and with an increase in business traffic customers are finding it increasingly difficult to find parking. Business owners believe available parking is critical to the continued success of local business and for potential expansion. Continuity and consistency in parking enforcement was also identified as a way to improve the current situation.

Recommended response:

Parking is a complex issue and a snapshot survey is not necessarily the best tool to identify or define the actual problem. Nevertheless, the businesses have identified increasing concerns expressed by their customers. Given this:

- Bylaws staff have increased parking patrols in the Central Lonsdale area to ensure a better turn over of parkers.
- Consideration should be given to developing a parking strategy as part of any future planning efforts for the Central Lonsdale business area.

2. Development and Construction

The impact of increased traffic from trades and equipment, and construction impacts on customer access either on foot or by vehicle was identified as a high priority issue requiring attention by business respondents. Information to businesses and customers was seen as key to reducing the impacts.

The Development Services Division of the Engineering, Parks and Environment Department (EPE) administers the Good Neighbour Program (the Program) which is designed to inform and partner with development sites to effectively communicate with neighbours and minimize disruptions. The Program is administered with four principles: good communication, proper permitting, protection of neighbourhoods, and safe construction practices. The four principles are managed by embedding these principles when staff consider applications for development and by requiring the developer to enter into a Good Neighbour Agreement (the Agreement). The Agreement outlines the responsibilities of owners of development sites which, depending on the size of the project, may include the following:

- Posting a project plan including contact information
- One week's notice of project commencement
- One week's notice of major activities such as crane set up, noise exemptions, and large street disruptions
- Discouraging nuisance behaviour by site workers

The notice area for the site is defined by the City and included in the Agreement and required communications are conducted by the owner. Both businesses and residents are included in the notice area. It is worth noting that as part of the conditions of our Street Use Permit, permit holders are required to notify "all affected property owners, [and] business operators" with a copy to the City. Staff have heard anecdotally, that having the Agreement has improved site compliance considerably.

The EPE Department. Public Works follow a strict notification process for residents and businesses for all projects impacting streets and sidewalks (including Lonsdale Energy Corporation works). Notification letters, providing information on the projects, are hand delivered to all residents and businesses within the immediate vicinity of the works at least one week in advance of the work commencing. Depending on the scope of the works, information will also be provided through social media and on-site

signage. If sidewalks are going to be impacted, pedestrian level signage is installed to inform pedestrians about any disruption in sidewalk usage.

Recommended response:

The comments from business regarding the lack of information about pending public works is curious given the notification process followed by staff. Without the benefit of more specific information staff can only assume that part of the problem may be that staff who receive the notices at the businesses may not always be handing the letters over to the manager/owners of the business (who would have been interviewed for the Business Pulse survey). Unfortunately, the Chamber of Commerce staff person who conducted the interviews no longer works at the Chamber so being able to clarify this concern is not possible.

- Staff in EPE will consider these business comments for any future changes to the public works notification process in an effort to improve the process.

3. Neighbourhood Conditions

While there was general satisfaction and appreciation among the respondents with the City's attention to the public realm design, cigarette butt litter (particularly around bus shelters), homelessness and increasing alcohol related behavior were identified as being of increasing concern.

With regard to street cleanliness, it is the City's practice that businesses are responsible for keeping the sidewalk in front of their business clean (including bus shelters) of garbage, cigarette butts, leaves and snow/ice. EPE empties street garbage cans along Lonsdale Ave. seven days a week and hand sweeps the gutters and general area around the cans at that time. This includes bus shelters if time permits. Engineering staff have commented that they consider bus shelters part of the 'property frontage' so they want to continue to encourage business owners to help where they can, as they play a very important role in keeping streets clean.

Recommended response:

- With regard to street cleanliness, EPE staff are facilitating an interdepartmental process to consider ways of improving street cleanliness in our commercial areas.

Staff have noticed a slight increase in recent years with street begging and public drunkenness on Lonsdale. RCMP and Bylaws staff are aware of this and are making an effort to assist people in these situations, ensuring they are aware of local services and are not disruptive to others. RCMP and Bylaw staff have Resource Cards that they can hand out to individuals as needed. There have not been any significant issues reported to City staff relating to public begging and public drunkenness which would require a different response at this time. If any significant situations should arise such as violence against the public the RCMP would respond under the Safe Streets Act. Such situations would not involve City Bylaw Officers.

- RCMP and Bylaw staff will continue to monitor these issues and respond accordingly.

FINANCIAL IMPLICATIONS:

There are no direct financial implications resulting from this report.

INTER-DEPARTMENTAL IMPLICATIONS:

This report has received input from Engineering, LEC, and Bylaw staff.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The opinions of local business owners are important to inform and improve upon City processes and services. While the Business Pulse Survey may only be a snapshot in time and limited in scope, it does provide useful feedback for City staff. This information while being useful today can also inform any future planning process the City undertakes for the Lonsdale Ave. business district.

Many of the issues raised by the respondents to this survey could also be of interest to a local Business Improvement Area (BIA) should one exist. In many jurisdictions BIAs take a leadership role in cleanliness of public streets and work cooperatively with local governments on construction impacts and issues like public begging. Staff believe a Business Improvement Area in the central Lonsdale area could greatly assist businesses and provide a single voice for the business district as exemplified in Lower Lonsdale with the Lower Lonsdale Business Improvement Area.

RESPECTFULLY SUBMITTED:



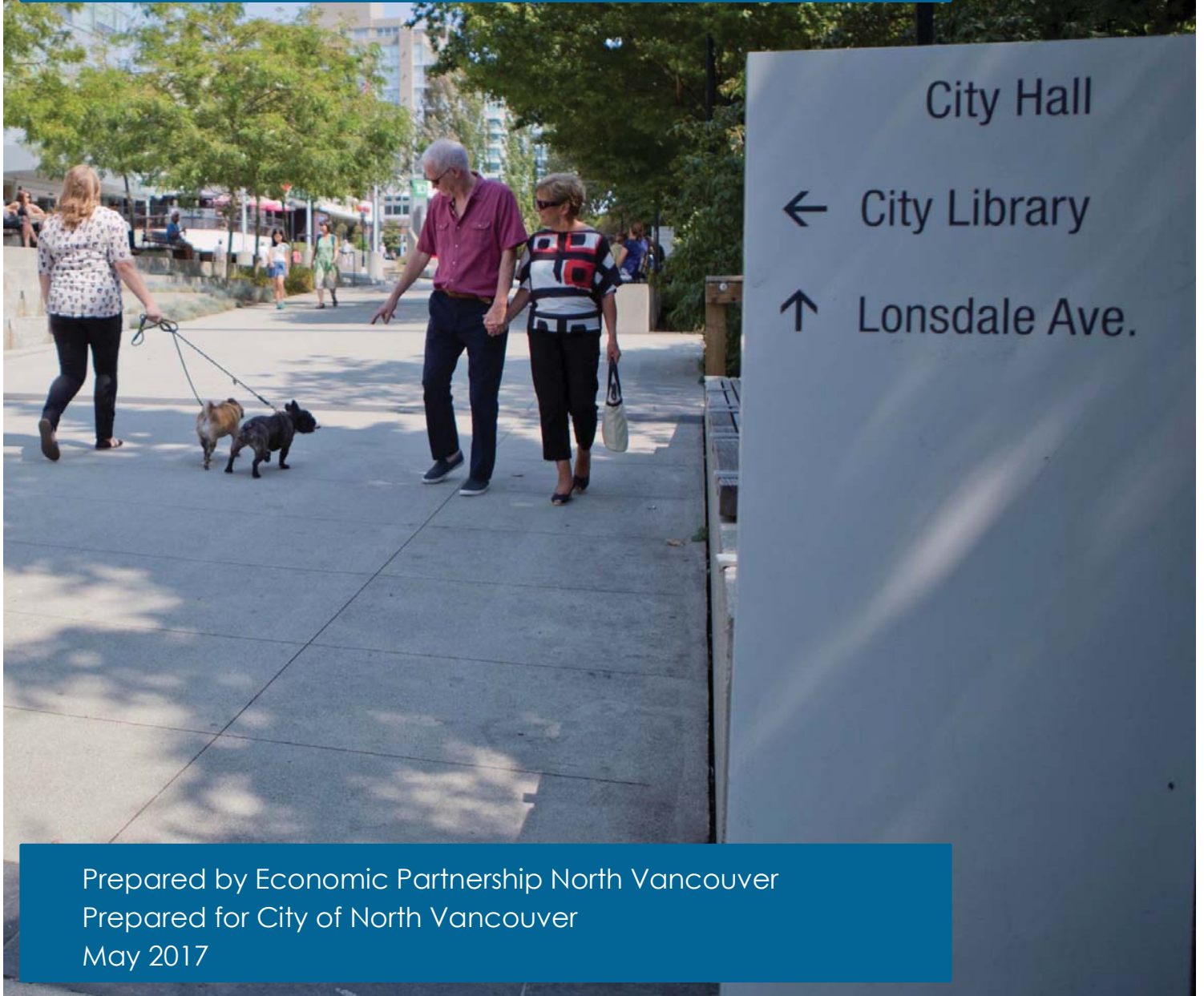
L. R. Orr
Manager, Business and Community
Partnerships

Attachments

LO/jb

Central Lonsdale Business Pulse

Final Report



Prepared by Economic Partnership North Vancouver
Prepared for City of North Vancouver
May 2017



ECONOMIC
PARTNERSHIP
NORTH VANCOUVER

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i. Executive Summary

Economic Partnership North Vancouver (EPNV) is a program of the North Vancouver Chamber. EPNV is working closely with the City of North Vancouver to learn and track the challenges of local businesses, as well as to help improve the overall business environment.

EPNV conducted a retail “*Business Pulse*” in the Central Lonsdale commercial area to check the health of business in the area and identify any challenges the businesses are facing. The goal of the Central Lonsdale Retail Business Pulse Report is to provide local stakeholders and decision makers with a snapshot of current business conditions. The feedback from local businesses helps identify areas where support and changes can be made.

Three key theme areas that were identified through this survey and proposed recommendations include:

Shortage of Available Customer Parking

- A shortage of available customer parking and an increase in traffic congestion are making it more difficult for customers to access Central Lonsdale retail and service businesses.
- Businesses are recognizing parking conditions have always been a challenge, but the conditions are worsening as the demand of parking is increasing for both employees and customers.
- **Recommendation:** Businesses would like to have greater continuity and consistency when it comes to parking enforcement, as well as an increase in total customer parking to relieve the supply/demand discrepancy.

Impacts Related to Construction and Development

- Some businesses are experiencing an increase in customers and are motivated to expand due to densification. However, existing businesses are also experiencing the brunt of the growing pains of new construction projects including frequent interruptions to pedestrian and vehicle traffic in the area.
- Established businesses are frustrated as many long-time customers are deterred from visiting Central Lonsdale due to increased congestion, and customer loyalty is being put to the test.
- **Recommendation:** Central Lonsdale businesses indicated that they would like to see more steps taken to inform businesses about, and to mitigate the distraction and disruption caused by the various construction projects.



Neighbourhood Conditions

- Street waste, particularly littered cigarette ends, are a problem for some areas close to bus stops.
- A few businesses have noted a marginal increase in homelessness in the area.
- A few incidents of alcohol-related behavior have negatively affected businesses, and if it becomes common could impact the area's reputation.
- **Recommendation:** Local owners take pride in their community and want to make the best impression possible. They invest a lot of staff time and money to create an attractive business, so anything the City of North Vancouver can do to address minor concerns is valuable to help maintain Central Lonsdale's strong reputation.

Next Steps and Opportunities

EPNV looks forward to assisting the City of North Vancouver with this information and to possibly integrate some of the suggestions into new initiatives in order to help better the conditions for Central Lonsdale businesses.

EPNV has also partnered with Capilano University's Continuing Studies & Executive Education department to establish skills and learning "mini-workshops" on selected topics identified by local businesses. Six sessions have been completed so far, and more are in development for the latter half of 2017.

ii. Acknowledgements

The Central Lonsdale *Business Pulse* outreach survey is the result of the work of community leaders, partners, and volunteers. It was overseen by EPNV. The execution and objectives of this initiative included consultation with an EPNV Board member for local government, Larry Orr (Manager, Business Services for City of North Vancouver).



1. Introduction

1.1 Economic Partnership North Vancouver

Economic Partnership North Vancouver (EPNV) is a unique, integrated, and collaborative economic development program developed for North Vancouver by the North Vancouver Chamber. Launched in 2015 with shared support from industry, higher education, First Nations and government stakeholders, including the City of North Vancouver, the objective of the EPNV is to facilitate collaborative economic planning, and to stimulate and support local business and sustainable community growth.

EPNV's 20 member Board of Directors (see Appendix A) are a diverse range of senior business leaders representing the full range of sectors and communities in North Vancouver. The EPNV Board is a committee of the North Vancouver Chamber Board of Directors established as the body responsible to fulfill the 3 year 'North Vancouver Economic Development Program' commitments under the Western Diversification Program (WDP) for the purpose of:

- Facilitating integrated economic planning for the region;
- Supporting the sustainability, growth and retention of existing businesses and connecting businesses to local supply chains;
- Providing business services to actively attract new business investment;
- Working with stakeholders and regulators to reduce barriers to business and address broad community challenges;
- Providing information for growth and start-up opportunities;
- Creating business skills development and training programs working with local institutions;
- Promoting trade and investment opportunities; and
- Engaging the community to support economic expansion.

EPNV staff provides a variety of services available for all local businesses while actively helping to manage long-term economic growth and prosperity for North Vancouver.

1.2 Background and purpose

Checking the pulse of the business community on an ongoing basis is a crucial component to support economic growth. According to the British Columbia Economic Development Association (BCEDA), approximately 75% of jobs created and new investment can come from retaining and expanding existing companies. To that end, EPNV is working closely with the City of North Vancouver to learn and track the challenges of local businesses, as well as to help



Today, Central Lonsdale also acts as a downtown “core” in the public perception. There are significant commercial, residential, and civic developments underway as well. Finally, the area is part of the critical “hub” and the movement of vehicles and people, as Central Lonsdale is a thoroughway from Highway 1 to the Seabus/Lower Lonsdale.

2.2 Neighbourhood demographics

Central Lonsdale comprises the geographic centre of the City of North Vancouver. The neighbourhood is significant because the Lonsdale Avenue traffic corridor runs north-south through the middle of Central Lonsdale, but also acts as the primary retail, office and consumer services district for the municipality at the same time.

At present North Vancouver is flourishing as part of the Metro Vancouver economy that is forecast to expand by 3.5% in 2016, up slightly from 3.4% in 2015. Central Lonsdale has experienced a growth in population at every census since 1986, at an average 5-year growth rate of 6.86%. Between 2006 and 2011 the population living in Central Lonsdale increased by 1,050 to 13,790. The neighbourhood comprises 28.6% of residents in the City of North Vancouver. 94% dwelling types are apartments and only 5.5% of dwellings are single detached homes¹. The result is a consumer appetite to shop, eat, work, live and play in a single location. The roughly five-block wide corridor centered on Lonsdale Avenue – both Central and Lower Lonsdale – creates this captive consumer base.

The Lonsdale corridor is also celebrated for the diverse community and cultural makeup of its residents. The Persian community in particular is a prominent community that has been attracted to living in North Vancouver for decades and starting or growing their businesses here.

3. Methodology

3.1 Survey method

Each *Business Pulse* is dedicated to a specific business neighbourhood in North Vancouver. The process assists EPNV in gathering information and monitoring the local business climate. The surveys are done through face-to-face visits. The visits involve informal conversations with business owners and/or managers, each lasting from 1 - 5 minutes in length.

¹ City of North Vancouver Community Profile page 27: <http://www.cnv.org/-/media/city-of-north-vancouver/documents/about-the-city/2015-community-profile.pdf>.



These in-person visits build a relationship and familiarity between businesses and our staff and volunteers. The brevity of this process also respects the busy schedule of small business owners, and is the most efficient use of EPNV's resources.

The Central Lonsdale *Business Pulse* was EPNV's first initiative for business outreach of this nature in the City of North Vancouver. The collection of small and medium-sized businesses in Central Lonsdale was well-suited for this project, and the quality of feedback from the survey results serve as a model for EPNV's future outreach and initiatives to other commercial areas.

3.2 Survey questions

The *Business Pulse* asked the following 5 questions related to the state of business in North Vancouver:

- How would you rate the current state of your business?
- What do you like most about doing business in North Vancouver?
- What is the greatest challenge your business faces today?
- What would help your business grow?
- What would you like more access to or information about?

The open-ended nature of the questions allowed for business owners to self-direct the conversation and identify their specific concerns. The survey allowed for the creation of a community snapshot and identification of issues and related solutions for this specific area.

In addition to in-person visits, an online survey using *SurveyMonkey* allowed remote responses from owners/managers unavailable to complete an in person *Business Pulse* survey.

3.3 Business Outreach Efforts

EPNV staff and volunteers visited over 100 businesses in total. There were 70 surveys completed for business owners/managers available on site. Busy or unavailable businesses received an information flyer directly from EPNV and the opportunity to complete an online rather than an in-person survey.

