

MINUTES OF THE REGULAR MEETING OF COUNCIL, HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON **MONDAY, MARCH 7, 2022**

PRESENTATION

Council's Strategic Plan Progress Report – Research and Communications Specialist

The Research and Communications Specialist provided a PowerPoint presentation regarding the "Council's Strategic Plan Progress Report" and she and the Deputy Chief Administrative Officer responded to questions of Council.

REPORT

10. Strategic Plan Progress Update to End of 2021 – File: 13-6430-01-0001/2021

Report: Research and Communications Specialist, February 2, 2022

Moved by Councillor Valente, seconded by Councillor McIlroy

PURSUANT to the report of the Research and Communications Specialist, dated February 2, 2022, entitled "Strategic Plan Progress Update to End of 2021":

THAT the report be received for information.

CARRIED UNANIMOUSLY



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
STRATEGIC & CORPORATE SERVICES DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Melanie Cove, Research and Communications Specialist

Subject: STRATEGIC PLAN PROGRESS UPDATE TO END OF 2021

Date: February 2, 2022 File No: 13-6430-01-0001/2021

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

RECOMMENDATION

PURSUANT to the report of the Research and Communications Specialist, dated February 2, 2022, entitled "Strategic Plan and Corporate Business Plan Progress Update to End of 2021":

THAT Council receive this report for information.

ATTACHMENTS

1. Council Strategic Plan (CityDocs [1811737](#))
2. Alignment of Council's Strategic Plan & Corporate Business Plan (CityDocs [2015913](#))
3. 2021 Corporate Business Plan Updates (CityDocs [2142343](#))

SUMMARY

The purpose of this report is to update Council on achievements made towards the priorities identified in Council's 2018-2022 Strategic Plan to the end of Q4 of 2021 and plans for 2022. The report also provides a brief update on the 2021 Corporate Business Plan.

BACKGROUND

Mayor and Council completed and delivered the City's very first Strategic Plan (2018-2022) in July 2019. Council's Strategic Plan (see Attachment 1) guides the vision to be "The Healthiest Small City in the World" through five key priorities: a City for People; a

Liveable City; a Vibrant City; a Connected City; and, a Prosperous City. The Strategic Plan is intended to support Council's decision making for future initiatives, projects and plans, and will provide guidance to City staff, our partners, and our community.

The City's Corporate Business Plan (CBP) for 2021 was endorsed in the fall of 2020. The CBP builds upon and complements the Strategic Plan to support the work staff do to achieve Council's vision. The CBP is the annual action plan for staff and will be used by the Leadership Team to continue delivering the City's core services while also prioritizing the City's long-term organizational goals. It is organized around 11 outcomes that align with Strategic Plan priorities and guide work conducted in each department of the City (see Attachment 2).

PROGRESS TO DATE

Strategic Plan Achievements

Updates to the 2021 CBP can be found in Attachment 3. Below is a summary of some key 2021 achievements (ending December 31) towards fulfilling Mayor and Council's strategic priorities in the Strategic Plan.

A City for People

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Complete Balanced Housing Lab and implement its solutions	Lab Formally Concluded and implementation initiatives underway: Pilot permitting process nearly complete; new rental zone under development.	80%	Complete pilots and implementation of solutions
Continue protection and expansion of rental housing stock	- Reported on rental housing expansion, with significant numbers of homes under development. - Updates underway to mid-market rental program and inclusionary zoning program. - Zoning Bylaw work at scoping stage (pending budget request)	10%	- Zoning Bylaw Review project to begin. - Implement recommendations from Housing Needs assessment
Develop a Community Recreation Strategy that includes the Harry Jerome Community Recreation Centre	First phase of CRS complete	Ongoing	Phase 2 initiation in 2022
Develop and adopt Community Well-Being Strategy	Completed 1st round of public engagement, feedback considered for changes to framework.	70%	Complete delivery of Wellbeing-Strategy and begin implementation of initiatives

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Improve access to childcare and early childhood development opportunities	- Expanded after school care options in partnership with NSNH - Advanced conversations with School District and MCFD re partnership on new spaces.	Ongoing	- Continued implementation of the Child Care Action Plan - Continued implementation of child care and after school care initiatives
Improve relationships with local Indigenous communities and our urban Indigenous population	- Established regular liaison meeting with Squamish Nation - Secured cross-jurisdictional grant which include 3 municipalities, 2 Nations, City Library, and Lookout Shelter - Council held inaugural meeting with Tsleil Waututh Nation in December - Engineering implemented chance find procedure for issues related to heritage and areas of First Nation importance	Ongoing	- Supporting the City's EDI Action Plan - Supporting the City's Reconciliation work - Anticipated implementation of initiatives under the wellbeing strategy
Increase number of below market housing units	- Completed Housing Needs Assessment. - Drafted new mid-market rental criteria and applied draft new criteria to an in-stream development. - Continued work on inclusionary zoning review.	Ongoing	- Implement recommendations from Housing Needs Report - Implement housing initiatives from Wellbeing Strategy

A Liveable City

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Advance the City's Electric Vehicle Strategy to accelerate the transition to electric vehicles	Secured NRCAN funding for fleet charging - deploying new charging stations.	Ongoing	Electrification for the City's Operations Centre
Develop and adopt a new Climate and Environment Strategy that includes a pathway to net-zero buildings by 2050	- Phase 1 Community, Stakeholder and Listening Sessions engagement completed. - Concluded territorial emissions profile and awarded consultant work for chapter content.	60%	Complete and implement Climate and Environment Strategy
Explore opportunities to reduce food waste through partnership with the business community and non-profits	Scoping opportunities for a "food hub" and/or other opportunities to support food security with grant funding	Ongoing	- Implement food hub or other projects as determined via grant - Implement food security initiatives from wellbeing strategy

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Further develop a renewable energy strategy to transition the City-owned LEC district energy system to incorporate low carbon energy sources and minimize the use of natural gas, including exploring adding capacity from renewable energy facilities, as well as other strategic opportunities	- Loan approved in the amount of \$290,000 for LEC to connect to new properties (East 1st St - Ridgeway Ave to 520 E 1st St) - Supporting LEC's connections to additional buildings positions them to benefit from LEC's move to low carbon energy sources over time.	Ongoing	- LEC to replace ~ 17% of conventional natural gas consumption w/ renewable natural gas to reduce GHGs - Adding low carbon energy sources to LEC network, including pursuing a digital boiler project - Other technologies being investigated include server/data centre heat recovery; heat recovery from sewage, and heat recovery from ocean water. - Mapping a decarbonization plan & projecting GHG reductions based on existing alternative energy sources, the North Shore Waste Water Treatment Plant heat recovery, & implementation of new technologies.
Implement new climate adaptation and environmental improvement measures (including accelerating the expansion of the urban tree canopy and enhancing habitat to augment ecosystem services)	- A full year of park stewardship events delivered in 2021. - Total of 21 events in 8 parks, 386 volunteers, 1,209 hours, and over 2000 trees & shrubs planted. - Forest fuel management prescriptions completed for all high priority treatment areas - Initiated preparation of CNV Biodiversity and Natural Areas Policy. - Completed best practices review and early directions for tree bylaw.	80%	- Expansion of community tree planting and natural area restoration - Forest fuel treatment of 2.5 hectares of highest risk areas of Greenwood Park - Prepare Urban Forest Management Plan and complete Biodiversity and Natural Areas Policy. - Implementation of Tree Bylaw with supporting education and outreach materials to gather input on special trees for future policy, incentives and regulatory updates.
Increase the proportion of residents with safe and convenient access to transit and active transportation infrastructure	- Sidewalk construction complete. - Infill on St Andrews, St Patrick's and a renewed sidewalk to improve accessibility along Chesterfield	100%	Ongoing sidewalk infill as part of Councils priorities to support access to transit, commercial areas and other key destinations like schools and hospitals.

