



Our Vision of a Complete Community

In The City of North Vancouver

A Discussion Paper Prepared to Inform the Direction
of a New Official Community Plan 2021



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SUMMARY

In the last Official Community Plan, the City set as an explicit goal the creation of a more complete community. This builds on a long standing effort to be a balanced community. There are things we've been doing right in the last 10 years to make that goal a reality. Yet there are still gaps, and the purpose of this discussion paper is to decipher where we need to go to close those gaps.

Without reproducing the data and analysis that can or will be found in other discussion papers and City-produced documents, this discussion paper on *Our Vision as a Complete Community* summarizes our awareness of where we are now, and lays out several opportunities for creating a more complete community. These are the opportunities that, in our view, we could successfully pursue in order to make continued progress in the years and decades ahead.

This discussion paper focuses strongly on demographic balance, housing diversity, economic development strategies and land use tools as key paths for achieving a more complete community.

We begin with a statistical overview, followed by a listing of opportunities. All opportunities have been identified with the express intention of finding solutions that might assist in addressing remaining gaps in our efforts to reach *Our Vision as a Complete Community*. We follow with a very brief summary of the implications of this discussion paper for the *OCP 2021 + beyond* planning process.

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A. INTRODUCTION



The City of North Vancouver has as its vision: “To be a vibrant, diverse and highly livable community that strives to balance the social, economic and environmental needs of our community locally.” The Official Community Plan (OCP) recognizes that to be a sustainable community, the City must work toward becoming a more complete community.

The City’s OCP states that a ‘Complete Community’ strives to meet the needs of its diverse residents locally, thereby reducing the need to commute and minimizing environmental impacts while enhancing liveability. This reference to “local” in the Community Vision is therefore purposeful and significant.

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The concept of a complete community can be represented graphically as follows:



The OCP recognizes that it is not practical for the City to be fully self sufficient, although “the City wishes to provide as many of our community needs locally as is practical, thereby reducing demands on other areas, on transportation and on the environment.”

Land use and a strong economy are significant factors in becoming a complete community.

Land use is “perhaps the most significant factor in becoming a complete community.”

Maintaining a strong and diverse local economy supports a complete community. In particular, the OCP recognizes that the City must remain a strong commercial centre “to develop as a complete community”. A balance of residential and employment growth is encouraged to “establish a land use pattern that supports the creation of a complete community.” Indeed, having as many employment opportunities as members of the resident labour force is an “important factor in becoming a complete community.”

Transportation problems may be solved through “efforts towards becoming a more complete community, where people live and work in the same community.” This significantly reduces the burden placed on the transportation system.

In order to reduce commuting by motor vehicle for work, shopping, recreation and all aspects of community life, community walkability is essential. Walkability relates not only to proximity of land uses, but also to safety / perception of safety, and to aesthetics. Indeed, some studies have shown that people will voluntarily double their walking distances to access shops and services if there is a pleasant, vibrant streetscape or walking pathway to enjoy.

All policy chapters of the OCP relate to the City's efforts to evolve into a more complete community:

- Chapter 4: A Sense of Place, securing our interest in preserving and enhancing natural features, cultural diversity, heritage conservation, urban design and public art;
- Chapter 5: Land Use, providing the assurance of adequate ratios of commercial, industrial and institutional land base, as well as a diversity of residential options and a range of appropriate densities;
- Chapter 6: Transportation, Mobility and Access, ensuring adequate supports for pedestrians, cyclists and public transit;
- Chapter 7: Community Well-Being, enhancing the quality of life for all residents as well as ensuring adequate provision of social, cultural, leisure and community safety services;
- Chapter 8: Environment, including the protection and restoration of environmental features as well as the adoption of several diverse energy and emissions goals;
- Chapter 9: Parks and Greenways, ensuring adequate access for all residents to the City's trails, greenways and parks;
- Chapter 10: Leisure and Culture, ensuring access for all residents to quality recreational, cultural, recreational and library facilities;
- Chapter 11: Community Infrastructure, ensuring adequate provision of assets to support all land uses and services within a complete community;
- Chapter 12: Economy and Economic Development, providing for adequate commerce and industry as well as appropriate ratios of good-quality jobs and income for the City's residents and businesses;
- and,
- Chapter 13: Municipal Financial Planning, deciding how to distribute limited financial resources and developing key financial levers such as the Long Term Tax Strategy to facilitate positive change.