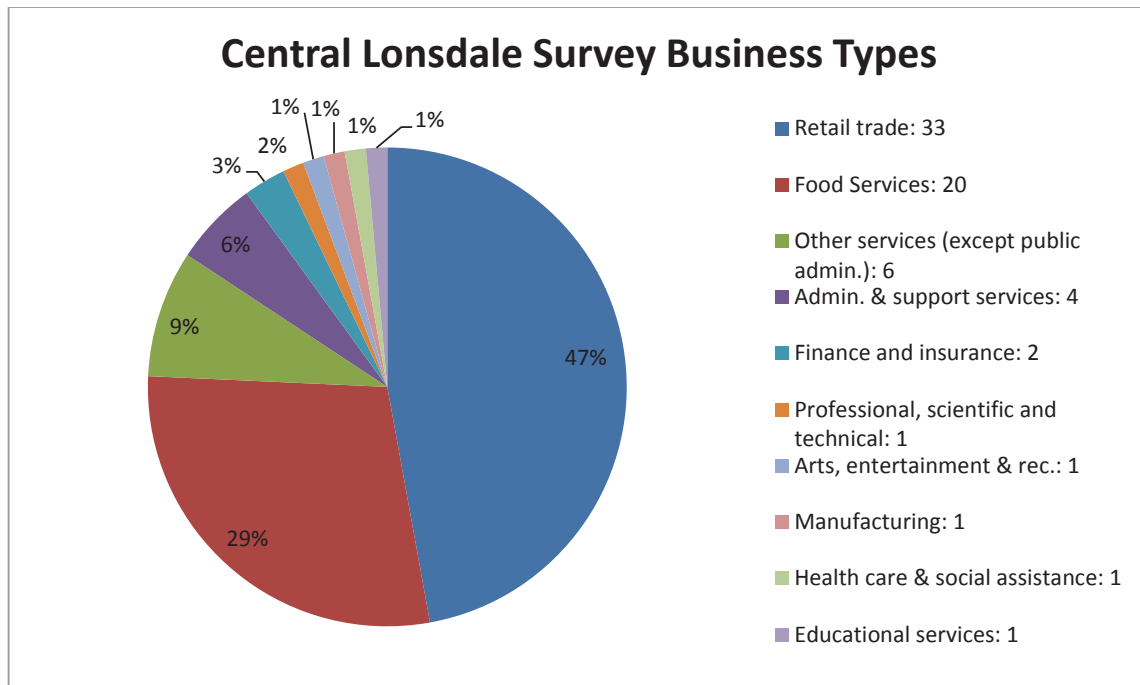
45 flyers were distributed with links to the online survey. Only 3 businesses (4.3%) took the time to complete the survey online, and these are included in the results with the 67 in-person surveys. The total number of businesses EPNV made contact with was 112, for a response rate of 62.5%.



3.4 Business Pulse Participants

EPNV set a target of reaching 70 businesses in the Central Lonsdale business area. This target was reached and there was a diverse cross section of business types represented in the respondents.

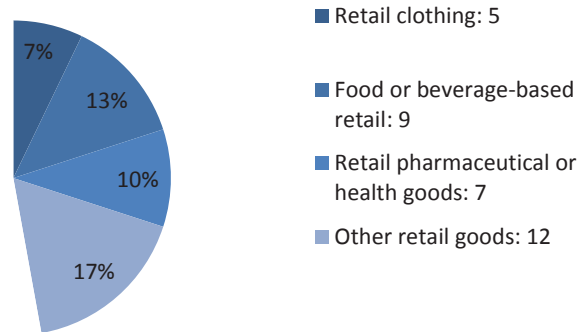
The following breakdown exhibits the 70 businesses surveyed based on their sector:



Nearly half of all survey responses in the retail trade business (48%). A further breakdown of the 33 retail trade businesses surveyed reveals the following business types:



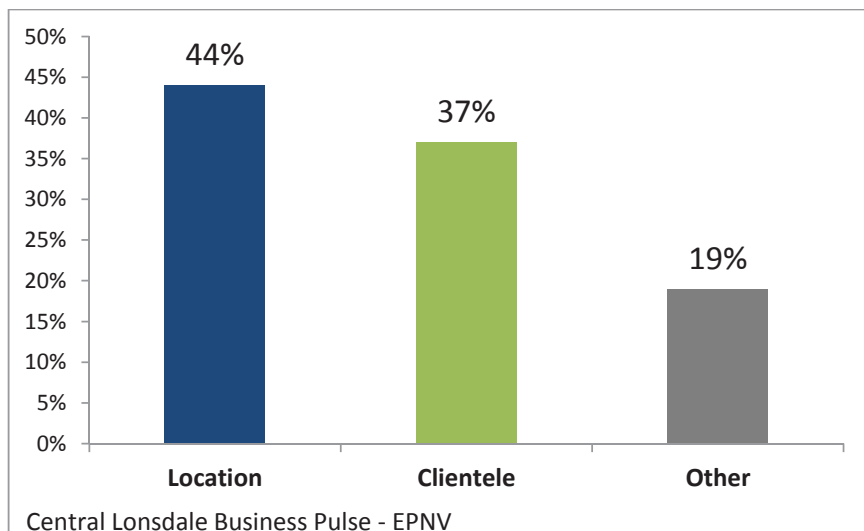
Central Lonsdale Surveyed Business Types - Breakdown of "Retail trade" Only



Central Lonsdale Business Pulse Report - EPNV

4. Business Pulse Results

4.1 Question: *What do you like most about doing business in North Vancouver?*



Central Lonsdale Business Pulse - EPNV

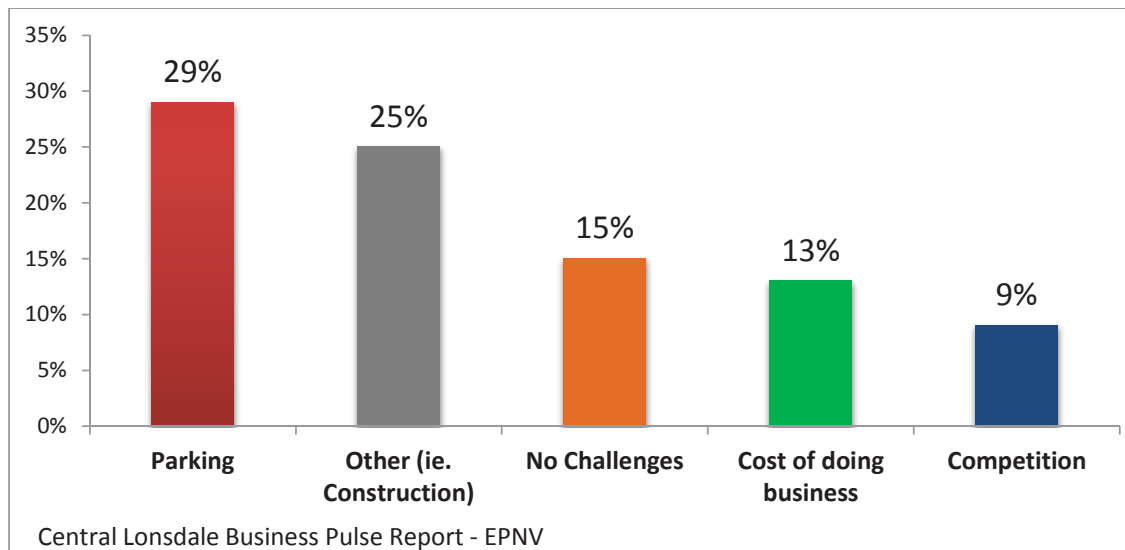
The two most common responses for North Vancouver's attractiveness as a place to do business were **location** and the **clientele**. Overall there was a lot of consensus of the strengths North Vancouver offers.



- **Location:** The location of Central Lonsdale in North Vancouver as the hub for the North Shore is an important distinction. Long-time businesses with a history and reputation utilize their own status and also leverage the prominence of Central Lonsdale as a retail, service, and shopping neighbourhood. These business owners usually live nearby, allowing them to take advantage of short commute times and are also very committed to all aspects of the whole community. The design of large sidewalks also facilitates the walk by traffic that adds exposure to all Central Lonsdale businesses.
- **Clientele:** New businesses are still moving to the area as the density and development signal a strong economy and customer base. Customers are described as friendly and loyal, consciously buying local, and part of key consumer markets. The neighbourhood features recognizable demographics such as families with children, seniors who are active or require health care, sports and recreation enthusiasts, and the local Persian community. These demographics are also considered unique to Metro Vancouver, so that Central Lonsdale has carved out a niche identity. Simultaneously, the growing local customer base within the Lonsdale corridor is expected to sustain existing businesses and help with attracting new ones at the same time.
- **Business Anchors and clustering:** New businesses are offering complimentary products and services for critical business anchors such as ICBC, health care services, and outdoor recreation such as Grouse Mountain. For instance, health care anchors result in pharmacies that are attracted to patient needs and are saturated or clustered in very close proximity to each other as well. New food services opening up fit into the international cuisine presence that helps define Central Lonsdale. It is also a natural expansion to the North Shore for franchises and new branches of businesses growing in Metro Vancouver that already have a proven business model to establish here.
- **Sense of community:** Community pride and loyalty is a significant advantage in retaining businesses through the ups and downs of the business cycle. Local businesses who already feel the clientele is the biggest advantage to doing business in North Vancouver also experience a sense of community for those who live here. The customer base is also perceived to be growing due to the added density in the City of North Vancouver, which presents opportunities to enhance and maintain connections to a common community spirit. North Vancouver as a whole has a “brand” that adds a cachet to operating specifically in Central Lonsdale. Businesses of all types and ages take advantage of the reputation North Vancouver has, and are proud to have originated here or expand here.



4.2 Question: *What is the greatest challenge your business faces?*



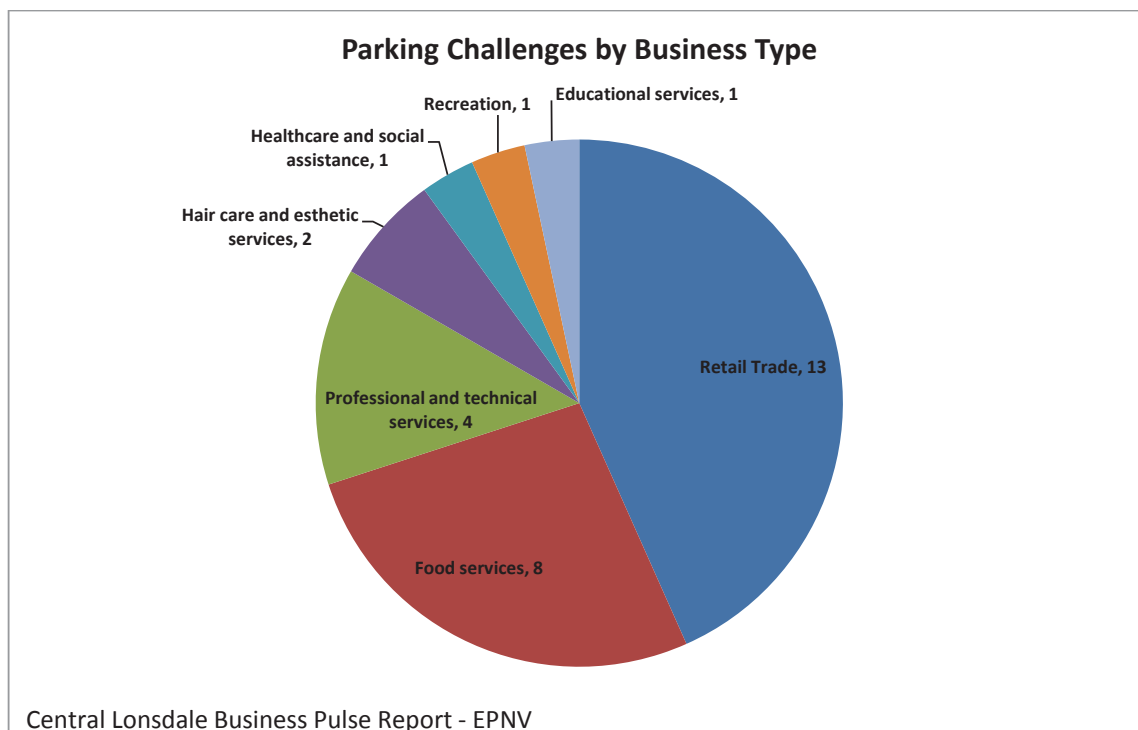
When asked about challenges faced by their business, several common themes became clear about barriers faced by operating in Central Lonsdale.

- **Parking supply and demand:** Parking is the largest single challenge identified by Central Lonsdale businesses; 29% of respondents listed it as the greatest challenge their business faces. These local businesses have experienced a reduction of total supply of street level parking due to new developments over the past decade. At the same time, local businesses are trying to retain and grow their customer base, despite the changing environment to do so.
- **Commuters:** Central Lonsdale businesses still rely on customers commuting by car, so the combination of heavy rush hour traffic and the limited parking supply creates a dual disadvantage.
- **Customer access:** Parking is a key lynch pin for how these businesses access their customer base. More parking supply helps increase how much businesses can generate, but customers unable to find parking or stay parked for long periods is a major barrier that is negatively impacting sales.
- **Free street parking:** An overwhelming majority of businesses surveyed in Central Lonsdale were opposed to adding pay parking on their streets. Only a couple had

considered it an option, but also had other ideas to improve parking conditions and availability as well.

It is bad enough that many customers commuting to Central Lonsdale businesses are experiencing the traffic and congestion of east-west movement on the North Shore. It is even worse that once they finally arrive by car and cannot temporarily store their vehicle while they shop. Over 40% of businesses visited (30 out of 70 surveyed) mentioned parking challenges in a negative context at least once during the short survey discussions, even if it was not their number one concern.

Most of the businesses identifying parking where operating retail trade and food service business, but a diverse cross-section of industries also feel the parking pinch. This diversity of sectors identifying the importance of parking access indicates that this challenge is impacting more than just storefront-oriented businesses. Having 7 sectors susceptible to this barrier leaves the door open to parking challenges becoming a permanent feature of Central Lonsdale and could damage its reputation as a prime location to operate.



It is noteworthy that the loss of prominent customer lots from the former Extra Foods and Safeway locations has had a trickle down affect on parking supply, as identified by nearby business owners. Temporary disruptions of regular parking due to construction is also a shorter-



term problem, with traffic and pedestrian interruptions lasting anywhere from a few hours to many months.

Key observations on the topic of parking with Central Lonsdale businesses explicitly state that conditions have always been tight for parking here, but have recently worsened. Construction is a concern for Central Lonsdale businesses due to a number of impacts experienced from current and prospective projects. New commercial and residential building projects also interfere with parking on a temporary basis over the lifetime construction and renovations for these developments.

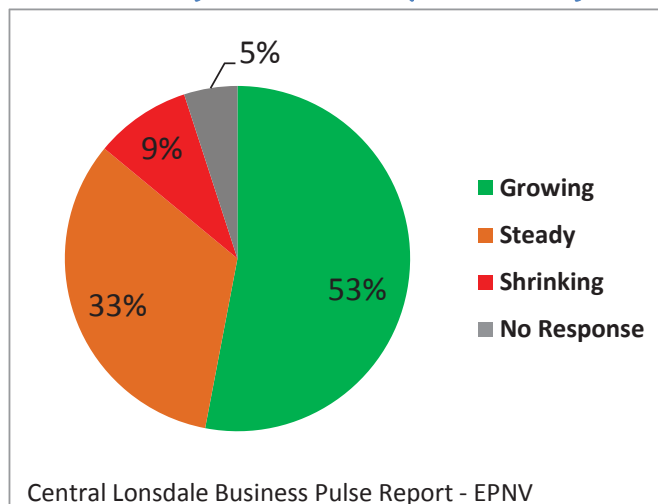
There was an expectation that cost of doing business and competition would be larger challenges than the results indicated. In this instance it is important to stress that the question was framed to determine the *greatest* challenge faced by the business, so that only one top choice would be recorded. Cost of doing business challenges that Central Lonsdale businesses mentioned touched on the higher costs of operating, specifically costs such as taxes and rents.

4.3 Question: *What is the current state of your business (ie. Growing, Steady, Shrinking)?*

The results to this question indicate an overall positive business outlook. 86% of interviewed companies reported a growing or steady state of business.

Businesses that indicated they are shrinking are all long time businesses in Central Lonsdale.

Only one of six shrinking businesses suggested their declining state is due to competition. Some of the businesses experiencing a decline in business identified construction and the disruption caused by development as the source for lost business, so their experience could just be temporary. However, North Vancouver businesses will need to take pre-emptive actions and adopt a proactive approach to future construction projects. Realizing the impact the construction will have on a business and compensating for lost sales in other areas will mitigate a similar decline in sales while development occurs.



4.4 What else can be done to help Central Lonsdale businesses?

The fourth and fifth questions in the business survey covered much of the same material:

Question 4: What would help your business grow?

Question 5: What would you like more access to or information about?

Common themes and responses:

- **Neighbourhood conditions:** Businesses find it easier to operate in an attractive public area like Central Lonsdale. There is still some need for streetscape enhancements such as cleaner sidewalks, beautification, less garbage and cigarette butts littered, signage, and new options for unique customer experiences (ie. seasonal street patios like Lower Lonsdale has).
- **Connections:** Businesses want more opportunities for networking, learning about what is new in business, and most significantly for marketing and advertising options that gets word out about their business.
- **Parking:** In addition to identifying parking as a business challenge, it also came up in this section as an area where improvements will help business and enable growth.
- **Municipal information:** Businesses see the need for more information on what is happening from the municipal point of view, with construction projects and their timelines/impacts of particular interest to nearby store fronts.
- **Small business support:** Businesses are looking for some more support in a general sense. Topics raised included building on awareness to buy local, and a forum or merchants association to organize their efforts. Small businesses are also having more difficulty being heard over the focus on larger businesses. They want to see how their interests are considered when decisions and changes are proposed, to help contradict the perception that big business gets all of the attention.

5. Identified Priorities

The following is a consolidation of the top issues identified during the Central Lonsdale *Business Pulse*. Some suggested action items and next steps with respect to these priorities can be found in Section 6.

Priority Topic #1: Parking Challenges

A shortage of parking in Central Lonsdale is by far largest and most common challenge among businesses located in this area. The businesses identify customer parking access as a significant barrier to doing business, retaining customers and attracting new ones. Parking challenges are

common among a variety of commercial business types, not just restaurants and retail at the street level.

Local businesses still see commuting customers – in addition to nearby residents within walking distance – as a critical source of their sales. On the one hand, a high demand for parking is indicative of a strong and successful commercial area. Unfortunately, a tight supply of parking is also a barrier to growth potential beyond the current customer base that is commuting to Central Lonsdale.