A Vibrant City

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Build a new vision to revitalize Lonsdale Avenue as a high street	- On pause due to competing priorities - No funding foreseen with budget cuts and limited staffing to develop concept paper and explore baseline data.	10%	Initial scoping with integrated information mapping of targeted area; internal working group to explore possible longer-term development and growth plans.

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Complete an arts and culture strategy	Moving into Community Recreation Strategy	Ongoing	Project initiation set for 2022
Complete Central Waterfront Revitalization	- Operated the Skate Plaza under provincial guidelines as an outdoor recreation with 50% capacity of patrons on ice and masks mandatory. - Paired attraction with seasonal programming elements and seasonal light displays.	Ongoing	- Festivals, event bookings, use of spray park and ice rink fully functional as per COVID restrictions. - Ongoing programming and annual events calendar planned for 2022. - Infrastructure upgrades planned as part of Canada Infrastructure Upgrade Grant.
Complete the new North Vancouver Museum	Museum opened to public in December 2021	100%	Museum open and operational
Investigate economic opportunities around arts and culture	Will be a part of the Economic Investment Strategy	75%	Economic Investment Strategy workplan to be developed
Provide expanded opportunity for parklets	- Winterization, refinements and seasonal activation of 8 City parklets - Beautification project on 15th West Lonsdale completed - addition of 5 parklet pods integrated with 3 intergenerational tree benches 9th City parklet proposed for Lower Lonsdale through business grant and private sponsorship. - SCYBC parklet engagement project	80%	- Update the Parklet program's vision and goals to match growth and evolve the program with private sector funding. - Develop sponsorship guidelines in line with new Sponsorship Policy. - Continue seasonal activation. 9th City parklet build underway. Explore potential for Brewery District parklet. - Achieve goal of 10 City parklets.
Spearhead playful and fun events that find ways to celebrate our unique location and community	- Mix of seasonal activation and programming continues at Shipyards and Play spaces with focus on connection and diversity - Early activation of Muse. - Refurbish of Living Lane and new light installation - Inaugural Play/Great Grand Blvd Pumpkin Walk a community success	Ongoing	- Play activations, family friendly programming and events to continue City wide with work integrated with The Shipyards and in line with COVID restrictions. - Play Boxes reopen and expand to Shipyards. - New activation areas include the Muse, Cates Deck and Brewery District.

A Connected City

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Complete east-west B-Line	Route improvements complete and line operational.	100%	continued work with TransLink to create bus speed and reliability infrastructure improvements

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
	Ongoing improvements to increase bus speed and reliability will be through a separate project with most initiatives 100% by TransLink.		
Complete Lonsdale Transit Corridor Study	N/A	Ongoing	Initiate work with TransLink and the District of North Vancouver to develop alignment for future north-south RapidBus service through City.
Develop and adopt new Mobility Plan	- Engaged community members on the Draft Mobility Strategy - Working towards a final version for City Council consideration for spring 2022	75%	Implementation of Strategy
Explore innovative solutions to transportation challenges, and continue to integrate land use and transportation planning to support connectivity across the region	- E-bike Pilot successful - E-Scooter Bylaw changes complete.	Ongoing	- Continued focus on regional transportation priorities - Launch of E-scooter pilot
Explore safe routes to schools opportunities	- Safety improvements were completed. - PAC, School admin and school population created unique and vibrant protected corner bulge paintings.	100%	Repeat 2021 approach to advance rapid deployment safety improvements at remaining schools
Increase kilometres of protected bike lanes	- Brooksbank delineator protected bike lanes create connection between Cotton and Keith. - Total of 1.5kms protected bike lanes - Esplanade Complete Streets construction began	Ongoing	- Continuing to address spot improvements. - Larger focus for 2022 is Upper Levels Greenway
Secure funding for the Casano Loutet Overpass project and the Upper Levels Greenway project	- Funding from partners for Casano-Loutet is in place. - Completed AOA as first step to ensuring project is compliant with provincial Heritage Act and any excavation is undertaken with appropriate archaeological and First Nations oversight. - Funding for ULG is in place to commence design and engagement with community.	Ongoing	- Will seek internal and external funding for Upper Levels Greenway construction scheduled for 2023/24. - Explore additional opportunities for external funding for C-L to offset market increased in construction.

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Undertake Burrard Inlet Rapid Transit Technical Feasibility Study	- Technical study and economic impact analysis study complete - Preparing for launch of communications strategy.	100%	Advance communications on NXSTPP

A Prosperous City

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Create Lower Lonsdale Brewery District	- Transitioned a total of 18 licenses into Outdoor Dining permits. - Ongoing work to identify food options to support prospective growth in the district through analysis of food truck results from 2020-21 pilots.	90%	Ongoing liaison with Brewery owners including exploring potential for food truck options.
Explore economic opportunities around arts, play, culture and culinary arts	- Incorporating as an element of 2021 action plan for the EIS. - Initial sectoral assessment completed.	50%	Economic Investment Strategy implementation
Foster the expansion of Business Improvement Associations across the City	Lower Lonsdale BIA renewed for an 8 year period.	Ongoing	Ongoing liaison with Central Lonsdale Businesses. Progress impacted by COVID-19
Increase visibility as a tourism destination	- Enhance The Shipyards' brand as a tourism destination, through organic promotion, strategic partnerships, stakeholder relationships. - On-going social media efforts promoting events, festivals, and public spaces offering a safe, outdoor experiences including the Skate Plaza. \$1M in grant funding from Community Economic Recovery Infrastructure Program (CERIP) for Infrastructure improvements to the Shipyards as a tourist destination	Ongoing	Increasing liaison with VNSTA, tours for tourism groups and enhanced media coverage. The Shipyards strategic vision and marketing strategy.
Investigate actions to reduce barriers and challenges to local businesses	Significant improvements underway to streamline business license system and processes. Information and access will be improved as updated system comes online in Spring 2022.	85%	- Increased access to relevant and updated information and tools through the EcDev website and licensing portal. - Improved access to resources and wayfinding supports for local business community.

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
	• Updates to be made concurrently in the related Bylaw		• On-going local business integration and awareness during peak programming times.
Investigate health economic hub	• Incorporated within the Economic Strategy as an economic cluster/ district.	50%	• Intelligence gathering and engagement with stakeholders in first half of 2022 will identify strategic plans of health partners and will develop a role for the city in cluster development.