In 2007, the Province of BC awarded the City the inaugural Green City Award for progress made towards a complete, compact community as outlined in our OCP. That award took into account not only “green” environmental measures, but also social and economic measures.

Building on a century-old tradition of leadership in creating a livable urban environment, the City of North Vancouver has also developed a 100 Year Sustainability Vision that would achieve community-wide net zero GHG emissions by the City's bicentennial in 2107. This concept plan has been developed through a participatory charrette process led by the University of British Columbia Design Centre for Sustainability. The Vision reiterates the City's goal to be a complete community supported by a strong and diverse economy. The 100 Year Sustainability Vision also illustrates a future for the City that is even more liveable and complete than what we see today.

The City's Economic Development Strategy (2008) is useful in achieving a complete community in terms of both its principles and approaches, as it supports all the principles and approaches of a complete community.

The City received a Green City Award for progress towards a complete community.

The Economic Development Strategy supports all the principles of a complete community.

Several other policy documents, such as the Parks Master Plan, the Social Plan, the Transportation Master Plan, the Recreation Needs Assessment and Facilities Plan, and the Community Energy and Emissions Plan, provide support and focus attention on many of the City's complete community objectives and activities.

B. WHERE ARE WE NOW

General demographics, which are being explored in a series of other *OCP 2021 + beyond* Discussion Papers, have been studied for indications on how well we've achieved our efforts to become a more complete community. Documents that the City has produced in the past, such as the Community Profile (2009), the Parks Master Plan (2010), the Economic Development Strategy (2008), as well as the City's analysis of the Provincial Community Energy and Emissions Inventory (2009) and the City's own draft Community Energy and Emissions Plan (2010), have also provided valuable information on how well we've done.

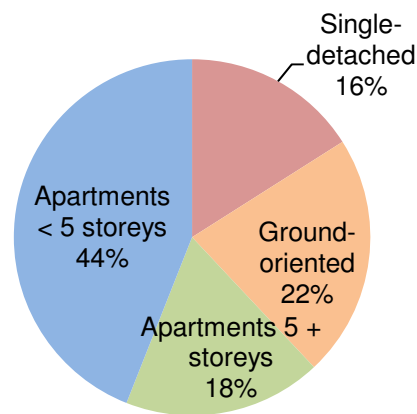
What are the facts that we have gleaned from this overview?

1. **Age:** City residents are getting older. The median age is now 40.1 years compared with 39.1 for the Metro Vancouver region. The City remains home to fewer youth and more middle-aged adults than Metro Vancouver as a whole. The larger baby boomer generation will move into retirement in the coming years, meanwhile other younger age groups, such as children under the age of 10 and adults 25 to 44, have declined in both relative and absolute terms. Seniors form nearly 14% of the City's population, and there are nearly as many seniors in Lower Lonsdale as in Central Lonsdale. There are indications in the statistics that City residents are aging in place in all neighbourhoods. (Canada Census 2006)
2. **Income:** Median household income in the City showed slightly more growth at 12%, as compared with Metro Vancouver at 11% over the same period. However the City's median at \$49,486 is still below the regional of \$55,231. (Canada Census 2006)
3. **Population growth:** The City's population is growing. The City's population growth at 2.4% from 2001 to 2006 is slower than the Metro Vancouver average (6.5% from 2001 to 2006) but faster than neighbouring municipalities of the District of North Vancouver (0.3%) and West Vancouver (1.7%). (Canada Census 2006)
4. **Single parents:** The overall growth of families in the City, especially as compared to the region, is decreasing over time (4.7% as compared to 8.4%, respectively, between 2001 and 2006). However, the growth of one-parent families has grown significantly over that same time period (19.0% growth in the City in comparison with 7.6% regionally). This may help to explain why, even though median individual income is growing more quickly than the regional average, median family income is growing much more slowly (13.6% growth in the City in comparison with 20.3% regionally). (Canada Census 2006)

Population growth is slower than it has been for much of the City's history.