Parking is a critical component to attracting non-resident customers to Central Lonsdale. Historically, “main street” retail hubs have been threatened by alternatives such as large retail Malls (ie: Capilano Mall, Park Royal Shopping Centre), Power centres, and Big Box retail chains. All three of these retail alternatives feature an abundance of consumer choices and a significant supply of free parking that is attractive for customers. In the near future, revitalization at the Lot 5 development in Lower Lonsdale will also increase competition.

Another element impacting Central Lonsdale parking that local businesses notice is permanent changes re-shaping the parking lots on Lonsdale Avenue. For example, Central Lonsdale businesses have felt the pinch for parking since the Extra Foods and Safeway locations have closed and their sites re-developed. The image below shows how street level exposed parking of Extra Foods (left) has been replaced by more storefront and underground parking at the new Loblaws City Market (right)



Left: The old Extra Foods location on Lonsdale Ave. at 17th St.



Right: The new Loblaws City Market at the same location on Lonsdale Ave. with parking garage.

Below, the street-level parking lot of the former Safeway site (left) is compared to the new development (right) for another example of the loss of exposed parking lots facing Lonsdale Avenue.



Left: The old Safeway location on Lonsdale Ave. at 13th St. Right: A new Whole Foods in construction, at the same location.

There appears to be consideration for underground parking with new developments in the area. To clarify, local businesses did not identify if added underground parking created the same parking supply, less supply, or more supply as a result. It simply seems that the higher profile and free grocery store parking lots are missed. As a result, there are fewer large parking lots right on Lonsdale Avenue, save for London Drugs and large quantities and also a variety of smaller lots identified within one or two blocks of 20th Street and Lonsdale Avenue.

Local businesses have noticed where parking supply has decreased, but they themselves have not been able to mitigate this problem, as they focus on their business. It is unclear to them what the City of North Vancouver recommends now. Businesses would like to have greater continuity and consistency when it comes to parking enforcement, as well as an increase in total customer parking to relieve the squeeze.

Priority Topic #2: Development and Construction

Local businesses are attracted to Central Lonsdale because it supports a cluster of commercial businesses, acts as a central hub to the community, and is within walking distance for the significant residential population within a small area. However, businesses are feeling the pinch when construction projects are in progress nearby.

There is increased traffic and congestion from trades and equipment moved in over periods of construction that interrupt the usual flow of traffic. Sidewalk changes also make the some businesses in the area difficult to access during construction and unappealing as well.

Businesses would like to have more mitigation of the impacts construction has such as noise and the interruption of sidewalks, streets, and temporary parking changes. Any improvement in the flow of information from the City of North Vancouver on when construction is happening and how it will affect specific businesses and the area is welcome.

Priority Topic #3: Neighborhood conditions

Businesses that participated in the *Business Pulse* survey note that a lot of attention and energy has gone into Lower Lonsdale recently. Even as Central Lonsdale businesses support improvements to all of the City of North Vancouver, they hope their business area will not be left behind and encourage any efforts that can highlight and enhance the reputation Central Lonsdale has earned.

While businesses are generally satisfied with neighbourhood conditions, there are some small concerns that were raised during the survey. Overall there are no conditions that alone are causing a crisis, but staying on top of smaller challenges will maintain the reputation of Central Lonsdale as an attractive and safe place to shop and visit. Central Lonsdale businesses are satisfied with the current streetscape, but they also see any ongoing improvements as an asset that helps them compete.

Recent conditions that are raising concern involve:

- Street waste, specifically cigarette ends that are difficult to prevent, is unsightly and has to be swept up daily by some businesses. Areas close to bus stops, but not the bus stops themselves, are common to have a mild problem with cigarette ends. A few businesses that face challenges with cigarette litter miss having ash trays for public smokers and want a solution. Some Central Lonsdale restaurants and food services have also experienced the negative impacts of cigarette smoke bothering their customers, particularly from businesses supporting a patio or outdoor seating.
- A few businesses have also noted a marginal increase in homelessness in the area.
- A few incidents of alcohol-related behavior that negatively affected their business and created a disturbance have required businesses to call the police. This hurts the image of Central Lonsdale businesses.

As the prominent commercial business district for North Vancouver, local owners want to make the best impression possible. These smaller concerns do not help the area, so anything the City of North Vancouver can do to help maintain Central Lonsdale is valuable to businesses.

6. Next Steps

Now that the pulse of the business community in Central Lonsdale has been detailed, EPNV looks forward to assisting the City of North Vancouver with this information and to possibly integrate some of the suggestions into new initiatives in order to help better the conditions for the Central Lonsdale businesses.



6.1 Skills Training & Workshops

Business Pulse feedback allowed EPNV to integrate the challenges identified among retail and service businesses in Central Lonsdale into the small business training program in partnership with Capilano University.

Capilano University's Continuing Studies & Executive Education department and EPNV have partnered to establish "mini-workshops" on selected topics. Central Lonsdale businesses are one source of participants being provided this opportunity. The workshops are tied specifically into the North Vancouver context and create a unique opportunity for learning and skills that has a maximum impact for small businesses.

The initiative has resulted in the creation and delivery of six workshops to date:

- How to Keep Customers – Even During Periods of Construction (Sept. 21, 2016)
- How to Use Social Media to Grow Your Business (Oct. 5, 2016)
- How to Retain Staff in High Turnover Jobs (Oct. 19, 2016)
- Social Media: Post Less, Grow More (Jan. 18, 2017)
- Cash Flow Management 101 (Feb. 8, 2017)
- Inspiring Customers to Say Yes! (Feb. 15, 2017)

More workshops are being scheduled for 2017 based on what support small businesses in the area need.

6.2 Neighbourhood Follow-up & Continued Outreach/Engagement

EPNV provided a follow-up handout of the results to participating businesses in Fall 2016 (available in Appendix A). EPNV used this follow-up to receive further feedback and also distributed information on the Small Business Series Workshops that EPNV hosted in partnership with Capilano University Continuing Studies. This process helped EPNV ensure that businesses were updated on the process and ensure the findings were representative of Central Lonsdale as a whole.

EPNV will do periodic follow-ups going forward and will assess the potential need for an updated *Business Pulse* or potentially more focused engagement sessions/round tables to help identify solutions to the issues (or new issues as they arise) in due course. Further, EPNV is actively working to support businesses that want to move to or remain in North Vancouver and to that end is creating and delivering programs and initiatives to support those objectives – both at a micro level (with individual businesses) and the macro level (through policy identification and facilitating engagement with other key stakeholders).

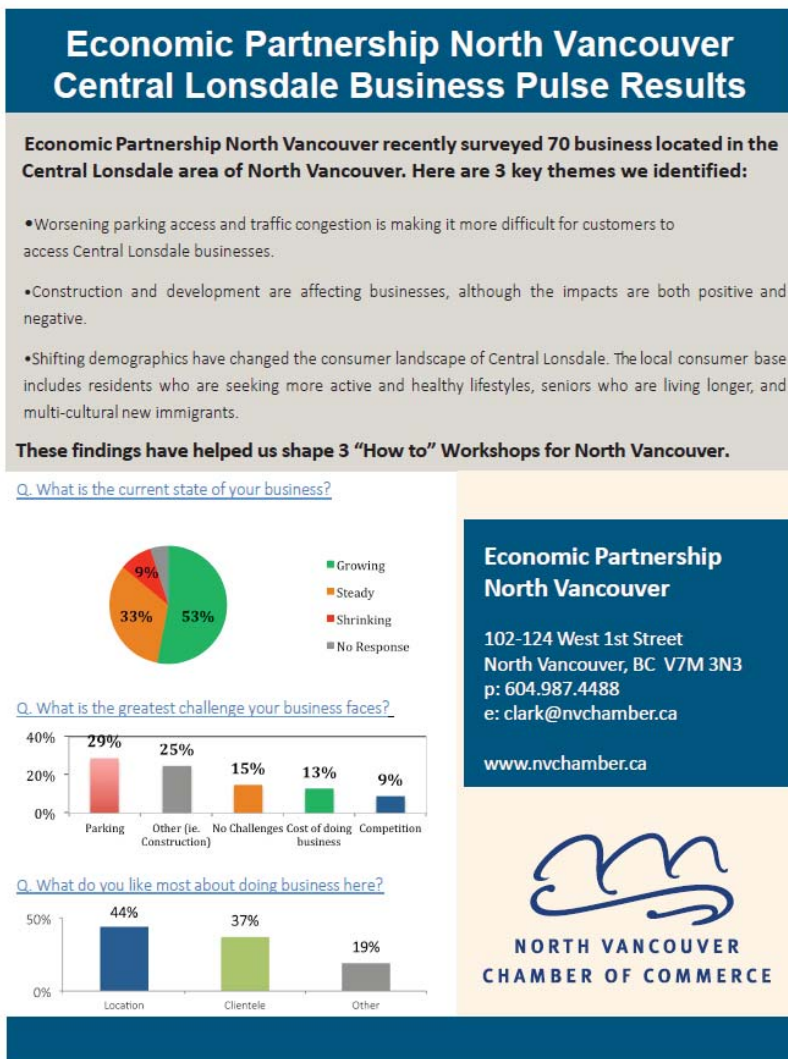
6.3 Confidentiality

All staff and volunteers with the *Business Pulse* visits agree to not disclose any company-specific information to anyone outside of the program. This Report shows aggregate summary data for statistical purposes. However, EPNV will never publish or disclose company specific information, and survey participants will not be identified publicly.

7. Appendix

Appendix A: Follow-up Handout – September 5, 2016

Follow-up Handout – September 5, 2016 - Side 1



NORTH VAN SMALL BUSINESS SERIES

A partnership between Capilano University Continuing Studies & Executive Education and Economic Partnership North Vancouver (a program of the North Vancouver Chamber of Commerce)

Presenting Three “How to” Workshops

Capilano University Continuing Studies & Executive Education (CSEE) is teaming up with Economic Partnership North Vancouver (EPNV) to take on the real issues that today's small business owners face. Together, we have developed a series of three workshops based on discussions with the local business community. Each session is led by an industry expert who understands the reality of our local economy—whether it's the impact of construction on your business, the search for reliable staff, or the ins and outs of social media.

Workshop 1:

How to Keep Customers—Even During Periods of Construction

Exciting changes are coming to North Vancouver. The buildings are getting taller, our neighbours are growing, and the customer base is evolving. This interactive and practical workshop will show you how to capitalize on this evolution and increase sales and customer engagement. Learn to see your relationship with your customer as an engaged “journey”, and not just a series of transactions.

IDEAL FOR:

- Small- and medium-sized North Shore-based business owners and entrepreneurs who want to understand their customers and maximize their customer experience and loyalty
- Any business owner impacted by the changes and growth in our community

WHAT YOU WILL LEARN:

- How to identify customer touch points critical to building loyalty
- How to deliver the most relevant content at important touch points
- Three practical steps for maximizing customer experience and loyalty

Wed, Sept 21, 8 – 10 am \$45
A. Southcott Location TBD

Workshop 2:

How to Use Social Media to Grow your Business

This interactive workshop will show you how to turn a strong social media presence into increased customers, consumers, and brand reach. Focusing on key social media platforms Facebook and LinkedIn, you will learn how to project your business' voice further than you ever thought possible, all within the context of the North Shore's evolving neighbourhoods.

IDEAL FOR:

- Small- and medium-sized businesses, and entrepreneurs (new or established)
- Newbies and experienced social media users

WHAT YOU WILL LEARN:

- Practical steps to raise your social media engagement numbers and boost your online ROI
- How to create a content calendar in order to maximize your online efforts
- How to engage with your target market through precise tone and language

Wed, Oct 5, 8 – 10 am \$45
H. Hallak Location TBD

Workshop 3:

How to Retain Staff in High Turnover Jobs

High turnover of employees is costly to your business, and many businesses on the North Shore are spending valuable time training new employees only to have them move on. This interactive workshop will address local issues that are impacting entry-level jobs on the North Shore. You will learn practical ways to enhance your workplace to help engage and retain your best employees. You will also gain an understanding of how to find and hire employees using non-monetary incentives, and create an engaged and winning team.

IDEAL FOR:

- Small- and medium-sized North Shore-based business owners
- Managers, supervisors, or anyone captaining a team

WHAT YOU WILL LEARN:

- Simple processes for how to recruit, select and train the best employees
- How to structure jobs to increase motivation and engagement
- Effective use of monetary and non-monetary incentives

Wed, Oct 19, 8 – 10 am \$45
K. Kirkpatrick Location TBD

Register for all three workshops and enjoy our bundle discount!

Each workshop costs \$45, but if you register for all three, you pay only \$100 in total—a saving of \$35! To sign up, call 604.987.4488 or visit capilano.ca/nvsmallbusiness

 **CAPILANO**
UNIVERSITY
CONTINUING STUDIES &
EXECUTIVE EDUCATION

 **Economic Partnership**
North Vancouver

MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET, NORTH VANCOUVER, BC, ON MONDAY, JULY 10, 2017.

REPORTS OF COMMITTEES, COUNCIL REPRESENTATIVES AND STAFF

**5. Business Pulse Report: Queensbury Commercial Area
– File: 13-6750-01-0001/2017**

Report: Manager, Business Services, July 5, 2017





Moved by Councillor Buchanan, seconded by Councillor Clark

PURSUANT to the report of the Manager, Business Services, dated July 5, 2017, entitled "Business Pulse Report: Queensbury Commercial Area":

THAT staff proceed with the actions identified in the report for the Queensbury Commercial Area including: engaging area businesses to establish a name for the business area; erecting roadside signs on Keith Road and East 3rd Street to identify the business area; initiating a placemaking process for the area; and initiating a request for a "Technical Assistance Panel" through the Urban Land Institute's Advisory Services Program, with findings from this process to be used to inform the future Greenway and Special Study Area projects.

CARRIED UNANIMOUSLY



 Division Manager	 Deputy Director	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
COMMUNITY DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Darrell R. Mussatto and Members of Council

From: L. R. Orr, Manager Business Services

SUBJECT: BUSINESS PULSE REPORT: QUEENSBURY COMMERCIAL AREA

Date: July 5, 2017 File No: 13-6750-01-0001/2017

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

RECOMMENDATION:

PURSUANT to the report of the Manager, Business Services, dated July 5, 2017, entitled "Business Pulse Report: Queensbury Commercial Area":

THAT staff proceed with the actions identified in the staff report for the Queensbury commercial area including: engaging area businesses to establish a name for the business area, erecting roadside signs on Keith Road and East 3rd Street to identify the business area, initiating a Placemaking process for the area and initiating a request for a "Technical Assistance Panel" through the Urban Land Institute's Advisory Services Program with findings from this process to be used to inform the future Greenway and Special Study Area projects.

ATTACHMENTS:

1. Queensbury Avenue Retail Business Pulse Report (Document #1516104)

PURPOSE:

As part of a three year contract with the City, the North Vancouver Chamber of Commerce/Economic Partnership North Vancouver (EPNV) were required to complete Business Pulse surveys in the City's main retail areas. Two surveys were completed: Queensbury (Spring 2016) and Central Lonsdale (Spring 2017) commercial areas. This report provides Council with the final business pulse report from the Queensbury

commercial area and seeks support for potential next steps. A separate report will be prepared for the Central Lonsdale commercial area.

BACKGROUND:

Business Pulse surveys are a common tool used by economic development professionals to gauge the general health of local businesses. It provides a snapshot of business conditions and issues at a point in time. *Business Pulse* techniques involve informal in-person conversations with business owners or managers, lasting up to 5 minutes. EPNV has custom designed the *Business Pulse* approach for the City based on blitz style outreach techniques promoted by the British Columbia Economic Development Association (BCEDA).

The *Business Pulse* interviews address 5 fundamental questions related to the current business environment in a particular geographic area. The standard vetted questions for business owners or managers are:

1. Please rate the current state of your business (Is it growing, steady, or shrinking?).
2. What do you like most about doing business in North Vancouver?
3. What is the greatest challenge your business faces today?
4. What would help your business grow?
5. What would you like more access to or information about?

The primary objectives of the *Business Pulse* visits were:

- To get the pulse of the local business climate;
- To provide one-on-one consultation with local businesses;
- To build long lasting and effective working relationships between EPNV staff and business decision-makers;
- To quickly identify businesses on the brink of greatness and those businesses that may require assistance;
- To follow up on identified needs using a wide variety of services, such as technical assistance, workforce development, financing and building new markets; and
- To identify business training needs that EPNV can facilitate.

The consultation also provides useful information for the City regarding what if anything we could do within the purview of local government to address the issues and opportunities identified by the interviews.

Queensbury Avenue Report Summary

The Queensbury Business Pulse survey captured nine out of sixteen currently operating retail businesses on Queensbury Avenue. Attachment #1 is the final report on the survey results. While all nine businesses surveyed indicated their business was steady

or growing indicating a reasonably healthy business climate, a number of issues, challenges and opportunities were identified by the respondents. Common themes identified included:

- **Low Awareness of the Retail Area:**
The retail area serves a largely local clientele and, while the businesses see this as their major focus, they also would like to attract people from beyond the neighbourhood. Currently it is felt that the area is not well known. Respondents identified the need for signage on adjacent roadways and the need to brand the area to help create recognition.
- **Challenges with Customer Access:**
The respondents felt that more consideration was needed to address safe access to the area for a variety of modes of travel such as: traffic calming, bike racks, pet parking and improved pedestrian access for families.
- **Neighbourhood Beautification and Street Access:**
Some respondents felt that public area improvements have not kept pace with the investments business owners have made in their properties. It was strongly felt that the area could benefit from general streetscape improvements such as banners, planters, and greenery.

DISCUSSION:

The Queensbury commercial area is evolving into a successful business area serving the local neighbourhood and with potential to serve a broader clientele. Many of the businesses in this area have invested in their property with recent renovations and changes to their services in response to market opportunities. Despite the investment in private property, there has not been a commensurate investment in the public realm in recent years. With future population growth in nearby Moodyville, the Queensbury commercial area will have a larger market potential which will create opportunities for existing businesses and potential demand for new businesses.