NEXT STEPS

Council will be provided updates on progress towards achieving strategic priorities through an information report at the end of each quarter in 2022. Staff will also be revisiting initiatives in the CBP for 2022 programs and objectives. Going forward, the CBP reporting will be integrated into existing financial processes such as the Annual Municipal Report.

RESPECTFULLY SUBMITTED:



Melanie Cove
Research and Communications Specialist

Council Strategic Plan



2018-2022 COUNCIL STRATEGIC PLAN

A City for People A Healthy City for All

TABLE OF CONTENTS

MESSAGE FROM THE MAYOR	2
COUNCIL COMMITMENT	3
READING THE PLAN	4
PLANNING FRAMEWORK	5
OUR COMMUNITY	6-7
COUNCIL'S VISION AND PRIORITIES	8-9
A CITY FOR PEOPLE	10-11
A LIVEABLE CITY	12-13
A VIBRANT CITY	14
A CONNECTED CITY	15
A PROSPEROUS CITY	16

Mayor's Message

On behalf of City Council, I am proud to introduce our Strategic Priorities for 2018 – 2022, a first for any council here in the City.

The City of North Vancouver is a city not only in name, but in spirit, where you will find the urban character of a metropolitan area blended with the people-friendly scale of a smaller centre. Our Council priorities reflect our commitment to building on the successes of our community and advancing as a forward-thinking and competitive city.

Cities are about people, and as a Council, the work we do must be focused on people. We are committed to creating a city that is connected, liveable, vibrant and prosperous. A city that our residents can be proud of, enjoy and love.

To build a caring community, we need to have a deep understanding of who we are and the many factors that influence our residents' lives. We are blessed with the natural beauty of this place we call home. We are fortunate to have a diverse and thriving population with a strong sense of community well-being, and the largest working age population on the North Shore. We have much to celebrate and to be thankful for.

However, we face our fair share of challenges as well, and we must respond to those challenges in innovative ways. Our climate is changing, and it is imperative we continue our leadership in environmental sustainability. Housing affordability and mobility continue to be top issues, as more and more the working age population is unable to live in our city where they work. Almost fifteen per cent of children in the city are living in poverty, and a quarter of children from all income levels are entering kindergarten with vulnerabilities that impact their ability to learn. Our population of seniors is growing, and we must prepare to capitalize on their skills, energy and knowledge as their needs evolve and they begin to search for new ways to participate in the community outside of the traditional workforce.

Most critically, we face problems of inequity, which permeates everything from housing to transportation, health to childcare. As a City, we need to ensure everything we do, from our built form to the services and programs the City supports, to the way we engage with our citizens, not only lifts each and every one of us up, but also increases the health and well-being of our community as a whole.

As a Council, we cannot surrender our City's leading record of fiscal sustainability, as our responsibilities extend beyond managing tax dollars and individual projects. Our role is also to set ambitious goals for the City of North Vancouver; to lead with an eye to the road ahead and with an eye to the horizon, planning for our future while being responsible stewards in the here and now.

The five strategic priorities outlined in this plan are designed to guide Council's work over the coming term. Our goal is to build a healthy and inclusive city where people come first, and where everyone has access to the resources they need to live healthy lives and fulfill their potential. This plan also represents an invitation to you, along with our partners in other levels of government and local organizations, to collaborate with us as we work to achieve the vision laid out in this document. With the City and community working in partnership, our Council is confident we will make the City of North Vancouver the healthiest small city in the world.

Sincerely,

Linda C. Buchanan



MAYOR
Linda Buchanan

City Council



Councillor Tony Valente, Mayor Linda Buchanan, Councillors Tina Hu, Jessica McIlroy, Holly Back, Angela Girard and Don Bell (L-R)

City Council is committed to being:

PROGRESSIVE

By finding creative ways to move our City forward while maintaining the highest level of service to the community.

ENGAGED

By listening and involving all residents, from our youngest citizens to our seniors, and embracing new methods to engage them in civic life.

FISCALLY RESPONSIBLE

By managing your tax dollars in a strategic, coordinated and deliberate way to ensure the long-term financial sustainability of the City.

INFORMED

By using data, technology and public engagement as the basis for decision-making and improvements in operations.

OPEN

By building and strengthening our relationships with community and government partners, we will expand and improve our programs and services.


Linda C. Buchanan Jessica McIlroy Holly Back Don Bell
Angela Girard

Reading the Plan

Our vision is to be the “Healthiest Small City in the World”

To support this vision, we identified five priorities to guide our work over the next four years. Our priorities are to become: a City for People, a Liveable City, a Vibrant City, a Connected City and a Prosperous City. For each priority we have identified:

WHERE WE’RE GOING – an aspiration for our community that will help guide our actions;

HOW WE GET THERE – key actions that Council will **Provide**, **Partner**, **Facilitate** or **Advocate*** for in order to effect change over the next four years; and

WHAT GUIDES US – existing and forthcoming policy and/or plans to support our decision-making.

**There are a number of ways we can achieve our priorities. There are priorities that are the City’s to deliver, while others require the support and involvement of others. For each, the City’s role is defined as follows:*

Provide The City is the lead for the work

Partner The City works with others to deliver

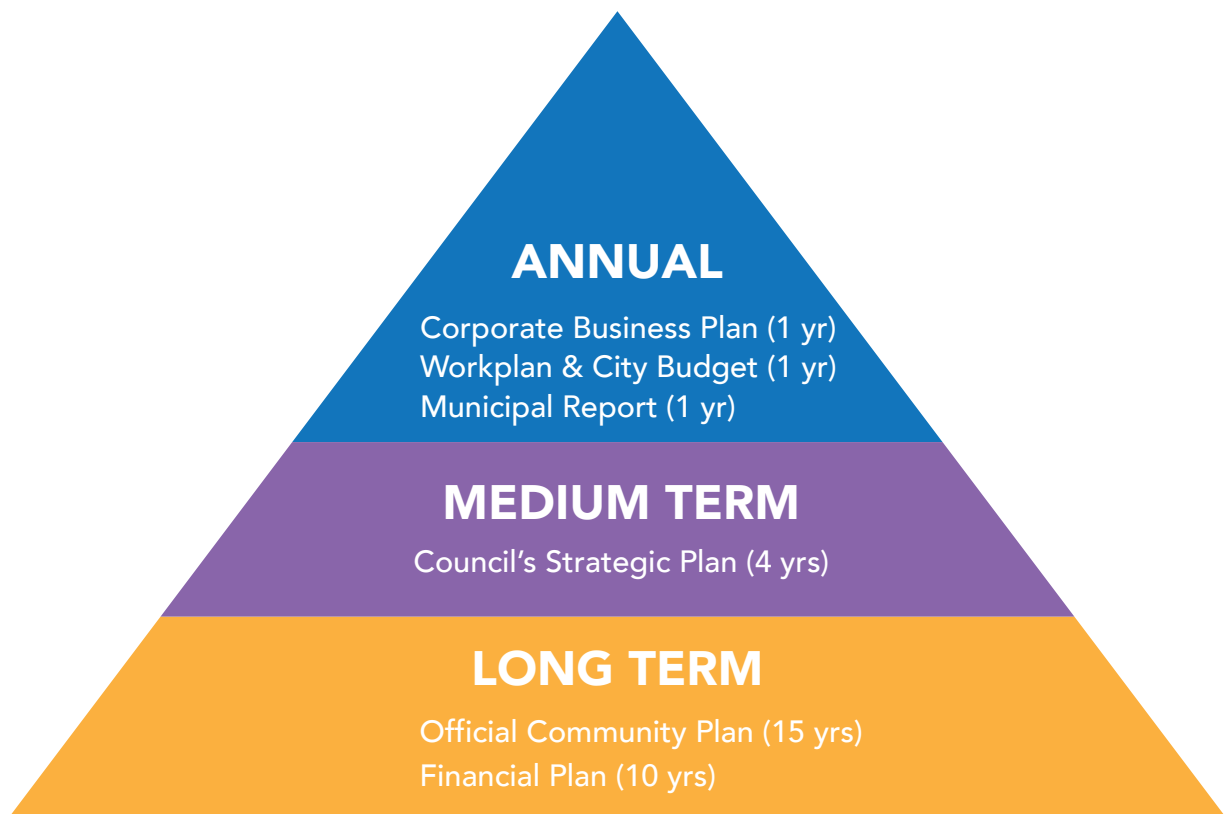
Facilitate The City will encourage others to deliver