5. **Immigrants:** The City's immigrant population is growing faster (at 9.6% between 2001 and 2006) than the general population, although at a slower rate than the immigrant population in Metro Vancouver (12.6%) or the Province (10.8%). The immigrant population is 7.5% of the City's total population. (Canada Census 2006)
6. **Housing types:** The ratio of housing types currently in the City is shown below. (Canada Census 2006)

Occupied Private Dwelling Characteristics



7. **Housing tenure:** The ratio of rental vs. owned dwellings in the City has changed considerably over time: from 64% of the housing stock as rental in 1986 to 46% rental in 2006, a dramatic shift has occurred in a relatively short period of time (Canada Census 1986 and 2006). Only 55.6% of these rental units are purpose-built apartment units, while 4.6% are secondary suites. The other rental dwellings (single-family dwellings and various strata units) are not protected as rental stock for the life of the buildings. (City data)
8. **Rental vacancy rate:** The rental vacancy rate in the City is 1.7%, and a 3% vacancy rate is considered to be a healthy rental vacancy rate that demonstrates appropriate availability of housing. (Fall 2009 CMHC Rental Market Report)
9. **Cost of home ownership:** According to a national survey (Canada's Vital Signs 2010) the housing price to income ratio (a key indicator related to housing affordability) is highest in Metro Vancouver. In 2008, the average price of a house in Canada was approximately \$300,000 and median family income \$73,500 giving a ratio of 4.13. Across major cities in Canada the ratios varied from a low of 2.95 in London, Ontario to a high of 7.49 in Vancouver (\$593,767 average residential price to \$79,300 median family income).

In 20 years, the ratio of rental housing has decreased from 64% to 46%.

The cost of home ownership increases there are implications for who can own in the City. As the proportion of units owned rather than rented in the City continues to increase (64%) so does income of residents meanwhile growth in the number of families in the community is growing slower than the regional average.

- 10. Ratio of jobs to resident labour force:** The City's labour force is growing at a rate commensurate to the population, currently at a 1:1 ratio. While higher than the Metro Vancouver average, it is not as high as the ratio that has been achieved in some other municipalities, such as the Cities of Vancouver, Richmond and Burnaby. As population increases job opportunities must also be created or attracted to maintain and improve this ratio (Economic Development Strategy 2008)
- 11. Quality and pay of jobs:** The City's top employers are institutional including Vancouver Coastal Health, ICBC, the City of North Vancouver, School District #44. Large major industrial employers include Neptune Bulk Terminals, Western Stevedoring and Saskatchewan Wheat Pool. Major commercial include WalMart and Sears and firms such as North Shore Film Studios (Community Profile Release 1 – Data Inventory).

Relative to Metro Vancouver, the following sectors show a significantly higher disposition of jobs: Health care and social assistance (47% higher), finance and insurance (98% higher), and information and cultural industries (43% higher). However, the job concentration of the following important sectors is lower relative to Metro Vancouver: Professional, scientific and technical services (10% lower), educational services (27% lower), manufacturing (53% lower) and public administration (12% lower). (Economic Development Strategy 2008)