Staff from Community Development and Engineering have met to discuss the Business Pulse reports and consider potential City responses to the issues and opportunities identified in the report. Staff believe there are some easy to implement and low cost short-term actions as well as slightly more involved and more costly longer term actions that the City could consider to address the issues and opportunities raised. The following outlines the potential actions that staff have identified.

Low Awareness of the Retail Area

With any successful business area, branding and recognition are critical to long term business sustainability. As this is largely a business responsibility, there are limited steps the City can take to assist the area with branding and awareness.

Business Services staff are prepared, however, to work with the Queensbury businesses to facilitate a "name/brand" for the area and to install signage on Keith Road and Third Street directing people to the area. Businesses will be encouraged to take responsibility for further branding and marketing of the area. Economic Partnership North Vancouver has agreed to assist the area businesses in creating broader awareness of the area.

It is further recommended that the City's Placemaking initiative work with area businesses to develop projects for the area that activate the public realm and heighten awareness of the business area. Both of these actions, done in consultation with local merchants, are low cost and easy to implement.

Challenges with Customer Access and Area Beautification

As identified by the Business Pulse responses, customer access and the general public realm conditions are a concern to local businesses; the public spaces do not look appealing and it is difficult for customers to move through the area. As an eclectic, compact neighbourhood-based commercial area there is significant opportunity for the public realm to be enhanced similar to what is occurring in other commercial areas in the City such as Lower and Central Lonsdale.

As mentioned above, staff believe there are short-term and longer-term actions that the City can take to help address customer access and area beautification issues. In the short-term, Engineering staff will investigate the installation of bike racks in the area to support cycling access. In the longer term, Queensbury Avenue is designated for greenway enhancement in the Financial Plan and as a Special Study Area in the OCP. Both of these projects are anticipated for the 2018 – 2019 period and could result in significant public realm improvements in the context of broader City priorities. Both of these projects will involve consultation with area residents and businesses.

Leading up to these scheduled projects staff recommend applying to undertake a "Technical Assistance Panel" project through the Urban Land Institute (ULI). A "Technical Assistance Panel" (TAP), is a service offered as part of the Urban Land Institute's Advisory Services Program. Since 1947, ULI's Advisory Services Program has been assisting communities by bringing real estate, planning, and development experts together to provide unbiased pragmatic advice for addressing complex land use and real estate development issues.

The host provides background information to the panelists as the questions to be addressed by the panel prior to the panel convening as well. The TAP panel visits the subject site, hears from public and private stakeholders, and deliberates on the assigned questions. To conclude the one or two day session, a summary of recommendations via a PowerPoint presentation is provided to the host followed by a comprehensive written report. The fee for this service is to cover administration and preparation of the final TAP report.

Drawing on extensive local knowledge and experience, panelists are selected from ULI BC's membership who volunteer to serve on the TAP as part of their commitment to ULI's broader mission.

A TAP will provide a cost effective way to engage a range of experts to identify ways to enhance the commercial area. The information gathered from this process can then feed into the future Greenway and Special Study Area projects.

FINANCIAL IMPLICATIONS:

The proposed directional signage would cost between \$1,500 - \$2,000 for four signs installed on Keith Road and East 3rd Street. These costs can be covered by the current Operating Budget-Economic Development account.

Administration costs including final report preparation for TAP are estimated to be \$15,000. This cost can be covered from the existing Community Development budget.

Community Development staff time will be required to liaise with the TAP process; developing a name for the area; and for sign preparation and installation. Any Placemaking initiative for the area would be considered part of the City's Placemaking program.

INTER-DEPARTMENTAL IMPLICATIONS:

This report and recommendations were created with input from Planning, Placemaking, and Engineering staff. The recommendation was approved by the Directors Team and the Civic Projects Team at their joint meeting on June 6, 2017.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The recommended follow-up from the Business Pulse surveys as outlined in this report is a small way the City can contribute to business retention and expansion in the Queensbury business area. Such a response is consistent with the OCP Economic Goals and Objectives and support for business as outlined in the City's 2008 Economic Development Strategy.

RESPECTFULLY SUBMITTED:



L. R. Orr
Manager, Business Services

LO:eb

Queensbury Avenue Retail Business Pulse

FINAL REPORT

Prepared by Economic Partnership North Vancouver

Prepared for City of North Vancouver

November 2016



ECONOMIC
PARTNERSHIP
NORTH VANCOUVER

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i. Executive Summary

Economic Partnership North Vancouver (EPNV) is a program of the North Vancouver Chamber. EPNV is working closely with the City of North Vancouver to learn and track the challenges of local businesses, as well as to help improve the overall business environment.

EPNV conducted a retail “*Business Pulse*” in the Queensbury commercial node to check the health of business in the area and identify any challenges they were facing. The goal of the following proposed strategies is to provide an update of the themes and challenges facing this commercial area.

Three common themes were identified through this survey:

≠ **Low Awareness of Queensbury**

- Signage is needed to identify Queensbury and draw potential customers from the Keith Rd. and 3rd Ave. traffic corridors.
- Designating the name “Queensbury Village” to the area is suggested.
- This will help raise awareness and reinforce the Queensbury location and identity as a unique, niche business area.

≠ **Challenges with Customer Access**

- Customers and local residents access the Queensbury area in many ways that need to be better accommodated to improve both the customer experience and safety.
- Attention to traffic calming, bike racks, pet parking, and improved pedestrian access for shoppers/children will help people get to Queensbury easily and safely.

≠ **Neighbourhood Beautification & Streetscape Enhancements**

- Queensbury would benefit from a general improvement in the visual look and appeal.
- Many business owners are working on their own properties, but street beautification such as banners, planters and greenery, and other civic improvements should be explored.

Queensbury businesses are succeeding currently because of a loyal clientele, but are challenged by the rising costs of doing business in North Vancouver. Fortunately, business owners are also loyal local residents and are therefore invested in their community; these business owners are keen to see additional municipal support for Queensbury, with emphasis placed on magnifying and supporting an identity they have created as a local community neighbourhood. EPNV looks forward to assisting the City of North Vancouver with this information in order to help the Queensbury businesses.

EPNV asks that the City of North Vancouver consider the results and strategies of this Report to help shape improvements in the Queensbury area.

ii. Acknowledgements

The Queensbury *Business Pulse* outreach survey is the result of the work of community leaders, partners, and volunteers. It was overseen by EPNV. The execution and objectives of this initiative included consultation with an EPNV Board member for local government, Larry Orr (Manager, Business Services for City of North Vancouver).

1. Introduction

1.1 Economic Partnership North Vancouver

Economic Partnership North Vancouver (EPNV) is a unique, integrated, and collaborative economic development program developed for North Vancouver by the North Vancouver Chamber. Launched in 2015 with shared support from industry and government stakeholders, including the City of North Vancouver, the objective is to facilitate collaborative economic planning, and to stimulate and support local business and community growth.

EPNV's diverse 20 member Board of Directors (see Appendix A) are a diverse range of leaders representing the full range business sectors and communities in North Vancouver. The EPNV Board is a committee of the North Vancouver Chamber Board of Directors established as the body responsible to fulfill the 3 year 'North Vancouver Economic Development Program' commitments under the Western Diversification Program (WDP) for the purpose of:

- ≠ Facilitating integrated economic planning for the region.
- ≠ Supporting the sustainability, growth and retention of existing businesses and connecting businesses to local supply chains.
- ≠ Providing business services to actively attract new business investment.
- ≠ Working with stakeholders and regulators to reduce barriers to business and address broad community challenges.
- ≠ Providing information for growth and start-up opportunities.
- ≠ Creating business skills development and training programs working with local institutions.
- ≠ Promoting trade and investment opportunities.
- ≠ Engaging the community to support economic expansion.

EPNV staff provides a variety of services available for all local businesses while actively helping to manage long-term economic growth and prosperity for North Vancouver.

EPNV Staff

Chief Development Officer – Patrick Stafford-Smith

Business Program Specialist – Clark Grieve

Communications Coordinator – Alexandra Yallouz

1.2 Background and Purpose

Checking the pulse of the business community on an ongoing basis is a crucial component to support economic growth. According to the British Columbia Economic Development

Association (BCEDA), more than 75% of jobs created and new investment can come from retaining and expanding existing companies. To that end, EPNV is working closely with the City of North Vancouver to learn and track the challenges of local businesses, as well as to help improve the overall business environment. EPNV's outreach survey, called *Business Pulse*, is a valuable tool in the pursuit of this goal.

Monitoring the climate of the business community through short visits will enable EPNV to:

- ≠ Build new relationships and awareness of available EPNV support with business owners during visits.
- ≠ Provide valuable services or information to existing businesses.
- ≠ Collect up-to-date data otherwise unavailable for analysis.
- ≠ Be pro-active to implement solutions that remove barriers and seize growth opportunities.
- ≠ Be a catalyst for community-building by developing relationships between business areas and sectors.
- ≠ Provide feedback to municipalities on key business issues.

2. About Queensbury

2.1 History

Queensbury is one of the oldest developed areas in North Vancouver, and was primarily associated with the waterfront industrial and ship building industries. Historical accounts suggest that the Grand Boulevard/Queensbury corridor was at one time envisioned by some locals as a principal street, like Lonsdale Avenue is now. Although Lonsdale holds the status as the main street for North Vancouver, access by streetcar trolley along Queensbury (Figure 1) in the first half of the 20th century was an important feature of its development.



Figure 1 - Former Street Car route, North-South on Queensbury Ave.

Today, the Queensbury corridor serves a residential area of both newer and 1940's-era wartime housing. Queensbury is also part of a Special Study Area that identifies its "potential as a

greenway that would link Ray Perrault Park to the Spirit Trail” (Figure 2, Section 2.8.2 CNV 2014 OCP).

The Special Study Area in the City’s Official Community Plan mentions new “opportunities to enhance and/or extend the existing commercial node located at East 7th Street, and generally beautify the street.” The small commercial area hosts 16 businesses in three office/retail buildings at 7th St. E. and Queensbury, constructed in 1950 (4 business tenants), 1973 (6 business tenants), and 1976 (6 business tenants).

It is also worth noting that there is a diverse mix of business owners in Queensbury. Many are longtime business owners who have seen their business grow from startups to established businesses. Others have bought an existing business in the last ten years that was already established in Queensbury. One current business relocated from elsewhere in North Vancouver. Some of the Queensbury businesses recently moved into vacated spaces and started a new business altogether. A variety of business backgrounds signals a much more resilient and vibrant business quality than initially meets the eye, especially for a smaller commercial node.

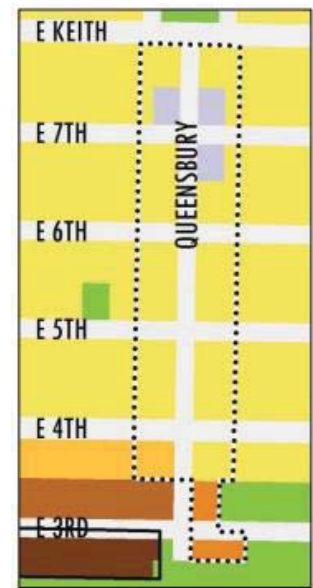


Figure 2 - Queensbury, as outlined in the 2014 OCP

2.2 Neighbourhood demographics

Queensbury is located within the Moodyville residential neighbourhood (3,015 people), but also very close to the Grand Boulevard residential neighbourhood (4,280 people).

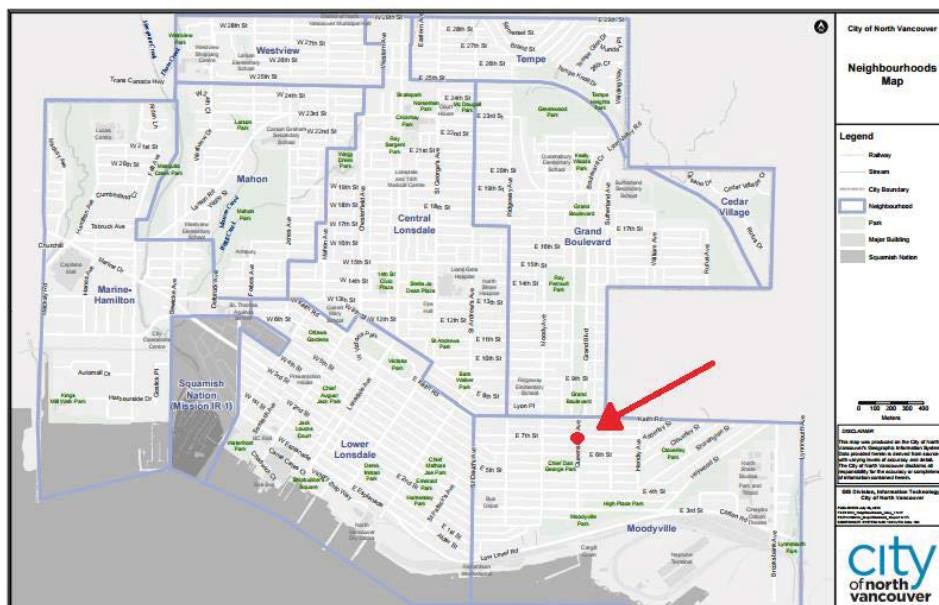


Figure 3 – Queensbury location

The 2011 Stats Canada National Household Survey found that most of the housing in Moodyville and Grand Boulevard is single, detached or other ground-oriented dwelling types. Moodyville is 98.7% single, detached or other ground-oriented dwellings, and Grand Boulevard is 94.2% of this type of dwellings as well.

Of the nine residential neighbourhoods in the City of North Vancouver, the slowest population growth occurred in Moodyville (+0.7%) and Grand Boulevard (+3.3%).

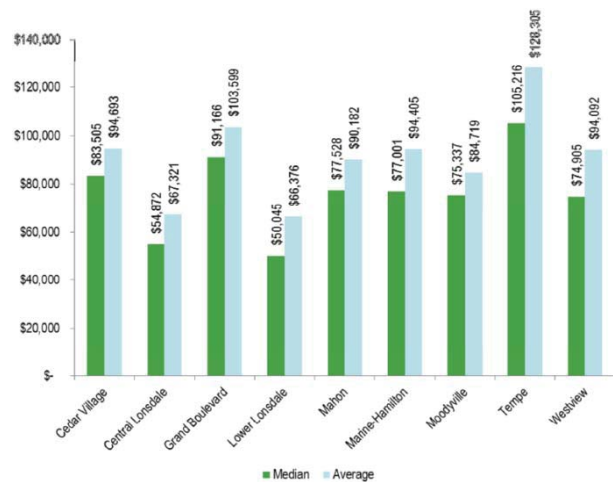


Figure 4 - Median and Average Household Income by Neighbourhood, 2011 (Source: Statistics Canada, 2011 NHS)

However, both residential neighbourhoods had above the typical household median income (Figure 4) and below the average unemployment rates during the 2011 Census.

Moodyville	Grand Boulevard	City of North Vancouver Average
Unemployment Rate: 3.6%	Unemployment Rate: 4.5%	Unemployment Rate: 6.1%

3. Methodology

3.1 Survey method

Each *Business Pulse* is dedicated to a specific business neighbourhood in North Vancouver. The process assists EPNV in gathering information and monitoring the local business climate. The surveys are done through face-to-face visits. The visits involve informal conversations with business owners and/or managers, each lasting from 1 - 5 minutes in length.

These in-person visits build a relationship and familiarity between businesses and our staff and volunteers. The brevity of this process also respects the busy schedule of small business owners, and is the most efficient use of EPNV's resources.

The Queensbury *Business Pulse* was EPNV's first initiative for business outreach of this nature in the City of North Vancouver. The small size of Queensbury was well-suited for this project, and the quality of feedback from the survey results serve as a model for EPNV's future outreach to larger commercial areas.

3.2 Survey questions

The *Business Pulse* poses 5 questions to the business owner or manager, each related to the state of their business in North Vancouver. The 5 questions are:

1. Please rate the current state of your business.
2. What do you like most about doing business in North Vancouver?
3. What is the greatest challenge your business faces today?
4. What can be done to help your business thrive?
5. What specific information would you like to have access to locally?

The emphasis is placed on discussing business concerns in order to positively impact and improve the business climate through later actions. The goal of the *Business Pulse* method is to create a community snapshot of Queensbury, therefore providing a direct and reliable primary source for fact-based decision making.

The open-ended questions allow business owners and managers to provide a subjective but unbiased response, and expand on their answers however they see appropriate (see Appendix G). As a result, each respondent completing the survey creates a profile of their business that is more in depth than just checking boxes on a survey form. When businesses are not available to speak, we provide them with our contact information and an “About EPNV” flyer. Based on the reaction of businesses, the option to complete an online survey is also being provided for the *Business Pulse* outreach.

3.3 *Business Pulse* survey participant approach

On March 17, 2016, EPNV was able to complete 9 surveys out of 16 businesses targeted in Queensbury. EPNV staff also distributed information flyers (see Appendix H) directly to the businesses and provided a summary of the results after the survey was completed. This last point is important in order to remain accountable to all businesses, not just those that participated.

The more businesses that participate in surveys will always increase the significance of results. As this was the first execution of the *Business Pulse* program, EPNV was satisfied to have over 50% of businesses participate. With future outreach, this response rate will increase due to EPNV’s increased community presence and communication prior to business survey visits, which will be completed by the new Communications Coordinator on EPNV staff.

3.4 Neighbourhood follow-up

On July 12, 2017, EPNV invited all of the Queensbury businesses to attend a meeting during which they reported the findings of the Queensbury *Business Pulse*. EPNV used this gathering to receive further feedback and also distributed information and 3 Strategies for neighbourhood

improvement (see section 5. Strategies). This process helped EPNV ensure that businesses were updated on the process and make sure the findings were representative of Queensbury as a whole.

3.5 Confidentiality

All staff and volunteers with the *Business Pulse* visits agree not to disclose any company-specific information to anyone outside of the program. This report includes aggregate summary data for statistical purposes. However, EPNV will never publish or disclose company specific information, and survey participants will not be identified publicly.