Advocate The City will actively lobby and promote other decision-makers



Our Planning Framework

The following key plans guide the City as it implements Council decisions and delivers services to the community.



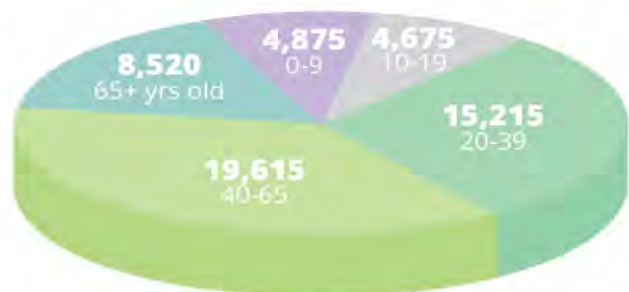
- ▲ *Corporate Business Plan*: presents how staff will work to support Council in achieving its Strategic Plan vision and priorities.
- ▲ *Work Plan and City Budget*: provides details of Council funded activities that will be undertaken to achieve desired outcomes of the Strategic Plan.
- ▲ *Municipal Report*: reviews the past year's activities and records the results to measure the City's performance.
- ▲ *Council's Strategic Plan*: outlines vision and four-year direction of Council and informs the work of the organization.
- ▲ *The Official Community Plan (OCP)*: provides long-term policy guidance and aspirations.
- ▲ *Financial Plan*: a 10-year plan that allows the City to conduct long-term financial planning and budgeting for projects.

Our Community

Good data is crucial to making informed decisions. The City's census data and other statistics help to support our evidence-based decision-making approach.

City of North Vancouver
Population

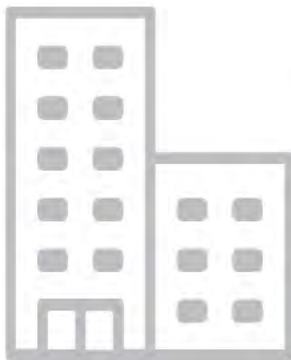
52,520



Population Breakdown
(Increased by 9.8% since 2011)

88%
Live in multi-family

12%
Live in single-family



47%
Rent

53%
Own

7% Have recently immigrated
(less than 5 years in Canada)

1,650 Number of
Indigenous people

Household Size



1	9,395
2	8,060
3	3,585
4	2,590
5+	1,010
Total: 24,640	

38%

Of the population
have immigrated
from more than
100 countries



40%

Can speak
a non-official
language

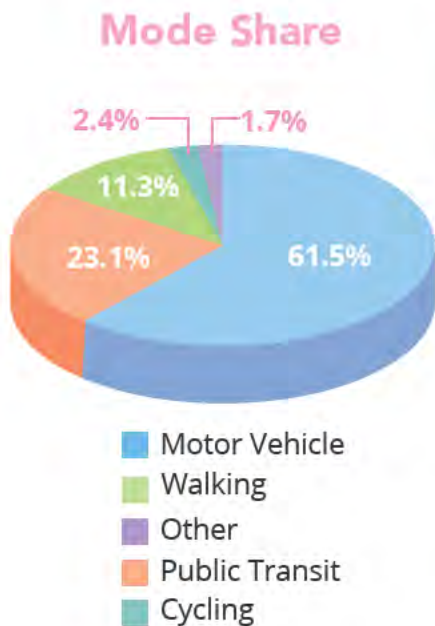


3,203
Businesses
29,330
Jobs



Size of Businesses

1-4 Employees	60%
5-9 Employees	19%
10-19 Employees	11%
20+ Employees	10%



25%

Walk or cycle for errands

6/10

Of families have unsustainable childcare costs

15%

Of children live in poverty

87%

Believe amenities are within walking/cycling distance



6 months

Is the average wait time for childcare

23

Childcare spaces per 100 children

25%

Of children enter kindergarten not ready to learn

OUR PHYSICAL & MENTAL WELL-BEING



On average, adults spend more than

2 hrs

Daily screen time



28%

Eat the recommended number of servings of fruit and vegetables

20%

Have been diagnosed with mood/anxiety disorder

13%

Are tobacco smokers

55%

Believe their health is good or very good



8.5%

Are in danger of chronic hunger

21%

Are obese

49%

Believe they do adequate daily exercise

64%

Feel a strong sense of community well-being

Sources: Statistics Canada, City of North Vancouver 2016 Census Profile / My Health My Community, 2014 City of North Vancouver Community Health Profile/other City of North Vancouver reports and records

COUNCIL'S VISION

A City for People

is welcoming, inclusive, safe, accessible and supports the health and well-being of all.