- 12. Commuting practices:** While 30% of City residents work within the municipality (including working from their homes), the other 70% work in other municipalities, including most significantly in Vancouver (27%) and elsewhere on the North Shore (17%). At this time, the City's median work commute distance (5 km) is lower than anywhere else in Metro Vancouver. (Final CEEI Analysis 2010). The City's current modal split is 68% drive; 20% transit; 9% walk; 2% bike which compares favourably with the Metro regional average of 74% car; 17% transit; 6% walk; 2% bike. More work is needed to meet greenhouse gas reduction targets and encourage healthier lifestyles.
- 13. Industrial lands:** The area of land in the City with industrial uses and designation has decreased only marginally (0.2%) since the 2002 OCP, while the intensity of uses and jobs on remaining industrial lands has increased over time and been combined as "Mixed Employment" areas with commercial uses. The nature of industrial uses has also changed over time. The City has tried to maintain a reasonable industrial base and to date has managed to retain industrial land designations in the OCP while achieving more employment through blended light industrial/commercial developments like Harbourside Business Park (Industrial Lands Council Resolution Response, 2011).

14. Commercial floorspace: The location of head offices (e.g., ICBC, North Shore Credit Union, etc.) in the City supports a relatively stable amount of office space (estimated supply of 3.84 million square feet). There are barriers to achieving a higher ratio of commercial office to retail space. (2010 BC Assessment custom report)

15. Residential density by neighbourhood: Research in preparing the Community Energy and Emissions Plan has found a correlation between higher density neighbourhoods and lower GHG emissions per capita. This correlation is due to the lower carbon footprints of multi-family and mixed-use buildings, and the lower need to use motor vehicles in more densely populated neighbourhoods.

16. Proximity to parks: The current supply of parks (including both programmed parks and natural areas), is 3.14 hectares per 1000 population – based on 2008 population. This population-based parkland supply is expected to decrease to 2.86 ha / 1000 pop by 2020, even while implementing the City's property acquisition strategy. More would have to be done to maintain or increase parkland per capita. While many areas of the City have very good access to parks, there is a shortage of community-scale parks in Lower Lonsdale, and a shortage of neighbourhood-scale parks in Central Lonsdale and Upper Lonsdale. Trails and greenways are underrepresented in Lower Lonsdale and other areas along the Lonsdale corridor. Playgrounds, which should generally be located within 400 metres of all residential homes, need to be injected into some existing neighbourhoods in Central and Upper Lonsdale, as well as east of Grand Boulevard. (Parks Master Plan 2010)

There is a correlation between higher density neighbourhoods and lower GHG emissions per capita.

17. Availability of community recreational facilities: City residents have access to many public amenities, including swimming pools, tennis/racquet courts, arenas, fitness centres, gymnasiums, youth drop in centres, art and multi-purpose spaces. A planning process to replace some of the aged facilities is currently being addressed in a separate planning process and will not be under the purview of this discussion paper. Recreation services also occur in school gymnasiums, parks, athletic fields and public plazas.

18. Arts and culture: The majority of North Vancouver's cultural facilities are located in the Lower Lonsdale area, with an additional hub in upper Lonsdale. Lower Lonsdale has been identified as a possible cultural precinct and as such has a significant public art collection. Consideration for Public Art in the City is given to both the urban setting and parks and greenways, including the Spirit Trail.

19. Community gardens and urban agriculture: Finding ways to grow food locally is one of the ways the City can become a more resilient community in the face of climate change. By increasing the local supply the City can help insulate itself against rising fuel costs of transport and food market fluctuations over the longer term. The local practice also creates opportunities for social connections and intergenerational education around the growing of food. The City currently has two City owned and operated community gardens, and a number of private gardens producing food. The City is in the planning stages for a working urban farm.

C. OPPORTUNITIES & CHALLENGES

Staff has reviewed a range of available data from a variety of sources and has identified a number of gaps in reaching our goals of becoming a more complete community. We are thereby laying out a number of areas which we believe require more discussion, thought and attention going into the *OCP 2021 + beyond* review process.