4. *Business Pulse* Results

4.1 Question: *What do you like most about doing business in North Vancouver?*

The two most common responses for Queensbury's attraction for businesses were clientele and affordability. See Appendix C for the full list of responses. The summary of responses is as follows:

Clientele

Their clientele was the number one aspect supporting businesses in Queensbury. Feedback from businesses highlighted the friendliness and loyalty of their customers. In addition, most business owners also live nearby and therefore also feel invested in the community.

Queensbury businesses believe customers view their location as unique. The proximity to a residential area was also a positive, prominent feature of the responses. Long-time businesses with a history utilize their own good reputations to their advantage, and provide a reference point for the neighbourhood as a whole. Queensbury locals see it as a niche retail and service node that consumers value, once they are aware of its existence. However, businesses frequently get comments from longtime residents of the North Shore citing that they had only recently stumbled upon this "hidden gem".

Affordability

Costs of doing business generally tend to increase over time. However, Queensbury is more affordable to operate in terms of rental prices relative to other areas in North Vancouver. In fact, lower cost of rent is what has attracted new businesses and retained existing ones. This was explicitly mentioned from some Queensbury owners and managers.

4.2 Question: *What is the greatest challenge your business faces?*

Of all the questions asked during this survey, challenges faced by businesses in Queensbury produced the most diverse responses. The full list of responses is available in Appendix D, but here is a summary explanation of what we found:

Cost of Doing Business

The most frequent comment from Queensbury businesses is that although cost of doing business is not as significant compared to other North Vancouver commercial areas, (see Appendix C for Queensbury business strengths) it is still a challenge for small businesses, especially due to rising costs of rent, labour and other inputs.

Workforce Attraction

Labour attraction is also a challenge for these businesses, many of which are in the food and service sector. Some workforce struggles are in business types that traditionally face attraction and retention challenges for staff.

The expensive cost of living in the Vancouver region also came up as a barrier to finding and keeping employees.

Some of the labour attraction challenges are also due to the lower profile Queensbury has, especially compared to larger food and drink establishments such as Tap & Barrel at The Shipyards and the Lonsdale Quay Market. Both landmark locations have prominent signage and façades in Lower Lonsdale.

Competition

Competition from other commercial areas is another factor that businesses face in Queensbury.

Traffic Congestions

Finally, one business mentioned traffic and congestion as a barrier to keeping their longtime customers, who now view it as a challenge to reach the area in a timely fashion. Clients are facing longer commute times than ever before, and even getting to Queensbury from nearby schools is becoming increasingly difficult.

4.3 Question: *What is the current state of your business (ie. Growing, Steady, Shrinking)?*

Of the 9 businesses surveyed, all 9 indicated that their business is either steady or growing. It is important to note that none of the respondents stated that their business is shrinking.

Factors contributing to the success of the Queensbury businesses include that:

- ≠ Longtime businesses have established enough of a reputation to attract customers to the business area. These customers are also exposed to other neighbouring businesses.
- ≠ The location and makeup of Queensbury businesses stands out due to its unique character. Queensbury is a throwback to a time before cars and malls dominated urban environments, when “corner shop” clusters had a very local focus.
- ≠ The daycare/childcare services and art classes in Queensbury help attract parents as a regular clientele.
- ≠ The residential population along Queensbury provides a key customer base. The proximity to the larger Moodyville and Grand Boulevard residential areas also provides business. These customers use all modes of transportation to access Queensbury. This local base creates a key clientele for Queensbury businesses.
- ≠ Having new businesses establishing a location in Queensbury is starting to attract a younger demographic.
- ≠ Co-operation and alignment helps businesses access each other’s customer base. For example, one business in the neighbourhood changed their days and hours of operation to match with restaurants on the same street.

On the other hand, most of North Vancouver’s shopping and food service options are located in the growing urban areas, so competition for business is something that affects smaller commercial areas like Queensbury. Queensbury must therefore utilize every possible opportunity to attract customers due to the lower profile of the retail and service node compared to the nearby Capilano Mall, Central Lonsdale and Lonsdale Quay Market commercial areas.

The revitalization of North Vancouver’s Shipyards waterfront in Lower Lonsdale and the Hawkers Wharf development is also raising the stakes for Queensbury. The images below (Figure 5 and Figure 6) show artist renderings of what is envisioned for the future in two North Vancouver commercial areas.



Figure 5 - The City of North Vancouver's Waterfront



Figure 6 - Hawkers Wharf development

Appendix D has a breakdown of responses by Queensbury businesses to this question.

4.4 Question: *What can be done to help your business thrive?*

Queensbury businesses were also asked open-ended questions regarding what kinds of actions or assistance can be provided to help their business.

The following summarizes the responses concerning business needs that were gathered from the survey:

Neighbourhood Conditions

Neighbourhood conditions formed the highest response from businesses as a way to improve their business, as well as have the biggest on their impact their success. This will improve the business climate in order to help retain existing customers, but also give businesses hope that new customers from outside the residential area will become more aware of Queensbury.

Hiring/Human Resources

Hiring and HR assistance is also a topic that was frequently brought up. Other commercial areas are believed to have an easier time attracting workers, and one business in particular noted challenges in training their employees.

Marketing and Social Media

Marketing and social media opportunities were also a concern of one business surveyed. They find it difficult to find the time to take advantage of these new opportunities to get the word out.

Appendix F has a breakdown of responses from the Queensbury businesses to this question.

4.5 Question: *What specific information would you like to have access to locally?*

Based on feedback from Queensbury businesses, EPNV has partnered with Capilano University to deliver a special Small Business Series of “How to” Workshops in the Fall of 2016. Information gathered from Queensbury businesses and other commercial areas have informed these topics. Fall 2016 topics are:

- ≠ How to Keep Your Customers – Even During Periods of Construction (Sept. 21);
- ≠ How to Use Social Media to Grow your Business (Oct. 5); and,
- ≠ How to Retain Staff in High Turnover Jobs (Oct. 19).

5. Strategies

The following strategies outlined in this section are a response to the top issues identified during the Queensbury *Business Pulse*. Each “Priority Topic” derives directly from conversations with Queensbury owners/managers during *Business Pulse* survey visits and face-to-face discussions. This provides a guide for Economic Partnership staff to engage with partners, stakeholders and the business community in order to implement actions and address these issues.

Priority Topic 1. Awareness of Queensbury

≠ Signage

Businesses wish to raise the awareness of their commercial node beyond the immediate residential neighbourhood, and Queensbury has not yet maximized its exposure to the heavy traffic corridors on Keith Rd. E. and 3rd St. E. Low awareness was identified as a shared barrier that Queensbury businesses face.

Building awareness would attract potential customers to the vibrant Queensbury node that already features qualities comparable to other commercial areas in North Vancouver.

Raising awareness is the number one priority for the businesses in Queensbury **because many people simply do not know it exists**. An initiative from Keith Rd. and 3rd St. could take the form of signage or any other recommendations the City of North Vancouver staff may provide.

Sandwich boards from Queensbury businesses placed on the corner of Queensbury and Keith have had a positive impact in the past, and were correlated to periods of top sales for at least one Queensbury business. This intersection currently has a low profile for inviting commuters, but it is a proven hot spot. Figure 7 provides the traffic patterns passing the Queensbury commercial area during rush hour (commuter routes are highlighted as heavy movement in red).

Figure 8 and Figure 9 show two views of what commuters would encounter as they drive past the entrance to Queensbury. Both views provide evidence of how obscured Queensbury businesses are from the main arteries on two key East-West routes through North Vancouver.

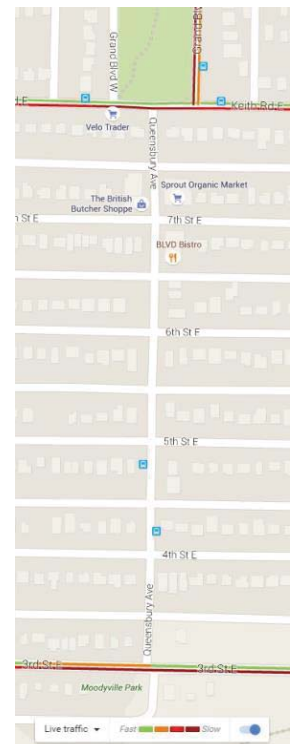


Figure 7 - Traffic and congestion patterns along Keith Rd. and 3rd St.



Figure 8 - 3rd St. E. - Looking North and facing Queensbury



Figure 9 - Keith Rd. E. – Facing East towards Queensbury, which is the first right after the traffic lights

Opportunity	Actions
Awareness	1. Introduce gateway signage for pedestrians, cyclists, and motorists at the intersection of Queensbury Ave. and the Frequent Transit Network corridor of Keith Rd. E. that runs east-west.
Awareness	2. Introduce gateway signage for pedestrians, cyclists, and motorists at the intersection of Queensbury Ave. and the Frequent Transit Network corridor of 3 rd St. E. that runs east-west.

≠ Naming

Defining this commercial node will also help create a sense of identity. "Queensbury Village" could build on the character of the businesses in the area. This description would also add a tip-of-the-hat to how Edgemont Village has set itself apart as a merchants association. Common signage would promote the entire business area, therefore providing help to all businesses in the area. They would also utilize the name to enhance



Figure 10 - Edgemont Village street sign

alternative forms of advertising such as social media or the North Shore News. Queensbury businesses can then extend the promotion of "Queensbury Village" beyond word of mouth promotion and new customers who unintentionally stumble across a Queensbury business, as is now the case.

Opportunity	Actions
Active Business Communication	1. Queensbury business owners and stakeholders could consider forming a business association and/or holding regular meetings to organize, develop, and implement community activities.
Identity	2. Develop and implement a marketing strategy for "Queensbury Village" that builds on the existing character and strengths, as per other small and successful commercial nodes nearby such as Edgemont Village and the Village of Deep Cove.

Priority Topic 2. Customer Access

Queensbury customers take advantage of a variety of forms of transportation in order to access the neighbourhood. However, several improvements can enhance the customers' ability to better walk, ride, drive, and transit to and from the commercial node.

≠ *Traffic Calming*

Local businesses and residents recognize the value of accessibility along Queensbury for children in the neighbourhood. There is a traffic light at Grand Boulevard, but during rush hour commuting vehicles use the Queensbury link to move quickly between Keith Rd. and 3rd St. E. Local businesses have commented that more traffic calming would be welcome to prevent this type of commuter from speeding through Queensbury. Possible remedies include:

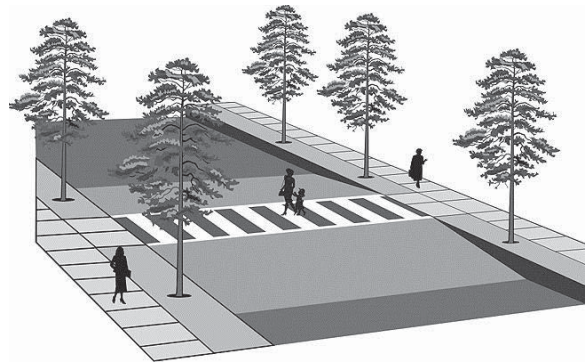


Figure 11 - Sidewalk and speed bump example

- ≠ Physical barriers or speed bumps to encourage safer vehicle speed.
- ≠ Anything that discourages U-turns, which are common for cars on Queensbury.
- ≠ More cross walks, so that Queensbury is more accessible for children in the neighbourhood.

≠ *Bike Racks*

Bike racks that provide parking and security for customers concerned about thefts are also important to customer access. The last time a business requested a bike rack specifically in front of their business, it was provided by the City of North Vancouver. That business appreciated the positive impact that this provided for their customers. The closer bike racks are to businesses, the easier it is for customers and for bike safety. One more bike rack on the south-most part of the Queensbury business node could improve access, attractiveness and bike security.

≠ *Pet Parking*

Queensbury businesses often notice their customers walking their dogs in the neighbourhood, or bringing them along to purchase goods and services. A designated "Pet" parking area for customers to tie up their dogs would improve the customer



Figure 12 - Designated "Pet" parking area

experience in Queensbury.

≠ *Pedestrian Access*

Queensbury is located in close proximity to the proposed Green Necklace trail system. If there are opportunities for Queensbury to attract pedestrians and other users from this trail system, local businesses would see this as a new source of customers and exposure.



Figure 13 – Future greenway connections

Opportunity	Actions
Customer-friendly access and improvements	1. Combining small improvements, such as traffic calming changes, new bike rack locations, introduce pet parking options, and pedestrian-friendly pathways can enhance accessibility and convenience for all customers.

Priority Topic 3. Neighbourhood Beautification & Streetscape Enhancements

One specific suggestion from a business was in regards to overflowing public waste bins. Businesses in Queensbury had previously suggested a larger receptacle, but were told that the area is not busy enough to warrant one. The business owners feel that Queensbury is now busy enough, based on the amount of garbage collected. A better receptacle, like a triple box for waste and recycling, was cited as a possible improvement.



Figure 14 - Example of a multi-waste receptacle bin

Queensbury Ave. could also benefit from enhanced neighbourhood conditions. Edgemont Village in Figure 16 again serves as an example of how beautification creates a unique commercial atmosphere and a welcoming gateway to a retail and service cluster.

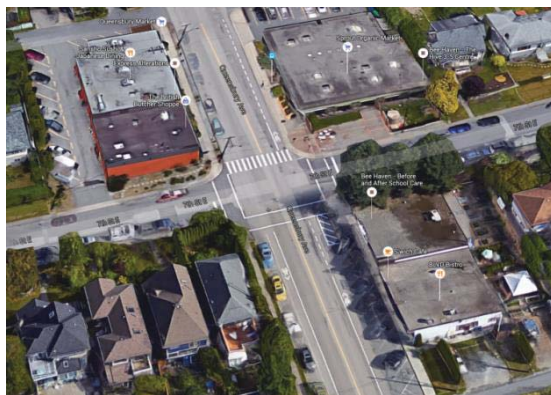


Figure 15 - Queensbury Ave. (left) overhead view



Figure 16 - Edgemont Village (right) overhead view

Neighbourhood conditions in the Queensbury commercial node lack the eye catching landscaping and foliage that comparable small business area Edgemont Village features. Both Figure 17 and Figure 18 show a commercial corner featuring a business providing children-focused art activities. The Queensbury streetscape is bare compared to Edgemont Village's planters, banners, painted poles, and street signs. Figure 20 of Edgemont Village contrasts the care and attention of this niche commercial area to the Queensbury street experience in Figure 19.



Figure 17 - Queensbury Ave. (left) corner view



Figure 18 - Edgemont Village (right) corner view



Figure 19 - Queensbury Ave. (left) street view



Figure 20 - Edgemont Village (right) street view

Opportunity	Actions
Streetscape strategy for Queensbury	1. Enhancing the streetscape for the area with new or improved aesthetics helps the existing businesses here, but would benefit from a strategy. Part of any strategy on streetscape enhancement could be beautification, a signage plan, and customized design that reinforces Queensbury's unique commercial character and local identity.

7. Appendix

Appendix A: Economic Partnership North Vancouver Board of Directors

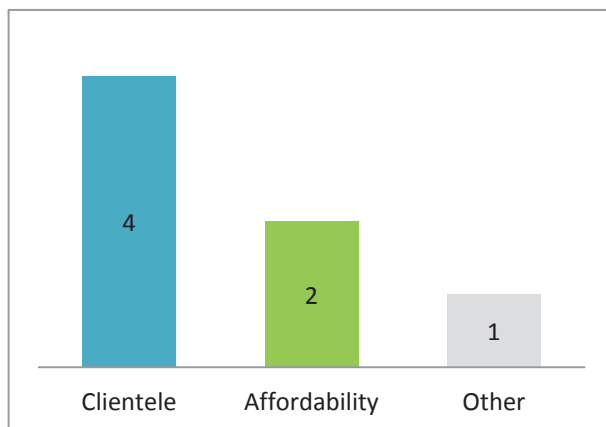
Name	Title	Organization	Representing Sector
Jon Hoerauf	President	Arc'teryx	Manufacturing & Retail
Louise Fogharty	Regional Director, Strategy Implementation	BDC Business Development Bank	Financial & Consulting
Chris Catliff	President & CEO	BlueShore Financial	Financial
John Stibbard	Vice President of Operations	Capilano Suspension Bridge	Tourism
Kris Bulcroft	President	Capilano University	Education
James Carter	Owner (and NV Chamber Chair)	Carter GM	Automotive & Retail
Larry Orr	Manager, Business Services	City of North Vancouver	Local Government
Oliver Webbe	President	Darwin Properties	Construction/Development
Charlene Grant	General Manager, Corporate Services	District of North Vancouver	Local Government
Koert VandenEnden	Director of Finance	Global Relay	Technology
Jim Belsheim	President	Neptune Terminals	Port-Terminal
Peter Leitch	President & CEO	North Shore Studios	Film
Robyn Crisanti	Director, Public Affairs	Port of Vancouver	Port
Gary Mathiesen	President & CEO	Quay Property Management	Retail-Development
Nancy McKenzie	Vice President, Government Relations	Seaspan Shipyards	Port-Shipping
Chief Gibby Jacob	Executive Operating Officer	Squamish Nation	First Nations
Matthew Thomas	Economic Development Officer	Tsleil-Waututh Nation	First Nations
Mike Nader	COO - Vancouver Coast	Vancouver Coastal Health	Healthcare
Brad Eshleman	President	Western Stevedoring	Port-Terminal
Louise Ranger	CEO	North Vancouver Chamber	Small Business