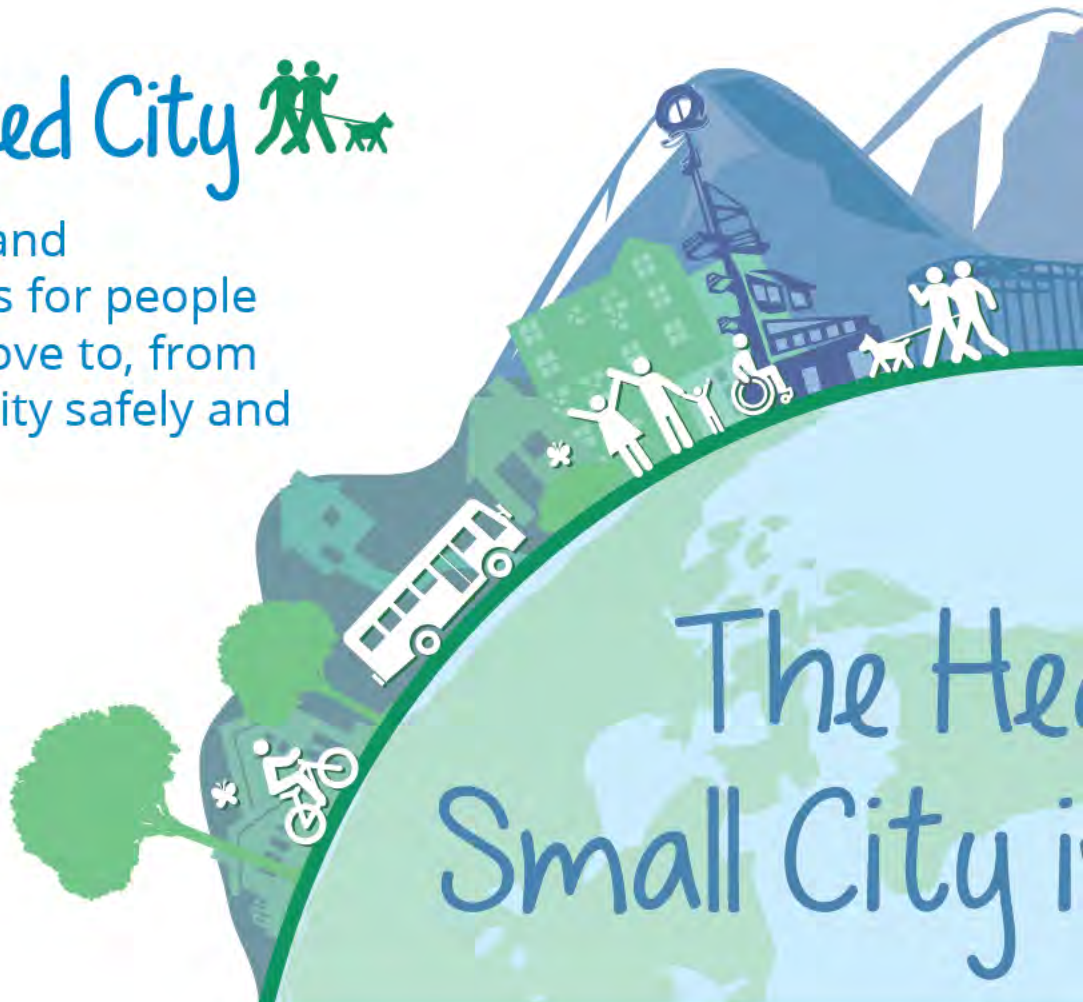
A Liveable

leads the way in
acts as a steady
environment for future

A Connected City

provides active and sustainable ways for people and goods to move to, from and within the City safely and efficiently.

city
of north
vancouver



VISION AND PRIORITIES

A Sustainable City

climate action and steward of the future generations.

A Vibrant City

is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history.

A Prosperous City

supports a diverse economy by creating an environment where new and existing businesses can grow and thrive.



Healthiest
in the World



A CITY FOR PEOPLE

A City for People is welcoming, inclusive, safe, accessible and supports the health and well-being of all.

WHERE WE'RE GOING

Council will strive to ensure our housing meets the diverse needs of our community. We will facilitate access to local food and spaces for connection, recreation and community services to better the health of our residents and improve equity.

HOW WE GET THERE

- Develop and adopt Community Well-Being Strategy → **Provide**
- Complete Balanced Housing Lab and implement its solutions → **Partner**
- Improve relationships with local Indigenous communities and our urban Indigenous population → **Partner**
- Increase number of below market housing units → **Partner/Provide**
- Improve access to childcare and early childhood development opportunities → **Advocate/Facilitate**
- Continue protection and expansion of rental housing stock → **Facilitate/Advocate**
- Develop a Community Recreation Strategy that includes the Harry Jerome Community Recreation Centre → **Provide/Partner**

WHAT GUIDES US

- Community Well-Being Strategy (2020)
- Housing Action Plan (2016)
- North Shore Settlement and Integration Strategic Plan (2016)
- CNV4ME (2015)
- Official Community Plan (2015)
- Child Care Policy and Plan (2009)







A LIVEABLE CITY

A Liveable City leads the way in climate action and acts as a steward of the environment for future generations.

WHERE WE'RE GOING

Council will create new and expanded environmental programs, services and outreach to respond to the climate crisis, protect our assets and achieve our goal of net-zero emissions by 2050 while enhancing and protecting the health of our environment.

HOW WE GET THERE

- Develop and adopt a new Climate and Environment Strategy that includes a pathway to net-zero buildings by 2050 → **Provide**
- Implement new climate adaptation and environmental improvement measures (including accelerating the expansion of the urban tree canopy and enhancing habitat to augment ecosystem services) → **Provide/Partner/Facilitate**
- Increase the proportion of residents with safe and convenient access to transit and active transportation infrastructure → **Provide/Facilitate**
- Further develop a renewable energy strategy to transition the City-owned Lonsdale Energy Corporation district energy system to incorporate low carbon energy sources and minimize the use of natural gas, including exploring a compost/waste to energy facility and other strategic opportunities → **Partner/Facilitate**
- Explore opportunities to reduce food waste through partnership with the business community and non-profits → **Advocate/Facilitate/Partner**
- Advance the City's Electric Vehicle Strategy to accelerate the transition to electric vehicles → **Advocate/Facilitate/Provide**

WHAT GUIDES US

- Upcoming Environmental Strategy (2021)
- Electric Vehicle Strategy (2019)
- Corporate Climate Action Plan (2017)
- Official Community Plan (2015)
- Climate Adaptation Plan (2013)
- Community Energy and Emissions Plan (2010)
- Parks Master Plan (2010)







A VIBRANT CITY

A Vibrant City is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history.

WHERE WE'RE GOING

Council will celebrate the rich diversity and heritage of our community through arts, culture, recreation and creative initiatives that foster a sense of place, invite play, improve happiness, enhance social connection and build a strong sense of belonging throughout the City.

HOW WE GET THERE

- Complete Central Waterfront Revitalization → **Provide/Partner**
- Complete the new North Vancouver Museum → **Provide/Partner**
- Build a new vision to revitalize Lonsdale Avenue as a high street → **Provide/Partner/Facilitate**
- Spearhead playful and fun events that find ways to celebrate our unique location and community → **Facilitate**
- Investigate economic opportunities around arts and culture → **Facilitate**
- Provide expanded opportunity for parklets → **Partner**
- Complete an arts and culture strategy → **Provide**

WHAT GUIDES US

- Community Recreation Strategy (2020)
- North Vancouver City Library Strategic Plan (2018)
- Official Community Plan (2015)
- CNV4ME (2015)
- Central Waterfront Development Plan (2014)







A CONNECTED CITY

A Connected City provides active and sustainable ways for people and goods to move to, from and within the City safely and efficiently.

WHERE WE'RE GOING

Council will deliver safe, efficient and innovative transportation options that results in improved walking, cycling and public transportation.

HOW WE GET THERE

- Develop and adopt new Mobility Plan → **Provide**
- Complete east-west B-Line → **Partner**
- Increase kilometres of protected bike lanes → **Provide/Partner**
- Complete Lonsdale Transit Corridor Study → **Provide/Partner**
- Undertake Burrard Inlet Rapid Transit Technical Feasibility Study → **Partner**
- Secure funding for the Casano Loutet Overpass project and the Upper Levels Greenway project → **Partner**
- Explore safe routes to schools opportunities → **Partner/Advocate**
- Explore innovative solutions to transportation challenges, and continue to integrate land use and transportation planning to support connectivity across the region → **Provide/Partner/Advocate**

WHAT GUIDES US

- Upcoming Mobility Plan (2021)
- Integrated North Shore Transportation Planning Project (2018)
- Official Community Plan (2015)
- Regional Transportation Strategy (2013)
- North Vancouver Bicycle Master Plan (2012)
- 2040 North Shore Area Transit Plan (2011)
- Long-Term Transportation Plan (2008)







A PROSPEROUS CITY

A Prosperous City supports a diverse economy by creating an environment where new and existing businesses can grow and thrive.