If the community wishes to decrease motor vehicle use and GHG emissions which encouraging self-reliance in key areas of our economy and society, the following gaps should be addressed:

DEMOGRAPHIC BALANCE

- 1. Further develop housing for families and affordable housing.** The type and cost of housing will be factors in attracting a younger demographic and families with children. Housing that accommodates families is generally found in ground-oriented developments, however families are increasingly choosing to live in higher density apartment buildings. Smaller units and a variety of housing types will help to attract a younger age profile to the City. A complete community also requires a good mix of people with different income levels, not only to achieve social sustainability but also to meet the economic needs of all population groups within walking distance from their homes. The development of affordable housing options (rental, home ownership and other forms of tenure) will help to achieve an optimal mix of family income levels. There are challenges involved in achieving this including the high price of land and lack of senior government funding programs to encourage new rental stock.
- 2. Increase the rate of population growth towards the Metro Vancouver average.** The relatively slow rate of growth contributes to the trend of community aging, with fewer families with children moving into our neighbourhoods due to the low availability of new and affordable units. The slow rate of growth may also contribute to the increase in average income within the community over time, with fewer low-income and middle-income people being able to afford to live in the City. The population growth trend is different on the Squamish Nation lands, the Mission Reserve, adjacent to the City. The population has increased by 3.5% to 569 people between 2001 and 2006 including a larger proportion of younger people bringing the median age to 33.9 years.

The slow rate of growth discourages families with children moving into our neighbourhoods.

Population growth is essential for a community to become resilient. Growth contributes to a better demographic balance and adds vibrancy to a community. Moreover, population growth in such a highly liveable part of the world it is truly inevitable. Individuals, families

and businesses will continue to immigrate here just as migration from other parts of the region and Canada will continue regardless of City policies. Over time climate refugees from other parts of the world will also seek refuge in the more temperate climate zones such as this. Planning for growth will result in a better community.

3. **Increase densification and retrofit rate within existing neighbourhoods.** Anecdotally, the reason that lone-parent families are increasing may be related to the growth of condominium units in the City. These units are a good opportunity for single-parent families who are selling their homes and downsizing, and need to be close to amenities and public transportation. While the relatively high growth rate of single-parent families is not seen to be a problem in itself, an increase of families of all variations would be encouraged if existing one-family and duplex neighbourhoods were gently densified in order to create more opportunities for new ground-oriented units – both rental and owner-occupied.
4. **Support immigrant population growth.** Immigration represents an essential resource for Canadian society as a whole and for communities with low birth rates in particular. In addition, high immigrant population growth can lead to a stronger, more diversified and more vibrant economy. Immigrant population growth also contributes to stronger social sustainability. Identifying locations for and encouraging the development of unique ethnic villages/themed streets in the City could not only support the immigrant and ethnic minority populations of the City, but also to increase tourism and economic development opportunities.

HOUSING

Type, tenure, cost and availability of housing are all different and significant elements of assessing the health of the housing stock in any community. Assessing housing is an essential aspect of assessing Where We Are Now with respect to how well we've achieved in creating a more complete community.

5. **Develop policy to increase diversity of housing types.** “Simpson's Diversity Index” is a measure of diversity. It has been successfully used to calculate the diversity in a community's housing stock, and is a calculation that is used to determine a neighbourhood's ability to meet housing diversity criteria in the LEED for Neighbourhood Development standard. Using this calculation (or similar) to assess the City's housing stock, the City could consider targeting an index reading of 0.7 or more, which is considered very healthy.
6. **Set targets for population growth and growth of residential units.** One policy approach that might be considered in the forthcoming *OCP 2021 + beyond* review process is to pre-zone or at least anticipate a higher rate of growth where it is desired, in the form in which it is

desired, and to control character and design of the resulting buildings through development permit in these particular areas rather than through more lengthy and onerous rezoning processes.

The zero carbon impetus behind the development of the 100 Year Sustainability Vision for the City proved the City's framework has the capacity for long term growth, providing for a tripling of the population based on current growth rates. This vision provides a snapshot of a possible future and helps inform the kinds of changes necessary to move in that direction toward a more resilient City.

EMPLOYMENT / LAND USE BALANCE

One of the key elements of a more complete community and achieving low emissions from commuting patterns is to have a balance of jobs to resident labour force. One key strategy the City has employed to date is its Long Term Tax Strategy. This strategy has the City on a path to more balanced distribution of the tax burden to be more in line with regional ratios. The goal is to keep the City attractive to business and retain as much employment as possible. Moving forward the City needs to ensure future land use and other policy further compliments this effort.