Appendix B: Queensbury Business List

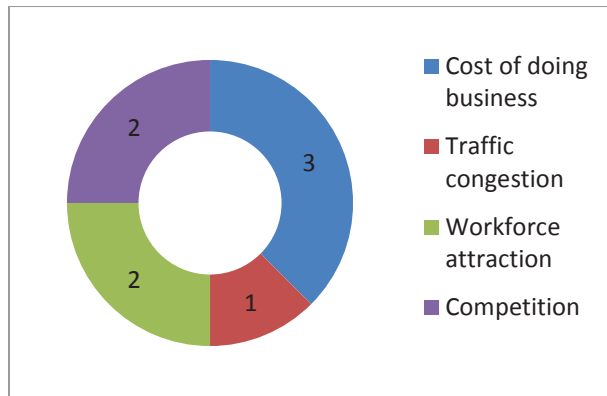
EPNV does not disclose which specific 9 businesses participated in the survey in March 2016. However for reference, the following 16 businesses make up the Queensbury commercial area that EPNV targeted for this survey:

4cats Arts Studio-North Vancouver
 Bee Haven Childcare Centres
 Blvd Bistro
 British Butcher Shoppe
 Caralynne McLean Consulting Services
 Express Alteration Ltd
 Hair For You
 K-9 Brite Bark North Shore
 Mount Royal Bagel Factory
 Penfolds Roofing & Siding
 Queensbury Market
 Royal Treatment Spa
 S'Wich Café Ltd
 Sansho Sushi & Japanese Dining
 Sprout Organic Market
 Upper Cervical Chiropractor

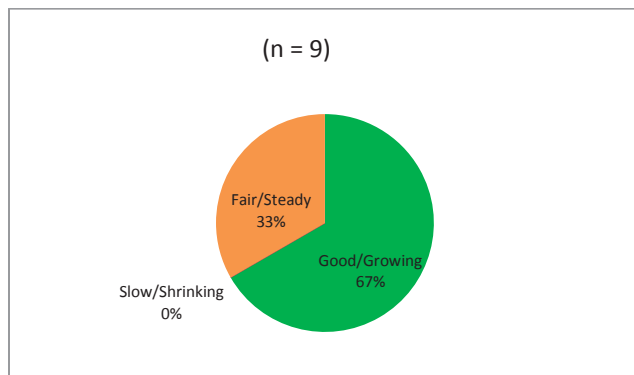
Appendix C: *What do you like most about doing business in North Vancouver?*



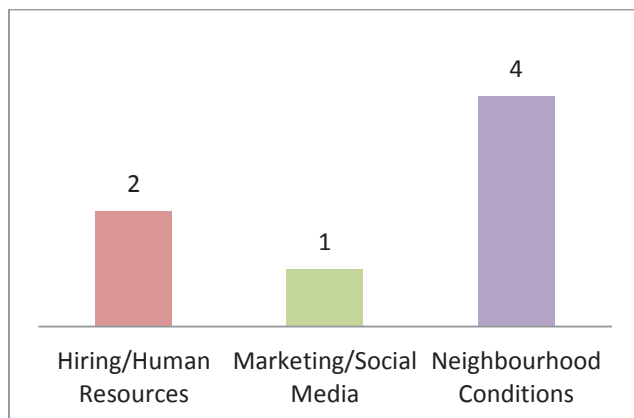
Appendix D: *What is the greatest challenge your business faces?*



Appendix E: *What is the current state of your business (ie. Growing, Steady, Shrinking)?*



Appendix F: *What can be done to help your business thrive?*



Appendix G. Business Survey

<p><u>Business Pulse:</u></p> <p>Date Visited:</p> <p>Business Name:</p> <p>Business Address:</p> <p>Contact Visited:</p> <p>1. Please rate the current state of your business.</p> <ul style="list-style-type: none"> <input type="radio"/> Good/Growing <input type="radio"/> Fair/Steady <input type="radio"/> Slow/Shrinking <p>2. What do you like most about doing business in North Vancouver? (choose only one)</p> <ul style="list-style-type: none"> <input type="radio"/> Location <input type="radio"/> Clientele <input type="radio"/> Affordability <input type="radio"/> Business-friendly local government <input type="radio"/> Availability of labour <input type="radio"/> Other _____ <p>3. What is the greatest challenge your business faces today? (choose only one)</p> <ul style="list-style-type: none"> <input type="radio"/> Cost of doing business (For example) <ul style="list-style-type: none"> - rent - labour - municipal, provincial or federal taxes - transportation - Canadian dollar exchange rate <input type="radio"/> Technological change <input type="radio"/> Traffic congestion <input type="radio"/> Workforce attraction <input type="radio"/> Workforce retention <input type="radio"/> Competition <input type="radio"/> Other _____ 	<p>4. What can be done to help your business thrive? (choose the one that best applies)</p> <ul style="list-style-type: none"> <input type="radio"/> Hiring/Human Resources (For example) <ul style="list-style-type: none"> - access to more workers - access to specific skilled positions <input type="radio"/> Exporting <input type="radio"/> Financing <input type="radio"/> Supply chain development and connections <input type="radio"/> Reducing government red tape <input type="radio"/> Marketing/Social Media <input type="radio"/> Neighborhood conditions (For example) <ul style="list-style-type: none"> - Signage - Parking changes - Beautification <input type="radio"/> Other _____ <p>5. What specific information would you like to have access to locally? (choose only one)</p> <ul style="list-style-type: none"> <input type="radio"/> Business planning <input type="radio"/> Financing <input type="radio"/> Hiring/Human Resources <input type="radio"/> Supply chain connections <input type="radio"/> Locations for expansion <input type="radio"/> Succession planning <input type="radio"/> Other _____ <p>Assessment</p> <p>Should this company be revisited to provide 1:1 assistance?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p>If yes within</p> <p><input type="radio"/> 24 hours</p> <p><input type="radio"/> 7 days</p> <p><input type="radio"/> 30 days</p> <p><input type="radio"/> 60 days</p> <p><input type="radio"/> 90 days</p> <p>Provide a legible, brief description of company's need e.g. Why are you suggesting a follow up visit?</p> <p>Business Pulse notes:</p>
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Appendix H. Survey Information and Post-Event Flyer



**Economic Partnership
Here to Help!**

Economic Partnership North Vancouver has been created to support businesses like yours and to attract new investments to our community. The Economic Partnership team is committed to realizing thoughtful and sustainable economic growth in North Vancouver by better connecting local business to emerging large community projects, as well as to the broader community.

Economic Partnership is a program of the North Vancouver Chamber of Commerce.

The Power of Partnership

The strength of EPNV lies in the diverse partnership between North Vancouver municipal governments, local First Nations, and North Vancouver businesses of all shapes and sizes. This broad cross section of North Vancouver's economy ensures that all our interests are represented. By acting as a single, unified point of contact, EPNV will be able to facilitate the discussion to create a common economic vision.

Here for YOU

EPNV exists to help you and your business succeed. With our expertise, connections and collective clout, we can move mountains for you and for our community. Over the next year, your EPNV team will focus on:

- Reducing barriers to business.
- Engaging with the community to identify and support economic opportunities.
- Creating business skills development and training programs.
- Connecting businesses to local supply chains.
- Attracting new business investment.
- Promoting trade and investment opportunities.

Help You Can Rely On

We want to hear from you. We want to help. We can't promise to fix all the economic issues facing North Vancouver, but working as a strong partnership means that EPNV can promise that you won't be facing them alone. Together, we can increase our odds of success.

Contact us to find out more about how the Economic Partnership can help your business.

124 West 1st Street, North Vancouver, BC V7M 3N3
604.987.4488 | patrick@nvchamber.ca | clark@nvchamber.ca

www.nvchamber.ca

Queensbury Business Pulse

Economic Partnership North Vancouver provides support and resources to new and existing businesses. We are committed to realizing thoughtful and sustainable growth. Economic Partnership exists to help your business succeed.

What we did:
In March 2016 Economic Partnership staff surveyed the Queensbury neighbourhood to launch our Business Pulse outreach program. We asked you what you like about operating a business here, about your challenges, the current state of your business and what help you may need.

What we learned:
As a result of our discussions with you and based on your feedback, here are 3 topics that can be addressed to help the Queensbury neighbourhood:

- Signage for raising awareness of Queensbury
- Neighborhood beautification
- Evaluating customer access (i.e. parking, bike accessibility, and foot traffic)

Next Steps

Economic Partnership is partnering with Capilano University to deliver a special Small Business Series of "How to" Workshops in the Fall of 2016. Topics will be:

- How to Retain Staff in High Turnover Jobs
- How to Use Social Media to Grow your Business
- How to Keep Your Customers in a Community Under Construction

For more information, contact Patrick Stafford-Smith at patrick@nvchamber.ca or 604.987.4488.



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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

REPORT

17. Brewery and Distillery Accessory Lounge Use – M-4 Industrial Commercial Zoning Bylaw Amendment and Lounge Endorsement Referral Policy
– File: 08-3360-20-0437/1

Report: Planner 1 and Manager, Business Services, March 20, 2019

RECOMMENDATION:


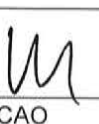
PURSUANT to the report of the Planner 1 and Manager, Business Services, dated March 20, 2019, entitled “Brewery and Distillery Accessory Lounge Use – M-4 Industrial Commercial Zoning Bylaw Amendment and Lounge Endorsement Referral Policy”:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705” (Accessory Lounge Use) be considered and that the Public Hearing be waived;

THAT “Lounge Endorsement for Manufacturing Liquor Licences Policy” be endorsed, subject to adoption of “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705” (Accessory Lounge Use);

AND THAT notification be published in accordance with the *Local Government Act* and as set out in the report.



Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING & DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Mike Friesen, Planner I
Larry Orr, Manager, Business Services

Subject: BREWERY AND DISTILLERY ACCESSORY LOUNGE USE – M-4
INDUSTRIAL COMMERCIAL ZONING BYLAW AMENDMENT AND
LOUNGE ENDORSEMENT REFERRAL POLICY

Date: March 20, 2019 File No: 08-3360-20-0437/1

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Planner I and Manager, Business Services, dated March 20, 2019, entitled "Brewery and Distillery Accessory Lounge Use – M-4 Industrial Commercial Zoning Bylaw Amendment and Lounge Endorsement Referral Policy":

THAT "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705" (Accessory Lounge Use) be considered and that the Public Hearing be waived;

THAT the attached "Lounge Endorsement for Manufacturing Liquor Licences Policy" be endorsed subject to adoption of "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019 No. 8705" (Accessory Lounge Use);

AND THAT public notification take place as described in the report.

ATTACHMENTS:

1. Zoning Bylaw Amendment Bylaw No. 8705 (Doc [#1762075](#))
2. Lounge Endorsement for Manufacturing Liquor Licences Policy (Doc [#1759454](#))
3. M-4 Industrial Commercial Zone Properties Map (Doc [#1700708](#))

PURPOSE

The purpose of this report is to present, for Council consideration, a Zoning Bylaw amendment to permit Accessory Lounge Use in the M-4 Industrial Commercial Zone. A Lounge Endorsement for Manufacturing Liquor Licences Policy, to guide staff on when to bring lounge endorsements – referred to us by the Liquor and Cannabis Regulation Branch – to Council, is also presented for consideration.

BACKGROUND

Options concerning amendments to the M-4 Industrial Commercial zone were first presented to Council on September 24th, 2018 in a report requesting preliminary direction for a rezoning of 266 East Esplanade to permit a lounge accessory to brewery in a proposed development. At that time, Council referred the matter to a Policy Committee Meeting in order to hear from a broader range of constituents and to explore more thoroughly the implications of permitting lounges accessory to brewing and distilling uses prior to making a recommendation.

A Policy Committee Meeting was held February 4th, 2019, at which time staff presented the rationale for an amendment to the M-4 Industrial Commercial Zone. Staff noted the proximity of the M-4 Industrial Commercial Zone to the City's cultural and commercial core, the potential economic development and place-making opportunities associated with small-scale breweries, and the support for small industrial entrepreneurs. Council directed staff to prepare an amendment to the City's Zoning Bylaw and to present options for how the City will respond to referrals from the Liquor and Cannabis Regulation Branch via the following resolution:

THAT staff prepare an amendment to the M-4 Industrial Commercial Zone to support breweries and distilleries with an accessory lounge.

DISCUSSION

Area Description

The subject area is located east of Lonsdale Avenue, with most of the properties located on the 200-block of East 1st Street and the 200 and 300 blocks of East Esplanade, although several sites extend west along the 100 block of East 1st Street (Attachment 3 - M-4 Industrial Commercial Zone Properties Map).

The area's character is industrial, and the district hosts a range of light-industrial uses such as car garages, sign making studios, research laboratories, small-scale manufacturing, and an existing brewery. Adjacent to the City's commercial and cultural core, the area is well served by transit, active transportation infrastructure, and civic amenities.

The light-industrial activity provides services and economic opportunities for the City and it acts as a buffer between the residential area to the north and the heavy industrial uses along the City's eastern shoreline.

Planning Policy

The City's Zoning Bylaw broadly prohibits various types of lounges which means that under our current process, every proposed Accessory Lounge Use would require a rezoning in order to be developed. The proposed amendments would significantly reduce the barriers to entry for potential brewers while still ensuring the City maintains important controls to ensure development is appropriate for the industrial character of the area and does not unduly nuisance nearby residents.

The subject area is designated Mixed Employment in Metro Vancouver's Regional Growth Strategy (RGS). The proposed changes are consistent with the RGS and supports Goal 2 – Support a Sustainable Economy – through strategies 2.1 "Promote land development patterns that support a diverse regional economy and employment close to where people live" and 2.2 "Protect the supply of industrial land".

The subject area is primarily designated Mixed Employment in the City's Official Community Plan. The Mixed Employment designation is intended to promote light industrial uses with a limited commercial use. The Accessory Lounge Use permitted by the Zoning Bylaw amendment would be accessory to the brewery function and would not require an amendment to the OCP in order to take effect. The proposed amendments also align with The City's cultural policies – such as the Lower Lonsdale Cultural Facilities Study – which strive to promote cultural, economic, and place-making opportunities in the Lower Lonsdale area.

Zoning Bylaw Amendment

The purpose of the Zoning Bylaw amendment (Attachment 1) is to permit Accessory Lounge Use where an approved brewing or distilling use is present. Several provisions of the City's existing zoning bylaw necessitate this change, namely:

- Section 402 (19) which broadly prohibits various types of liquor licences; and
- The definition for Accessory Manufacturing Retail Use, which limits retail sale only to goods or things that are manufactured on site.

In order to address these restrictions, staff are proposing the creation of an additional accessory use for the M-4 Industrial Commercial Zone: Accessory Lounge Use. Accessory Lounge Use would only be permitted accessory to a brewery or distillery

In order to ensure that the Accessory Lounge Use remains secondary to the primary industrial use, staff are proposing that the lounges are limited to 30% of the principal use's floor area, up to a maximum of 80 m² (861.1 square feet). This floor area must accommodate all commercial activities including customer seating and circulation areas, the bar, kitchen and food preparation areas, customer washrooms, merchandise and merchandise storage areas, proposed off-sale areas and any refrigerators or shelving associated with it as well as cashiers/order taking areas. In terms of numbers of patrons, it is expected that 80 m² would result in a maximum of approximately 50 patrons. On-site patios would also be permitted, to a potential maximum area of 40m². Although permitted by zoning, all patios will need to apply for an outdoor dining permit. Staff will review all applications and ensure that the design mitigates impacts on adjacent users to whatever extent possible.

In order to support other small manufacturers and producers, staff are proposing an amendment to the definition of Accessory Manufacturing Retail Use in order to the sale of complementary items in addition to what is manufactured on site. This would permit, for example, a coffee roaster to sell a latte even though the milk was not processed on site, or a bicycle manufacturer to be able to sell a helmet and lock along with the bike that is manufactured on site

Staff are not proposing an increase to the parking requirements for Accessory Lounge Use. Although it is expected that the proposed changes will increase the number of visitors to the area, it is expected that this impact is mitigated due to several factors: firstly, the businesses are already served by parking and the Accessory Lounge Use will generate the greatest demand in the evenings and weekends when traditional industrial uses do not require significant parking resources; secondly, as these businesses are purveyors of alcoholic beverages, we are expecting that the majority of users will walk, bus or cab/carpool to the lounges which will reduce parking demand; and thirdly, that most breweries and Accessory Lounge Uses will be renovations of existing industrial buildings – rather than new developments – and requiring an increase of parking will likely make the use impossible on existing sites without a rezoning or development variance permit.

Lounge Endorsement for Manufacturing Liquor Licences Policy

Should Council determine that a change to the Zoning Bylaw is appropriate, staff are requesting that Council endorse a policy that provides direction for when staff are to refer provincial “Lounge Endorsements” to Council. Should Council not consider the Zoning Bylaw amendment appropriate, there would be no requirement to endorse a new policy; all “Lounge Endorsements” would be considered as a part of a site specific rezoning.

Under current provincial liquor licensing regulations, manufacturers that want to add a lounge area must apply for a “Lounge Endorsement” on their Liquor License. Local governments are invited to provide comment on “Lounge Endorsement” applications. For each application, local governments have the option to provide comment or opt out of providing comment. If the local government chooses to provide comment, they are required to gather public input on the application. If local government opts out of providing comment (usually in cases where the zoning permits the use and there are no perceived impacts on adjacent uses) then the Liquor and Cannabis Regulation Branch conducts their own public consultation before a decision is made on the lounge application.

Staff are recommending Council adopt a policy (Attachment #2) which sets out the criteria for when staff will refer Lounge Endorsement applications to Council for comment. The criteria include:

- The entrance and/or patio of the proposed Accessory Lounge Use fronts onto or is directly adjacent to residential-only uses;
- The proposed Accessory Lounge Use proposes a roof-top patio;
- There have been past issues with the existing craft brewery business;
- Staff have identified other reasons to refer the issue to Council.

Should any of these conditions exist, staff will conduct public consultation on the Lounge Endorsement application and subsequently refer the matter to Council for comment. If these conditions do not exist, staff will opt out of providing comments and allow the Province to conduct its review and public engagement.