WHERE WE'RE GOING

Council will make the City a destination of choice for economic development by supporting the local business community to increase the number of jobs and business opportunities and to improve services to our residents.

HOW WE GET THERE

- Explore economic opportunities around arts, play, culture and culinary arts → **Provide/Partner/Facilitate**
- Investigate health economic hub → **Provide/Partner/Facilitate**
- Increase visibility as a tourism destination → **Partner**
- Create Lower Lonsdale Brewery District → **Facilitate**
- Foster the expansion of Business Improvement Associations across the City → **Partner/Advocate/Facilitate**
- Investigate actions to reduce barriers and challenges to local businesses → **Advocate/Facilitate**

WHAT GUIDES US

- Official Community Plan (2015)
- Economic Development Strategy (2008)
- Tourism Development Plan (2008)
- Long-term Property Tax Strategy (2008)











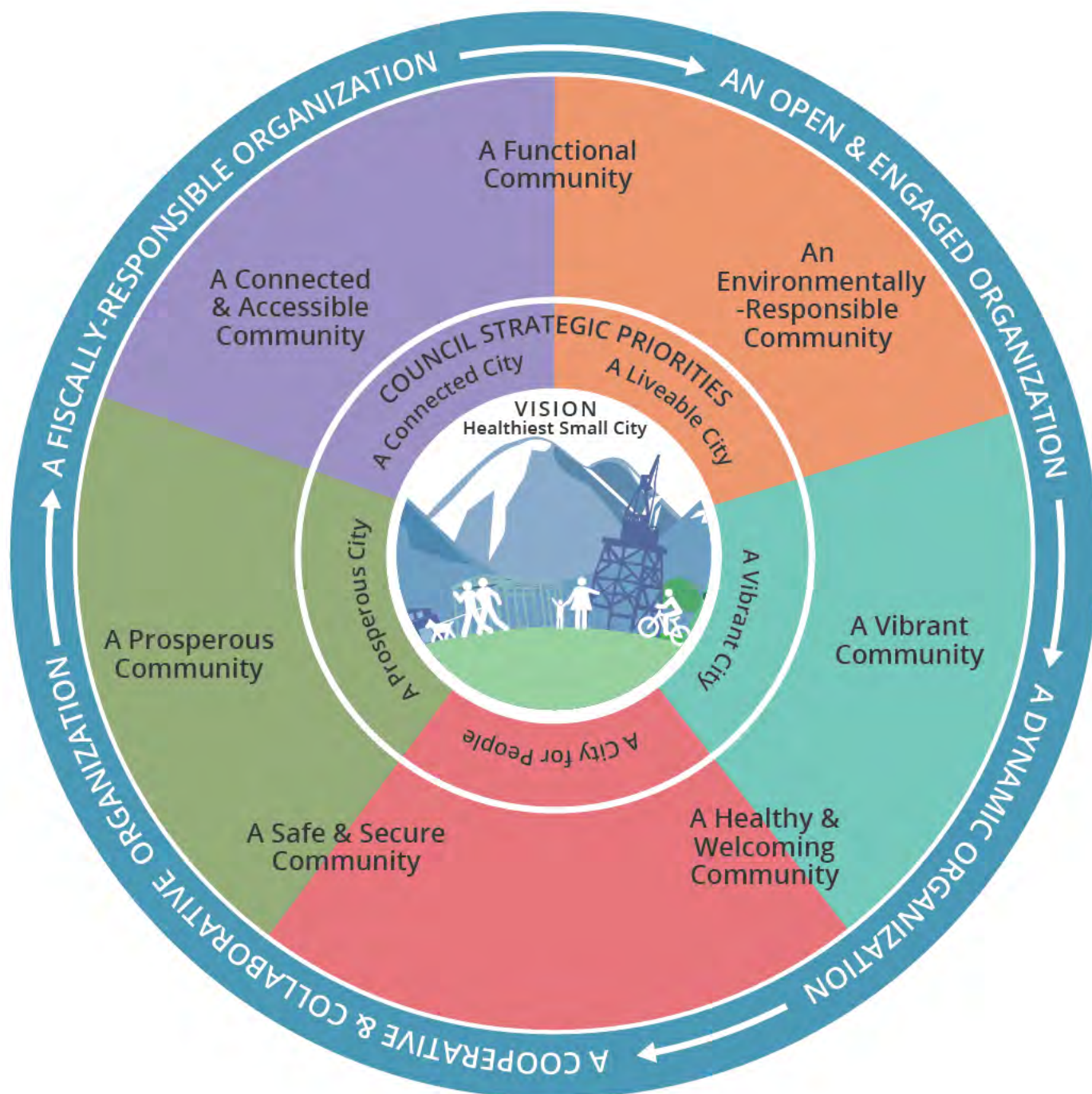
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141 WEST 14TH ST / NORTH VANCOUVER BC / V7M 1H9
604 985 7761 / INFO@CNV.ORG





CORPORATE BUSINESS PLAN FRAMEWORK



Corporate Business Plan 2021 Updates

Outcome/Initiative	Department	Progress to Dec 31, 2021
A Safe & Secure Community		
Complete a Fire Services Master Plan	Fire	2021-2024 Strategic Service Priority Plan completed
Collaborate with NSEM and the other North Shore communities to renew the North Shore Emergency Management Strategy	Fire	NSEM began a strategic plan framework session in December 2021. Working through a multiphase approach starting with an internally focused (NSEM staff) process of identifying mission/vision/values. Phase 2 will be to expand the process to external stakeholders in including executive committee. No timeline on completion as of yet
A Healthy & Welcoming Community		
Commence Phase 2 of the Community Recreation Strategy	SCS	Project Initiation for 2022
Advance the Harry Jerome Community Recreation Centre Redevelopment	SCS	Activities in 2021 included finalization of building design, initiation of offsite works including the relocation of utilities, and the first phase of the Public Art call. Construction is on schedule to begin in mid 2022, and a public communications strategy is under development to support the construction period.
Participate in the North Shore Homelessness Action Project	PlanningDev	Group has been meeting to develop strategies
A Connected & Accessible Community		
Continue to expand active transportation in the City	EPE	1) Completed sidewalk infill on St Andrews, St Patrick's and renewed sidewalk to improve accessibility along Chesterfield. 2) Esplanade Complete Streets is 10% complete. 3) 3 new pedestrian/cyclist controlled crossings devices at key arterials installed
Complete Economic Impact Assessment for Burrard Inlet Rapid Transit	CPE	Completed
Launch the E-bike share pilot program	PlanningDev	First year exceptional uptake by community.
A Functional Community		
Complete the Community Well-Being, Mobility and Environmental Strategies	PlanningDev	Plans nearing completion and slated for Council in Q1 2022
Initiate development process review including targeted bylaw changes	PlanningDev	Consultant on board completion information gathering with internal staff and external stakeholders
Continue implementation of transportation and mobility requirements for new developments	PlanningDev	planning for 2022
A Vibrant Community		
Support the opening of the new Museum of North Vancouver	SCS	Opened December 2021
Expand and improve the Open Streets Initiative and Place-Making Activations	CPE	CPE engagement with business community to explore future of central Lonsdale place making
Initiate the Waterfront Park Master Plan	EPE	Phase 1 Neighbourhood Planning Study delayed until Spring 2022) Phase 2 Park Planning Process Summer 2022