7. **Create a specific policy goal to increase the ratio of jobs to residents.** While the City is doing well in regards to the ratio of jobs to residents as compared to most other municipalities in the Metro Vancouver region, there is yet a significant need to decrease GHG emissions and the rate of commuting from the City to other areas of Metro Vancouver. This can be achieved by offering a broader range and quality of employment positions in the City. In particular, general office space and professional office space need planning effort in order to ensure increased and adequate floor area. While population growth, particularly in core walking areas, can help the City to meet its per capita GHG and energy emission goals, it is also important to note that the residential growth rate should not outpace the commercial growth rate; indeed the commercial growth rate should perhaps exceed the population growth rate until a better ratio between the two uses has been achieved. One of the key challenges will be to attract new businesses/employment at a faster rate.

The residential growth rate should not outpace the commercial growth rate.

8. **Maintain or increase the City's ratio and intensity of industrial or other job-generating lands.** Due to the beauty of the north shore and the well-loved social, environmental and economic benefits of living in the City of North Vancouver, it is challenging to achieve sufficiently high ratio of growth in industrial, commercial and office uses at a rate that meets or exceeds the rate of residential growth. This may contribute to a challenge in offering competitive business taxes in the region and as compared to the District of North Vancouver. One of the

City's challenges is to maintain or increase its ratio (of slightly more jobs than working residents) as population increases and as traditional employments sources, such as waterfront industries, are declining.

9. **Identify and pursue the appropriate ratio of commercial retail to office space.** An appropriate ratio of commercial retail square footage to office square footage (particularly for professional office space) is an important aspect of formation of a complete community. The City clearly benefits from the presence of large employers like Vancouver Coastal Health and the ICBC head office. The City's labour market needs to demonstrate diversity in order for the employment pool and the local economy to be robust and resilient. The City needs policy which establishes and encourages an appropriate ratio of commercial retail and office, and offers incentives to achieve this ratio. Municipal policies that to increase the growth of commercial office space include excluding commercial floor area on the second storey (as is done in the City of Burnaby) or requiring second storey commercial on pre-zoned parcels on key commercial blocks in the City (as is done in the City of Langford). One may note that both approaches offer mutual benefit to the municipality and to the property developers.

10. **Identify appropriate locations for commercial-scale retail nodes.** Without precluding the long-term role of the Lonsdale Avenue corridor and the Marine Drive corridor as employment and retail centres, small scale local-serving retail nodes may be appropriate for existing neighbourhoods, in order to reduce car reliance for land uses such as local cafés, corner stores or small-scale grocery stores.

RECREATION AND LEISURE

11. **Monitor, adapt and revitalize community facilities and services in response to changing community needs, demographics and urban form.** Overtime, as the community grows, its needs change, facilities age and services require updating. As existing neighbourhoods densify and more residents are living in multi-family units more people (seniors, families, youth) will use the City's parks and recreation spaces as outdoor living spaces to socialize and recreate in. Designing new or refurbished facilities and spaces with flexibility and durability in mind will be key to their success in serving the needs of the community now and in the future.

12. **Recognize the broad role played by recreation centres/partnerships in providing community services and acting as neighbourhood hubs.** There is a key opportunity in recognizing that recreation services are not limited to large facilities rather there is a presence throughout neighbourhoods and through partnerships that connect the community more broadly.

- 13. Increase strategic park purchases and development as a permanent component of the City's growth.** An important component of this effort should be the negotiation of 'pocket parks' (<0.4 Ha or <1acre green/plaza space) at time of redevelopment in the Lower Lonsdale, Central Lonsdale, and Upper Lonsdale areas, as well as other key neighbourhoods with any identified deficiencies in parkland, trails, or playgrounds.