Council may wish to review all lounge endorsements that are referred to us by the Liquor and Cannabis Regulation Branch. This option would result in prolonged processes for the businesses that are applying. Should Council prefer to have all lounge endorsements referred to them for consideration and comment, the following motion is recommended:

THAT staff refer all future Lounge Endorsement referrals to Council for consideration;

Public Hearing and Notification

Staff are recommending to waive the Public Hearing. The Policy Committee Meeting, which took place on February 4th, 2019, provided an opportunity for public feedback. Additionally, in the time since the Policy Committee Meeting there has been news coverage that has resulted in broad awareness of the proposed changes. Staff expect that should a public hearing be held, feedback would largely mirror that which was presented at the Policy Committee meeting; 39 public submissions were received prior to the Policy Committee meeting, all of which were in support of amending the zoning bylaw to facilitate lounges in the M-4 zone. A Waived Public Hearing would continue to allow for written comments to be received and considered by Council.

As the Zoning Bylaw amendment is proposing changes to more than ten properties, notice must be published in two consecutive issues of the local paper, but does not need to be sent to landowners of the area, nor does a sign need to be posted in the area. In order to ensure that stakeholders are well-informed and provided with adequate opportunity to comment, staff recommend sending notice to the property owners of all M-4 Industrial Commercial zoned properties and that three public notification signs be erected at the three primary access points to the area: the corner of East Esplanade and St. Georges Avenue; the corner of East First Street and St. Georges Avenue; and the corner of East First and St. Patricks Avenue.

Should Council wish to hold the Public Hearing, the following motion is recommended:

THAT "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705" (Accessory Lounge Use) be considered and that the public hearing be scheduled.

Advisory Body Input

The topic of breweries and lounges in the M-4 Industrial Commercial Zone was presented to the Advisory Planning Commission at their November 14th, 2018 meeting. The Commission was supportive of the proposed changes and carried the following motion unanimously:

THAT the Advisory Planning Commission supports amending the M4 zoning to consider lounges accessory to beer or spirit production and recommends staff consider the following elements in crafting the policy:

- Preservation of light industrial;

- Placemaking including food truck colocation, precinct branding and alleyway animation; and
- Ensure sufficient transportation access, including adequate parking, bike facilities and walkability.

INTER-DEPARTMENTAL IMPLICATIONS

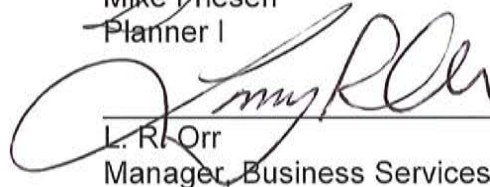
With the combined economic development and land use implications of the proposed changes, this report has been prepared as a collaboration between the Planning and Community Services Departments.

The City's Building and Development Services departments have reviewed the Zoning Bylaw amendments and are supportive of the proposed direction. The Building Department did note that new breweries and distilleries – and any proposed Accessory Lounge Use – will be required to conform to the BC Building Code and will be subject to Metro Vancouver's authority concerning matters of industrial sewerage and drainage.

RESPECTFULLY SUBMITTED:



Mike Friesen
Planner I



L. R. Orr
Manager, Business Services

MF/eb/rf

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8705

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705” (Accessory Lounge Use)**.
2. Division I: Administration of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended as follows:
 - A. In Part 2: Interpretation, adding the definition for “Accessory Lounge Use” as follows:

“Accessory Lounge Use” means the retail sale of alcohol, the majority of which is brewed or distilled on site, with food and other beverages for on-site consumption. The use is only permitted accessory to distilleries or breweries.
 - B. In Part 2: Interpretation, deleting the definition for “Accessory Manufacturing Retail Use” in its entirety and replacing it with the following:

“Accessory Manufacturing Retail Use” means the retail sale of goods or things that are manufactured on-site, as well as complementary items. For purposes of this definition, manufacturing means assembling, fabricating, producing, or repair of goods or things.
3. Division III: Zone Standards of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended as follows:
 - A. In Part 7: Industrial Zones, adding to Section 701 (6) as follows:
 - (f) Accessory Lounge Use, subject to Section 702 (7);
 - B. In Part 7: Industrial Zones, deleting Section 702 (4)(b) in its entirety and replacing it with the following:
 - (b) together with Accessory Retail Service Group 2 Use, shall not occupy a combined area of more than 30% of the Gross Floor Area of the Principal Industrial Use;
 - C. In Part 7: Industrial Zones, adding to Section 702 as follows:
 - (7) Accessory Lounge Use
 - (a) shall be completely enclosed within the Principal Building;
 - (b) together with Accessory Retail Service Group 2 Use and Accessory Manufacturing Retail Use, shall not occupy a combined area of more than 30% of the Gross Floor Area of the Principal Industrial Use to a maximum of 80 square metres (861.1 square feet);

- (c) notwithstanding 702 (7)(a) and 702 (7)(b), an on-site outdoor patio is permitted with a maximum area which shall not exceed 50% of the permitted Accessory Lounge Use.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK



Policy Name: Lounge Endorsement for Manufacturing Liquor Licensing Policy

Policy Number:

POLICY

Lounge Endorsement for Manufacturing Liquor Licensing Policy applies to applications from liquor manufacturers (distilleries, breweries and wineries) for a Lounge Endorsement.

REASON FOR POLICY:

Under current provincial liquor licensing regulations, establishments operating with a Manufacturing Liquor License (craft breweries, distilleries and wineries) can apply for a Lounge Endorsement which would allow them to have a lounge area where patrons can purchase and consume products as opposed to just sample. Adding a lounge area to a liquor manufacturing business provides support for small industrial entrepreneurs, assists with the sustainability of the business and contributes to place-making and community economic development.

Current provincial liquor licensing regulations require Lounge Endorsement applications to be referred to local government. Local government has the option to provide comments on the application or to opt out of providing comments. This Policy provides the criteria which will be considered to determine when to refer Lounge Endorsement applications to Council for comments.

AUTHORITY TO ACT

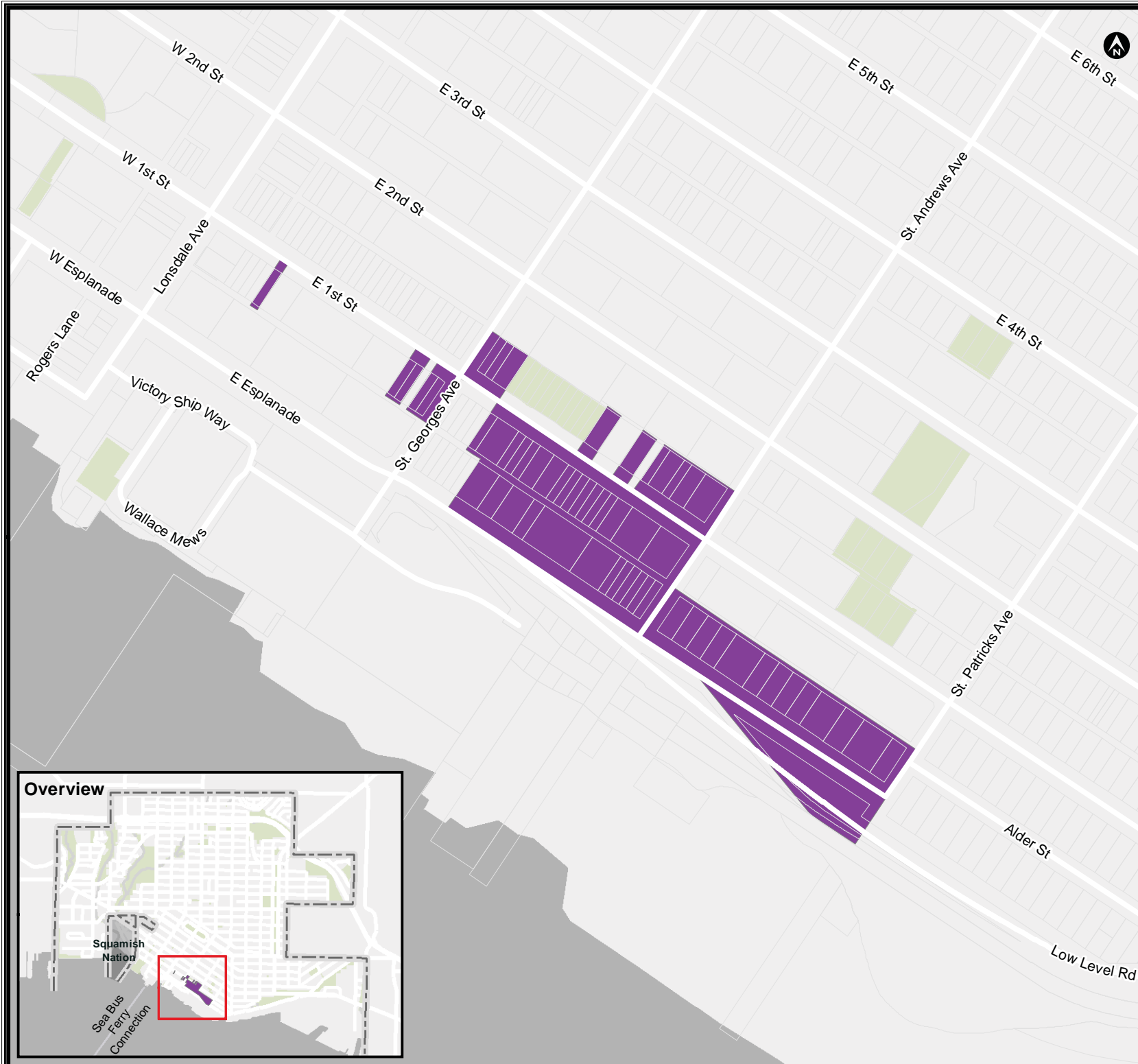
Administration of this Policy is delegated to the Community and Partner Engagement Department.

PROCEDURE

Staff will refer Lounge Endorsement applications to Council if any of the following conditions exist:

- The Accessory Lounge Use fronts onto or is directly adjacent to residential-only uses;
- The proposed Accessory Lounge Use is a roof-top patio;
- There have been past issues with the business that is applying for the endorsement; and
- Staff have identified other reasons to refer the application to Council for comment.




Approval date:		Approved by:	

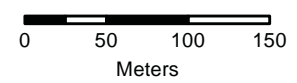


City of North Vancouver

M-4 Zoning:
Industrial - Commercial Sites

Legend

-  M-4 Zoning Sites
-  Legal Parcels
-  Park

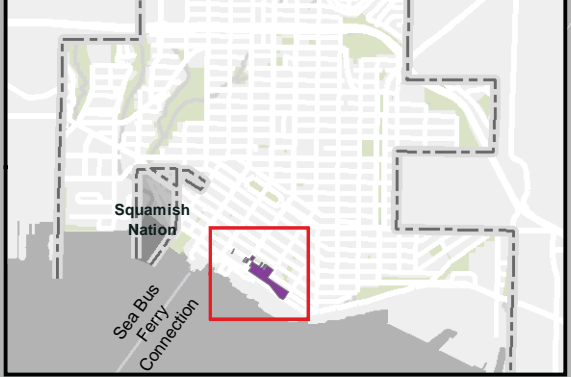


DISCLAIMER
This map was produced on the City of North Vancouver's Geographic Information System. Data provided herein is derived from sources with varying levels of accuracy and detail. The City of North Vancouver disclaims all responsibility for the accuracy or completeness of information contained herein.

**GIS Division, Information Technology,
City of North Vancouver**

PUBLISHED: September 13, 2018
FILE: M4_Zoning_8_5x11
PATH: H:\CNV_Maps\Comm_Dev\M4_Zones\
COORDINATE SYSTEM: NAD 1983 UTM Zone 10N

Overview





THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

BYLAW – FIRST AND SECOND READINGS

18. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705”
(Accessory Lounge Use)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705”
(Accessory Lounge Use) be given first and second readings.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8705

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8705” (Accessory Lounge Use)**.
2. Division I: Administration of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended as follows:
 - A. In Part 2: Interpretation, adding the definition for “Accessory Lounge Use” as follows:

“Accessory Lounge Use” means the retail sale of alcohol, the majority of which is brewed or distilled on site, with food and other beverages for on-site consumption. The use is only permitted accessory to distilleries or breweries.
 - B. In Part 2: Interpretation, deleting the definition for “Accessory Manufacturing Retail Use” in its entirety and replacing it with the following:

“Accessory Manufacturing Retail Use” means the retail sale of goods or things that are manufactured on-site, as well as complementary items. For purposes of this definition, manufacturing means assembling, fabricating, producing, or repair of goods or things.
3. Division III: Zone Standards of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended as follows:
 - A. In Part 7: Industrial Zones, adding to Section 701 (6) as follows:
 - (f) Accessory Lounge Use, subject to Section 702 (7);
 - B. In Part 7: Industrial Zones, deleting Section 702 (4)(b) in its entirety and replacing it with the following:
 - (b) together with Accessory Retail Service Group 2 Use, shall not occupy a combined area of more than 30% of the Gross Floor Area of the Principal Industrial Use;
 - C. In Part 7: Industrial Zones, adding to Section 702 as follows:
 - (7) Accessory Lounge Use
 - (a) shall be completely enclosed within the Principal Building;
 - (b) together with Accessory Retail Service Group 2 Use and Accessory Manufacturing Retail Use, shall not occupy a combined area of more than 30% of the Gross Floor Area of the Principal Industrial Use to a maximum of 80 square metres (861.1 square feet);

- (c) notwithstanding 702 (7)(a) and 702 (7)(b), an on-site outdoor patio is permitted with a maximum area which shall not exceed 50% of the permitted Accessory Lounge Use.

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ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

Regular Council Meeting – April 1, 2019

REPORT

19. Amendment to Officers and Officials Bylaw (Statutory Officers / Designation of Municipal Employees / Exempt Benefits / Language Clarification)
– File: 07-2740-01-0001/2019



Report: City Clerk, March 20, 2019

RECOMMENDATION:

PURSUANT to the report of the City Clerk, dated March 20, 2019, entitled “Amendment to Officers and Officials Bylaw (Statutory Officers / Designation of Municipal Employees / Exempt Benefits / Language Clarification)”:

THAT “Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw, 2019, No. 8710” (Statutory Officers / Designation of Municipal Employees / Exempt Benefits / Language Clarification) be considered.



		
Department Manager	Director	CAO

The Corporation of **THE CITY OF NORTH VANCOUVER**
CITY CLERK'S DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Karla Graham, City Clerk

Subject: AMENDMENT TO OFFICERS AND OFFICIALS BYLAW (STATUTORY
OFFICERS / DESIGNATION OF MUNICIPAL EMPLOYEES / EXEMPT
BENEFIT OPTION / LANGUAGE CLARIFICATION)

Date: March 20, 2019 File No: 07-2740-01-0001/2019

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the City Clerk, dated March 20, 2019, entitled
"Amendment to Officers and Officials Bylaw (Statutory Officers / Designation of
Municipal Employees / Exempt Benefit Option / Language Clarification)":

THAT "Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw, 2019,
No. 8710" (Statutory Officers / Designation of Municipal Employees / Exempt
Benefit Option / Language Clarification) be considered.

ATTACHMENTS:

1. Tracked change (consolidated) version of "Officers and Officials Bylaw, 2013,
No. 8322" (Document #1759463).
2. Proposed "Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw,
2019, No. 8710" (Statutory Officers / Designation of Municipal Employees /
Exempt Benefit Option / Language Clarification) (Document #1757502);

DISCUSSION:

The Chief Administrative Officer, Corporate Officer (City Clerk) and Chief Financial Officer (Director of Finance) are designated the Statutory Officers of the City under the *Community Charter* and "Officers and Officials Bylaw, 2013, No. 8322". Employees holding these positions must also be designated a municipal employee under the *Financial Disclosure Act* in order to make and file their written Statement of Disclosure. The proposed bylaw authorizes this designation.

The bylaw amends the wording of the Officer positions to align with the language set out in the legislation.

The Exempt Benefit Option is clarified in the proposed bylaw as service severance pay and sick pay entitlements were a grand-parented benefit for some exempt employees who have all since retired. The bylaw also addresses any language inconsistencies throughout.

FINANCIAL IMPLICATIONS:

None.

INTER-DEPARTMENTAL IMPLICATIONS:

Aligning the titles of the Statutory Officer positions will provide consistency with the provincial legislation.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

None.

STRATEGIC PLAN IMPLICATIONS:

None.

RESPECTFULLY SUBMITTED:



Karla Graham, City Clerk



THE CORPORATION OF THE CITY OF NORTH VANCOUVER

**“OFFICERS AND OFFICIALS BYLAW,
2013, NO. 8322”**

CONSOLIDATED FOR CONVENIENCE – MAY 7, 2018

Amendment Bylaw, 2013, No. 8341	November 18, 2013
Amendment Bylaw, 2018, No. 8632	May 7, 2018

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8322

A Bylaw to provide for the manner of appointment, the assignment of powers, duties and functions, conditions of employment, benefits and remuneration of the Officers and Officials of the Corporation of the City of North Vancouver.

WHEREAS Section 146(a) of the *Community Charter* (SBC 2003, Chapter 26) provides that Council must, by bylaw, establish officer positions in relation to the powers, duties and functions under section 148 [corporate officer] and 149 [financial officer] and under section 147 [chief administrative officer];

AND WHEREAS Section 146(b) of the *Community Charter* provides that Council may, by bylaw, establish other officer positions and 146(c) may assign powers, duties and functions to its officer positions;

AND WHEREAS, subject to the BC Labour Relations Code, Council may also establish the terms and conditions of its officers' employment, including terms and conditions respecting their remuneration, benefits, expenses, hours of work and manner of appointment, promotion, discipline and dismissal;

THEREFORE The Council of The Corporation of The City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Officers and Officials Bylaw, 2013, No. 8322**”.

2. The following positions are designated as Statutory Officers (“Officers”) of the Corporation of the City of North Vancouver:~~The following positions are the Officers for the Corporation of the City of North Vancouver:~~

- (a) Chief Administrative Officer
- (b) Corporate Officer (City Clerk)
- (c) Chief Financial Officer (Director of Finance)
~~City Clerk~~
~~Chief Administrative Officer~~
~~Director of Finance~~

The persons holding these positions are established as Statutory Officers of the City under Section 146 of the *Community Charter* and are also designated as “municipal employees” for the purposes of the *Financial Disclosure Act*, RSBC 1996.