An Environmentally Responsible Community

Collaborate on a plan to migrate Lonsdale Energy Corporation to renewable energy sources	CAO	For 2022, LEC will replace approximately 17% of its overall conventional natural gas consumption with renewable natural gas, which will result in a significant reduction of Greenhouse Gas Emissions. LEC is working on implementing several low carbon energy sources to its network, including currently pursuing a digital boiler project for commissioning in 2022/23. Other technologies currently being investigated by LEC staff include server/data centre heat recovery; heat recovery from sewage; and heat recovery from ocean water. LEC has engaged with City staff to discuss options, scope and feasibility for all of these initiatives. Management has begun mapping a decarbonization plan and projecting GHG emission reductions based on existing alternative energy sources, the North Shore Waste Water Treatment Plant heat recovery, and implementation of the above technologies.
Implement and expand the Electric Vehicle Strategy	PlanningDev	Bylaw changes complete and new fast chargers installed. Workplace and fleet charging grant implementation underway.
Support and promote the Park Stewards Program	EPE	A full year of park stewardship events delivered in 2021. Total of 21 events, in 8 parks, 386 volunteers, 1,209 hours, and over 2000 trees and shrubs planted.
Update the Green Building Policy for Civic facilities	PlanningDev	Planning for 2022.

A Prosperous Community

Review and update the City's Economic (Investment) Strategy	CPE	Draft completed; ongoing final engagement and consultation to finalize strategy for early spring.
Support and participate in economic partnerships in the region	CPE	Ongoing. Active member of Invest Vancouver, Economic Partnership North Shore, and active partnerships with key stakeholders.

A Fiscally Responsible Organization

Implement a new Asset Management Strategy	EPE	Draft Corporate Strategy complete and going to Council in Spring. Service Area Asset Management Plans (Water, Sanitary, Drainage) all in process. Draft plans will be available fall 2022. Pavements are pending.
Improve the integration of the City's business and financial planning processes	Finance	Assessment of the current state completed as part of CFO onboarding. Integration plan to be developed for implementation in 2022.
Review the City's Long-Term Property Tax Strategy	Finance	Development of a Long Term Property Tax Strategy planned to begin following the completion of the City's Economic Development Strategy

An Open & Engaged Organization

Implement a public engagement framework for all programs and projects	CPE	Present draft strategy to Council. Finalize strategy and roll out internally.
Explore new initiatives for public input related to Council meetings	Clerks	Exploring hybrid (in-person/electronic) Council meetings and Public Hearings.

A Cooperative & Collaborative Organization

Support Metro Vancouver Board's regional management and action plans	CAO	2021 - Information Report - 2021-12-09 - Metro Vancouver Notification of Land Use Designation Amendment Requests from City of Surrey 2021 - Council Report - 2021-11-15 Item 11 City of North Van Response to Metro Vancouver Regional Growth Strategy - Metro 2050 - Presentation by Sav Dhaliwal Jerry Dobrovolsky and Heather McNell of Metro Vancouver - Report of Nov 3 2021 2021 - Information Report - 2021-06-21 Presentation Metro Vancouver Regional Growth Strategy Process Update - Information Report of June 9 2021 2021 - Information Report - 2021-01-05 - Amending Metro Vancouver 2040 to Re-Designate Regional Park Lands to Conservation and Recreation 2020 - Council Report - 2020-12-07 Item 12 Metro Vancouver Regional Industrial Lands Strategy - Report of November 25, 2020 2021 - Confidential Report - Finance update on WWTP
Support the implementation of the RCMP, NSEM, NVCL and NVRC Strategic and Corporate Plans	CAO	Strategic plan of NVCL was updated by their board in 2021. NSEM created a new "Active Threat Plan" for CNV as well as worked on updating its governance model, The North Van RCMP presented its strategic plan to Council in 2021.
Strengthen relationships with local Indigenous communities and our urban Indigenous population	CAO	Established regular liaison meeting with Squamish Nation. Secured cross-jurisdictional grant which include 3 municipalities, 2 Nations, City Library, and Lookout Shelter. Council held inaugural meeting with Tsleil Waututh Nation in December. Engineering implemented chance find procedure for issues related to heritage and areas of First Nation importance
Support the NXSTPP Steering Committee and implement 2021 priorities	PlanningDev	Launched NS Connects branding; NS transit expansion included in T2050; advocacy for Translink investment plan underway
A Dynamic Organization		
Review and update City's Human Resources Policies and Strategies	SCS	Policy review to be initiated in collaboration with the City's Equity, Diversity & Inclusion Framework development
Expand online City services including CityServe, CityFix and CityView	SCS	Improvements to the City's client facing services underway as part of the Business Transformation initiatives funded from the BC Restart Plan
Review and update City's Training, Education and Development Program	SCS	

Council's Strategic Plan Progress Report

Presented March 7, 2022
Strategic & Corporate Services



Strategic Plan 2018-2022

A City for People

is welcoming, inclusive, safe, accessible and supports the health and well-being of all.

A Liveable City

leads the way in climate action and acts as a steward of the environment for future generations.

A Vibrant City

is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history.

A Connected City

provides active and sustainable ways for people and goods to move to, from and within the City safely and efficiently.

A Prosperous City

supports a diverse economy by creating an environment where new and existing businesses can grow and thrive.



The Healthiest
Small City in the World

Achievement Highlights

Since 2019, the City has...

- ❖ Launched the Lime e-bike share system
- ❖ Built a new Museum of North Vancouver
- ❖ Completed the Child Care Action Plan
- ❖ Launched Open Streets program
- ❖ Completed The Shipyards – A community and tourist destination
- ❖ Launched a Climate & Environment Task Force
- ❖ Built 8 City Parklets
- ❖ Implemented the RapidBus B-Line service



A City for People

- ❖ **Community Wellbeing Strategy** 1st phase of consultation completed in 2021.
- ❖ **Balanced Housing Lab** final report delivered in fall 2021
- ❖ Completed **Child Care Action Plan** in 2020 and began implementing its actions in 2021 to **improve access to childcare & early development opportunities**





A City for People

- ❖ Actions in 2021 to **improve relationships** with Squamish and Tsleil-Waututh Nations
- ❖ Completed the **Community Recreation Strategy** in 2020
- ❖ Delivered 19 **mid-market rental units** in 2019/2020
- ❖ Housing Needs Report completed and provincial funding secured in 2021 to diversify housing options in effort to **protect and expand rental housing stock**