ARTS AND CULTURE

- 14. Build multiple points of contact for community engagement in the arts.** The City focuses much of its energy and financial resources on festivals, special events, and core operating support for key facilities and organizations. The challenge for the City, as outlined in the Lower Lonsdale Cultural Facility Study, is to address the aging of facilities that no longer serve either the resident organizations or the audiences. The opportunity to create a vibrant hub in the historic Lower Lonsdale area would go a long way towards anchoring the community and providing cultural tourism opportunities and economic development.

D. IMPLICATIONS to OCP 2021 + BEYOND

The gaps and opportunities identified above have strong implications for the *OCP 2021 + beyond* planning process, particularly in terms of the recognized need to create and hone land use policies that support optimal levels of population growth, residential diversity and densities, and the maintenance and increase of industrial and commercial floorspace. The development of further policy and tools in these areas not only supports commensurate decreases in energy use and GHG emissions, but also the fuller achievement of *Our Vision as a Complete Community*.

The creation of a complete community is a process.

It is important to emphasize that, despite the City's many successes in implementing the current OCP and its strong history in making good land use decisions, the creation of a complete community is not a *fait accompli*. The current OCP review is an opportunity to learn from residents, industry and other communities to build tools that can help to further accomplish some of the City's overarching goals: less commuting, less energy use, fewer GHG emissions, a greater sense of place, fuller realization of community, and more liveability for all.

E. SOURCES AND FURTHER INFORMATION

BC ASSESSMENT

Custom Report for the City of North Vancouver (2010)

CITY OF NORTH VANCOUVER

100 Year Sustainability Vision (2009)

<http://www.cnv.org/c//data/3/541/100%20Year%20Sustainability%20Vision.pdf>

2009 Community Profile Release 1 – Data Inventory

<http://www.cnv.org/c//DATA/3/254/COMMUNITY%20PROFILE%202009%20-%20RELEASE%201%20-%20DATA%20INVENTORY.PDF>

2009 Community Profile Release 2 – Neighbourhoods

<http://www.cnv.org/c//DATA/3/254/COMMUNITY%20PROFILE%202009%20-%20RELEASE%202%20-%20NEIGHBOURHOODS.PDF>

CEEI Report Review and Comparison to Metro Municipalities (2009)

<http://www.cnv.org/attach/2009%2006%2022%20item%2006%20attach%2002.pdf>

Community Energy and Emissions Plan (2010)

<http://www.cnv.org/c//DATA/3/591/COMMUNITY%20ENERGY%20AND%20EMISSIONS%20PLAN.PDF>

Economic Development Strategy 2008

<http://www.cnv.org/c//DATA/2/246/2008%2004%2028%20-%20ECONOMIC%20DEVELOPMENT%20STRATEGY.PDF>

Industrial Lands Council Resolution Response (2011)

Information Report to Council, dated January 4, 2011

Long-Term Transportation Plan (2008)

<http://www.cnv.org/c//data/3/426/2008%2004%2014%20-%20%20Long%20Term%20Transportation%20Plan.pdf>

Official Community Plan (2002)

<http://www.cnv.org/ocp>

Parks Master Plan: Activity and Diversity (2010)

<http://www.cnv.org/c//DATA/3/554/PARKS%20MASTER%20PLAN%20-%20FINAL%20REPORT.PDF>

Social Plan

<http://www.cnv.org/server.aspx?c=3&i=164>

NORTH VANCOUVER RECREATION COMMISSION

2006 Recreation Needs Assessment

<http://www.northvanrec.com/about-us/NVRCNeedsAssessmentFinalReport.pdf.pdf>

STATISTICS CANADA

Canada 2006 Census

<http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/details/Page.cfm?Lang=E&Geo1=CSD&Code1=5915051&Geo2=PR&Code2=59&Data=Count&SearchText=north+vancouver&SearchType=Begins&SearchPR=01&B1=All&Custom=>

OTHER

Canada's Vital Signs 2010 by Community Foundations of Canada

http://www.vitalsignscanada.ca/pdf/2010_researchfindings.pdf