3. In addition to the Officers of the City listed in Section 2 above, this Bylaw shall also apply to those positions, including Department Heads designated by the Chief Administrative Officer, to be management and exempt positions within the City of North Vancouver pursuant to the terms of the BC Labour Relations Code and excluded from the CUPE and IAFF bargaining units (~~“Managers”~~).
4. For the purposes of this Bylaw, employees of the City, as defined in Section 3, shall be referred to as “Officials”.~~For the purposes of this Bylaw, the Officers as defined in Section 2 and the Managers defined in Section 3 shall be referred to as “Officials”.~~

5. The Chief Administrative Officer shall be assigned chief administrative responsibility for the City of North Vancouver, including the statutory powers, duties and functions specified in Section 147 of the *Community Charter*, and shall be under the supervision of Council to:
- (a) supervise, coordinate and administer the affairs of the City and its Officials;
 - (b) put into effect and carry out the policies of Council;
 - (c) advise Council on matters within the control and purview of Council;
 - (d) prepare with Department Heads estimates of revenue and expenditures annually or as required by Council and submit them to Council or the Finance Committee for consideration;
 - (e) direct the establishment of effective internal controls to safeguard municipal assets under the control of Council and the adequate provision of insurance, protection and defence against claims;
 - (f) review and approve appropriation lists for capital expenditures for new equipment and/or the replacement of existing equipment;
 - (g) report to Council any changes in the statutory responsibilities of Officers or organization changes involving departments or Department Heads;
 - (h) report to Council, for approval, any changes in regular full-time or regular part-time [employee](#) complement;
 - (i) participate in the recruitment of Officers appointed by Council and appoint Department Heads that are not Officers;
 - (j) provide input and assistance into collective bargaining, contract interpretation and wage/salary administration;
 - (k) serve and represent the City on various civic committees, commissions, boards or other forums appointed by Council or that are within the discretion of the position to establish;
 - (l) establish, promote and maintain extensive contact and liaison with municipal, senior government and business officials and representatives and the general public;
 - (m) carry out any other duties prescribed by bylaw or resolution of Council;
 - (n) the Chief Administrative Officer may discipline Department Heads and discharge Department Heads that are not Officers. The Chief Administrative Officer may make recommendations to Council for the termination of an Officer of the City. The Chief Administrative Officer, or designated [management staff Officer or Official](#), shall have the discretion to discipline or discharge any other municipal employee; it being understood that in the case of an [Officer or Official](#), a decision to terminate will not be made without first reviewing the matter with the [Director, Human Resources](#) [Director responsible for Human Resources](#) and/or Chief Administrative Officer.

6. The ~~City Clerk~~Corporate Officer is assigned the responsibility of corporate administration for the City of North Vancouver, including the statutory powers, duties and functions set out in Section 148 of the *Community Charter*. The ~~City Clerk~~Corporate Officer is responsible for responding on behalf of the City in dealing with issues under the *Freedom of Information and Protection of Privacy Act*.
7. The ~~Director of Finance~~Chief Financial Officer is assigned the responsibility of financial administration for the City of North Vancouver, which includes the statutory powers, duties and functions specified in Section 149 of the *Community Charter*.
8. The responsibilities, power and duties of Officials, other than the Officers listed in Section 2, shall be as determined by the Chief Administrative Officer or as otherwise directed by Council by resolution.
9. (a) All Officers shall be appointed to their positions by Council; such appointments may involve a Council appointed selection committee, which, except for the Chief Administrative Officer's selection, would then include the Chief Administrative Officer and ~~Director, Human Resources~~Director responsible for Human Resources as facilitators. Department Heads shall be appointed to their position by the Chief Administrative Officer and may involve an advisory Committee of Council, which would then include the Chief Administrative Officer and the ~~Director, Human Resources~~Director responsible for Human Resources as facilitators. Any other Officials shall be appointed to their position by their respective Department Heads.
- (b) The temporary position of Deputy Chief Administrative Officer may be appointed by the Chief Administrative Officer from amongst current Officers and Officials for a period to be determined at the discretion of the Chief Administrative Officer. Such appointment is renewable. For the additional responsibility of relieving the Chief Administrative Officer during absence and providing assistance on special projects and assignments, as required, the Deputy Chief Administrative Officer will receive 6%, effective May 1, 2013, of the employee's Officer's or Official's base salary prorated in accordance with the duration of the appointment, should it be for a period of less than one year. [Bylaw 8341, November 18, 2013]
10. (a) The remuneration of ~~the Officers and~~ Officials covered by this Bylaw shall be in accordance with the pay scales established for each respective position based on a market salary survey of comparable municipal employers, as determined through a third party consultant review, as authorized by the Chief Administrative Officer and subject to any necessary budget approvals. The selection of a third party consultant is to be discussed with the City of North Vancouver Managerial Association.

Benefits for Officers and Officials covered under this Bylaw are outlined in the Employee Benefits Summary (Exempt). Specific terms and conditions of employment for each ~~exempt employee~~Officer and Official are outlined in their Employment Agreement and/or Appointment Letter.

- (b) To compensate for overtime required, Officers and Officials covered under this Bylaw shall be eligible to receive compensation for work authorized in writing to be performed outside of their regular hours of work pursuant to City policies and as determined by the Chief Administrative Officer in consultation with the Department Head and the ~~Director, Human Resources~~Director responsible for Human Resources and/or designate, as provided below:

For those Officials in pay bands 1 to 6, inclusive, overtime shall be paid in accordance with the current CUPE Collective Agreement.

Those Officials in pay bands 7 to 10, inclusive, are eligible to accumulate overtime beyond their regular hours of work, hour for hour at straight time rates, up to 70 hours annually, with a one-hour minimum claim. An ~~employee-Official~~ who has accumulated overtime hours may take equivalent time off with pay.

Those Officers and Officials in pay bands 11 and above (and designated positions in pay bands 6 to 10, inclusive, as authorized by the Chief Administrative Officer) are eligible to accumulate overtime beyond their regular hours of work, hour for hour at straight time rates, up to 70 hours annually. For this group, there is a one-hour grace period for claiming overtime immediately preceding or following an ~~employee's-Officer or Official's~~ normal work schedule. An ~~employee-Officer or Official~~ who has accumulated overtime hours may take equivalent time off with pay.

The foregoing represents total overtime compensation for Officers and Officials, except as may be required by law.

[Bylaw 8632, May 7, 2018]

- (c) Officials exempted from the CUPE or IAFF bargaining unit who replace an ~~Officer~~ or ~~Official~~ with a higher salary by reason of vacation or illness shall receive a 10% premium over their current salary (unless the 10% premium results in a salary higher than the top step of the pay band. In this case, the salary for the acting assignment will be the top step of the pay band the ~~employee-Officer or Official~~ is acting in), providing the term is for a minimum of one day or longer and a replacement was required.
- (d) ~~Officers and Officials in Designated positions~~ will be required to use their personal vehicle for City business, when required. A T2200 documenting this requirement for income tax purposes will be issued ~~to all employees in designated positions~~.

Such ~~employees-Officers and Officials~~ must maintain business-use insurance, as required by ICBC, at their own expense, and cover any other additional vehicle expenses necessitated by using their personal vehicle for City business.

Any new position will have their salary range determined by the Chief Administrative Officer and ~~Director, Human Resources~~ Director responsible for Human Resources, in consultation with a third party consultant, and be considered based on total market compensation criteria and ~~may be designated~~ will be designated as requiring a vehicle for business use based on position requirements.

Those ~~employees-Officers and Officials~~ who are not designated, as required, to use their personal vehicle for business use, may claim casual mileage for business use in accordance with the City's "Vehicle Policy No. 501".

Designated ~~employees-Officers and Officials~~ may claim casual mileage in accordance with the City's "Vehicle Policy No. 501" for travel outside the Metro Vancouver area only.

Any ~~employees~~ Officers and Officials required to use their personal vehicle for business use will not be eligible to use a City fleet or pool vehicle, except in exceptional circumstances with the express approval of the Chief Administrative Officer.

11. Vacation Entitlement

- (a) For ~~management and exempt staff~~ Officers and Officials in pay bands 11 and below, basic vacation entitlements are as follows: *[Bylaw 8632, May 7, 2018]*

Up to 1 year	prorated based on 15 working days
2 – 4 years	15 working days
5 – 12 years	20 working days
13 – 20 years	25 working days
21+ years	30 working days

- (b) ~~Management and exempt staff~~ Officers and Officials in pay bands 11 and above will have a base vacation entitlement of 4 weeks (20 working days). This base vacation entitlement is prorated during the ~~employee's~~ Officer's or Official's first year of employment with the City. Vacation entitlement beyond the 20 working days will be as outlined in paragraph 11(a) above. *[Bylaw 8632, May 7, 2018]*
- (c) Officers and Officials with the applicable municipal or other comparable service prior to their employment by the City may have this service calculated in determining their vacation entitlement at the discretion of the Chief Administrative Officer, in consultation with the ~~Director, Human Resources~~ Director responsible for Human Resources.

12. Subject to the possession of the necessary professional qualifications required by law in the discharge of the duties of certain Officers and Officials, any office(s) may be held by any other Officer or Official of the City, and the City agrees to pay the membership and annual licence fees to maintain this professional qualification.

13. (a) Compulsory Group Life Insurance coverage shall be provided by the City at no cost to the Officers and Officials covered by this Bylaw at 2 times annual salary; the terms of which are detailed in a contract administered by the ~~Director, Human Resources~~ Director responsible for Human Resources.

- (b) Optional Life Insurance shall be made available, at the ~~employee's~~ Officer's or Official's option and ~~employee's at their~~ cost, to ~~employees~~ Officers and Officials covered under this Bylaw and their spouses; the terms of which are detailed in a contract administered by the ~~Director, Human Resources~~ Director responsible for Human Resources.

14. A Long Term Disability Plan shall be provided at no cost to the Officer or Official; the terms of which are detailed in a contract administered by the Director responsible for Human Resources. During the period of Long Term Disability (LTD), the Officer or Official shall continue with basic Medical, Dental, Extended Health and Group Life Insurance Benefits provided under this Bylaw. No further contributions will be made to the Municipal Pension Plan and application will be made to the Municipal Pension Plan for the approval of the LTD Plan whereby the period of disability will be considered as "service" and will be approved for the purpose of an indexed pension at maximum retirement age. All other benefits provided under this Bylaw will cease during the period of disability. ~~A Long Term Disability Plan shall be provided at no cost to the Official; the terms of which are detailed in a contract~~

~~administered by the Director, Human Resources. During the period of Long Term Disability (LTD), the employee shall continue with basic Medical, Dental, Extended Health, Group Life Insurance and Service Severance Pay Benefits/Retirement Benefits provided under this Bylaw. No further contributions will be made to the Municipal Pension Plan and application will be made to the Municipal Pension Plan for the approval of the LTD Plan whereby the period of disability will be considered as "service" and will be approved for the purpose of an indexed pension at maximum retirement age. All other benefits provided under this Bylaw will cease during the period of disability.~~

15. The City shall provide, at no cost to ~~the Officers and~~ Officials, the following health and welfare benefits:

- (a) Basic Medical
- (b) Extended Health
- (c) Dental Coverage
- (d) Sick Leave Coverage
- (e) Critical Illness Coverage

Benefits will be provided in accordance with formal plan documents and are subject to the eligibility and limitations specified in those plan documents.

16. ~~Exempt Benefit Option (TFSA, RRSP, Vacation) Service Severance Pay/Sick Payouts and Replacement Benefits (RRSP, Vacation, TFSA)~~

~~Officers and Officials will receive the value of 1.04% of regular salary, calculated at the rate in effect on January 1 of each year, to be credited into either a Tax Free Savings Account (TFSA), Registered Retirement Savings Plan (RRSP) or to purchase additional vacation. Details of these plans are as administered by the Director responsible for Human Resources. All new employees and those who transitioned out of service severance and sick pay entitlements with current service severance pay and sick/gratuity banks frozen, will, commencing January 1, 2006 (prorated for 2005), receive the value of 1.04% of regular salary, calculated at the rate in effect on January 1 of each year, to be credited into either a Tax Free Savings Account (TFSA), Registered Retirement Savings Plan (RRSP) or to purchase additional vacation. Details of these plans are as administered by the Director, Human Resources.~~

17. The Chief Administrative Officer may appoint an Official, except for those Officers appointed by Council, for a fixed term of employment and is authorized to enter a fixed term agreement with the Official. ~~All Officers and Officials~~~~All new hires into the management and exempt group~~, including internal changes in position, will be required to sign an Employment Agreement, as administered by the Chief Administrative Officer and ~~Director, Human Resources~~~~Director responsible for Human Resources~~.

18. Any amalgamation and/or integration of services provided by the City and another government authority shall be preceded by the establishment of a joint committee to which at least one ~~Officer or~~ Official, defined in this Bylaw, shall be appointed. This committee shall meet to consider and recommend resolution of matters dealing with the integration of ~~Officers and Officials and employees~~ whose positions are affected by amalgamation or integration. The appointment of the ~~Officer or~~ Official shall be made by the City's Managerial Association.

19. Subject to the provisions of the *Community Charter*, and all amendments thereto, and of this Bylaw, the persons now acting as holders of the respective offices as above mentioned are hereby confirmed and continued as the holders of such offices.
20. Each Officer and Official shall faithfully perform the duties usually appertaining to the office which that person holds and shall, in addition to any duties which may be assigned by statute, perform all other duties required by the bylaws, resolutions or instructions of Council that are not inconsistent with their normal duties.
21. "Officers and Officials Bylaw, 2008, No. 7980" and all amendments thereto are hereby repealed.

READ a first time by the Council on the 22nd day of July, 2013.

READ a second time by the Council on the 22nd day of July, 2013.

READ a third time and passed by the Council on the 22nd day of July, 2013.

RECONSIDERED and finally adopted by the Council, signed by the Mayor and City Clerk and sealed with the Corporate Seal on the 9th day of September, 2013.

"Darrell R. Mussatto"

MAYOR

"Karla D. Graham"

CITY CLERK

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – April 1, 2019

BYLAW – FIRST, SECOND AND THIRD READINGS

20. “Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw, 2019, No. 8710”
(Statutory Officers / Designation of Municipal Employees / Exempt Benefits /
Language Clarification)

RECOMMENDATION:

THAT “Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw, 2019, No. 8710” (Statutory Officers / Designation of Municipal Employees / Exempt Benefits / Language Clarification) be given first, second and third readings.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8710

A Bylaw to amend “Officers and Officials Bylaw, 2013, No. 8322”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Officers and Officials Bylaw, 2013, No. 8322, Amendment Bylaw, 2019, No. 8710**” (Statutory Officers / Designation of Municipal Employees / Exempt Benefit Option / Language Clarification).
2. “Officers and Officials Bylaw, 2013, No. 8322” is amended as follows:

A. Delete section 2 in its entirety and replace with the following:

2. The following positions are designated as Statutory Officers (“Officers”) of the Corporation of the City of North Vancouver:

- (a) Chief Administrative Officer
- (b) Corporate Officer (City Clerk)
- (c) Chief Financial Officer (Director of Finance)

The persons holding these positions are established as Statutory Officers of the City under Section 146 of the *Community Charter* and are also designated as “municipal employees” for the purposes of the *Financial Disclosure Act*, RSBC 1996.

B. In section 3, delete the text “(“Managers”)”.

C. Delete section 4 in its entirety and replace with the following:

4. For the purposes of this Bylaw, employees of the City, as defined in Section 3, shall be referred to as “Officials”.

D. In section 5(h), delete the word “employee”.

E. In the third paragraph of section 10(d), delete the words “will be designated” and replace with the words “may be designated”.

F. Delete section 14 in its entirety and replace with the following:

14. A Long Term Disability Plan shall be provided at no cost to the Officer or Official; the terms of which are detailed in a contract administered by the Director responsible for Human Resources. During the period of Long Term Disability (LTD), the Officer or Official shall continue with basic Medical, Dental, Extended Health and Group Life Insurance Benefits provided under this Bylaw. No further contributions will be made to the Municipal Pension Plan and application will be made to the Municipal Pension Plan for the approval of the LTD Plan whereby the period of disability will be considered as “service” and will be approved for

the purpose of an indexed pension at maximum retirement age. All other benefits provided under this Bylaw will cease during the period of disability.

- G. Delete section 16 in its entirety and replace with the following:

16. Exempt Benefit Option (TFSA, RRSP, Vacation)

Officers and Officials will receive the value of 1.04% of regular salary, calculated at the rate in effect on January 1 of each year, to be credited into either a Tax Free Savings Account (TFSA), Registered Retirement Savings Plan (RRSP) or to purchase additional vacation. Details of these plans are as administered by the Director responsible for Human Resources.

- H. In section 17, delete the words “All new hires into the management and exempt group” and replace with the words “All Officers and Officials”.
- I. In section 18, delete the words “and employees”.
- J. All references to the “City Clerk” in the Bylaw are to be replaced with the words “Corporate Officer”.
- K. All references to the “Director of Finance” in the Bylaw are to be replaced with the words “Chief Financial Officer”.
- L. All references to the “Director, Human Resources” in the Bylaw are to be replaced with the words “Director responsible for Human Resources”.
- M. All references to “management staff”, “exempt employee(s)” and “employee(s)” in the Bylaw are to be replaced with the words “Officer(s)” and/or “Official(s)” appropriately.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

Regular Council Meeting – April 1, 2019

PUBLIC CLARIFICATION PERIOD

The Public Clarification Period is limited to 10 minutes in total and is an opportunity for the public to ask a question regarding process or clarification on an item on the Regular Council Agenda. The Public Clarification Period concludes after 10 minutes and the Regular Council Meeting reconvenes.

CITY CLERK'S RECOMMENDATION

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Section 90(1)(e) [land matter].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)