A Liveable City

- ❖ Scope for **new Climate & Environment Strategy** adopted in 2019, Climate and Environment Task Force launched in 2020
- ❖ Over 4700 trees and shrubs planted since 2019 in effort to **improve climate adaptation**
- ❖ Hosted 44 **Park Stewardship Events** since 2019 with over 4000 hours volunteered



A Liveable City

- ❖ Transitioning to ***Electric Fleet Vehicles through the EV Strategy***
- ❖ Transitioning LEC to incorporate ***low carbon energy sources*** through new technologies
- ❖ Worked in partnership with Metro to ***reduce food waste*** in 2020
- ❖ Launched the ***Lime e-bike share system***



A Vibrant City

- ❖ Opened Splash Park and Skating Plaza in 2019 at the Shipyards to ***revitalize central waterfront***
- ❖ ***New Museum of North Vancouver (MONOVA)*** opened to the public in December 2021





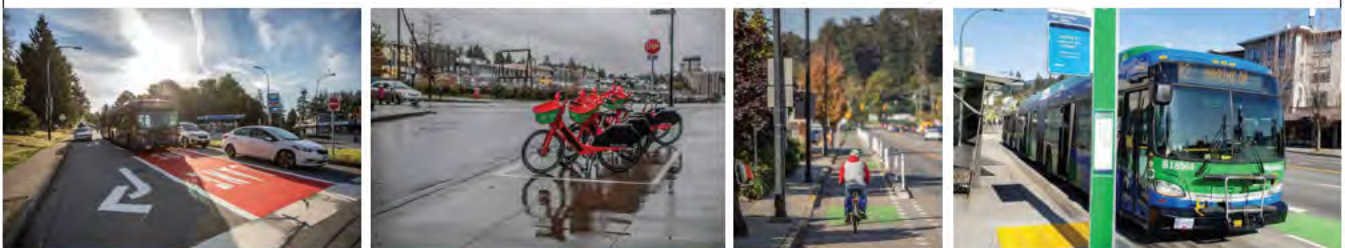
A Vibrant City

- ❖ **Parklet program opportunities expanded** with the Open Streets initiative in 2020 and 2021
- ❖ Various play activations, fun event, and family friendly programming at Shipyards and Play Spaces to **celebrate unique location and community**



A Connected City

- ❖ **East-west B-Line route improvements** (RapidBus) completed in 2021 and line is operational.
- ❖ Completed **BIRT Technical Feasibility Study** in 2021
- ❖ Completed several **safety improvements on routes to schools** each year since 2019





A Connected City

- ❖ Completed a draft **Mobility Strategy** in 2021
- ❖ Delivered 3.5km of **protected bike lanes** since 2019
- ❖ Funding from partners in place to commence design and engagement on the **Casano-Loutet Overpass** and **Upper Levels Greenway**



A Prosperous City

- ❖ **Lower Lonsdale Brewery District** created; transitioned brewery licences to Outdoor Dining permits in 2021
- ❖ Renewed **Lower Lonsdale Business Improvement Association** for 8 year period in 2021
- ❖ Enhanced Shipyards' brand as **tourism destination** through promotions, partnerships and stakeholder relationships; \$1M grant to improve infrastructure



A Prosperous City

- ❖ Significant improvements underway to streamline business license system/processes to **address challenges to local businesses**
- ❖ **Investigating the idea of a health economic hub** within Economic Investment Strategy as an economic cluster/district

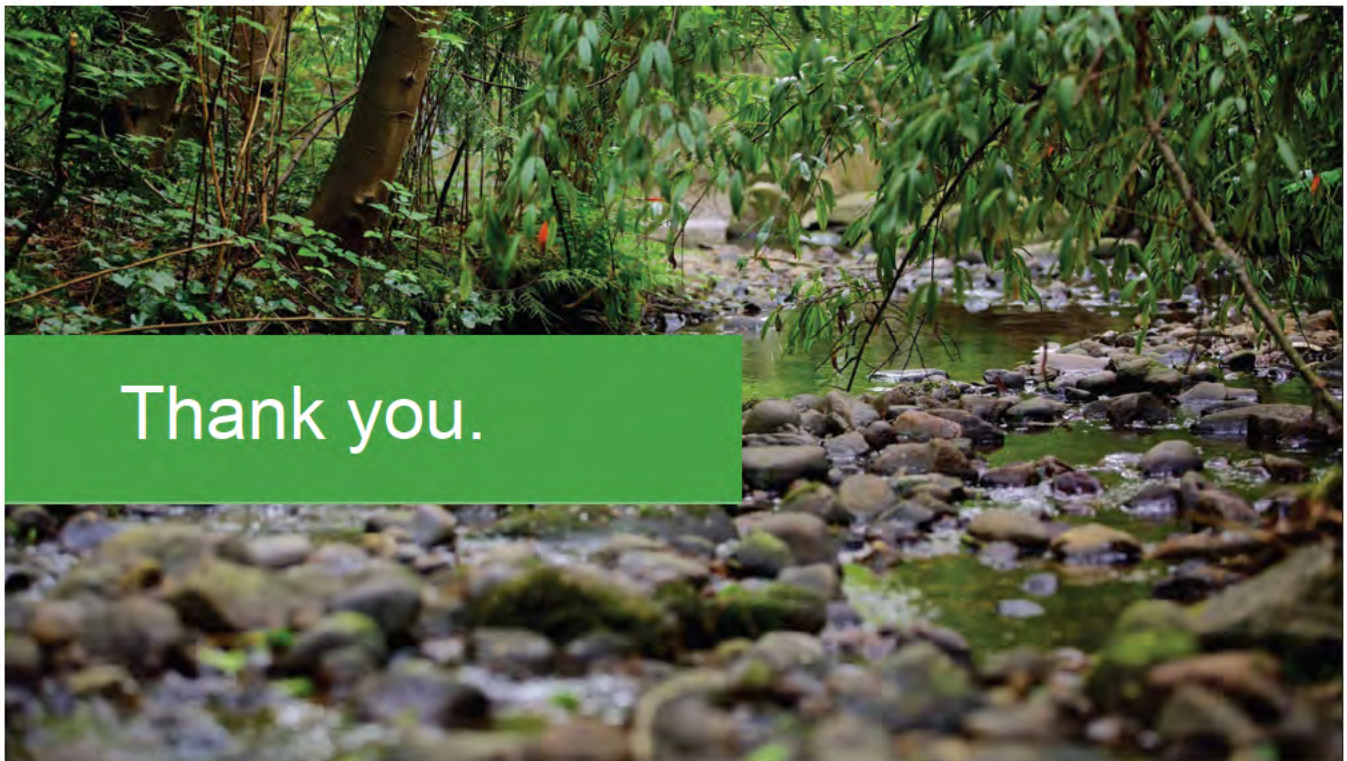


Future Initiatives

In 2022 & beyond...

- ❖ HJCRC Construction
- ❖ Mahon Childcare
- ❖ The Shipyards Vision and Plan
- ❖ Esplanade Complete Street
- ❖ Upper Levels Greenway and Casano-Loutet Overpass construction
- ❖ Economic Investment Strategy
- ❖ Placemaking Strategy
- ❖ Mobility Strategy implementation
- ❖ Climate and Environment Strategy
- ❖ Equity, Diversity and Inclusion development





Thank you.