

Council Strategic Plan



2018-2022 COUNCIL STRATEGIC PLAN

A City for People A Healthy City for All

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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,



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

Angela Girard

Don Bell

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

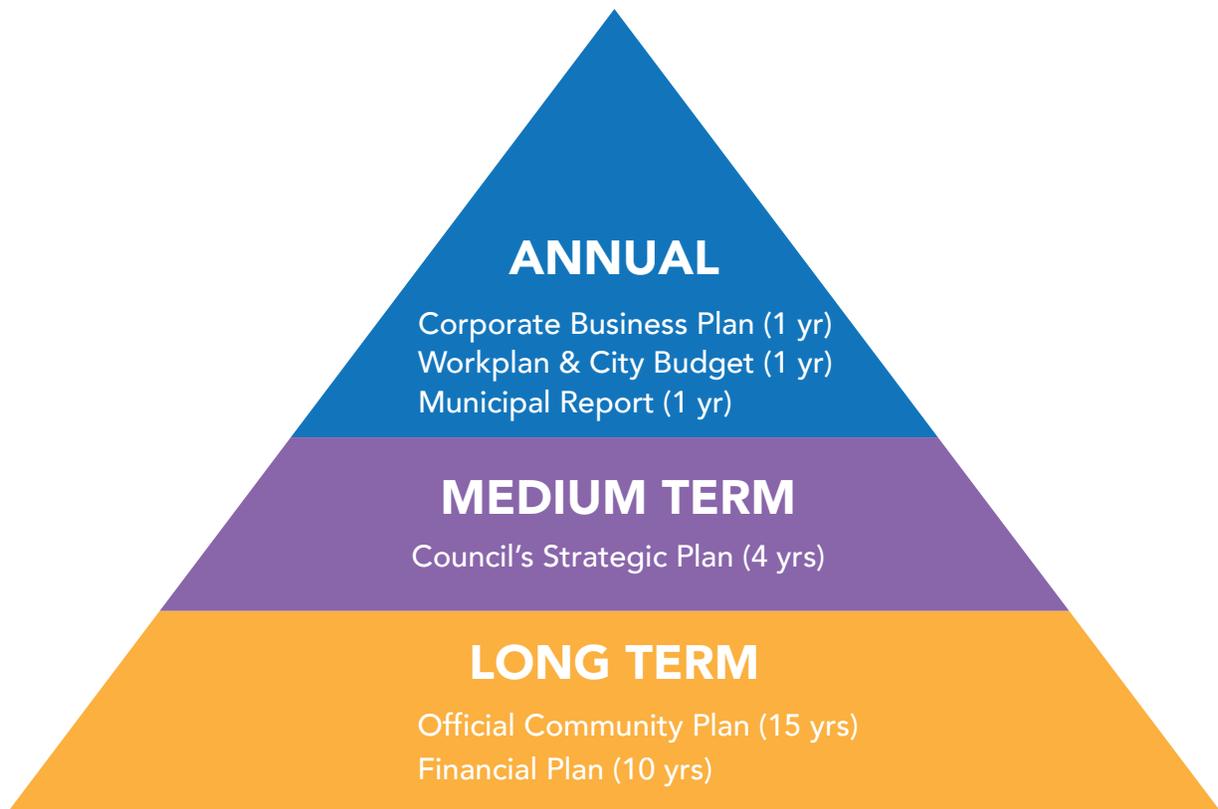
Facilitate The City will encourage others to deliver

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

88%

Live in multi-family

12%

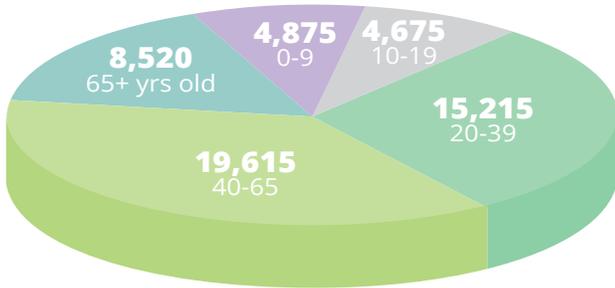
Live in single-family

47%

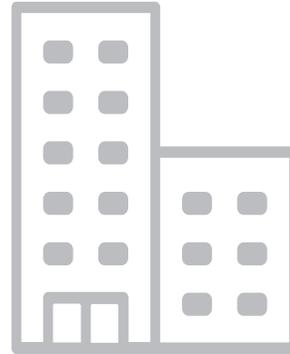
Rent

53%

Own



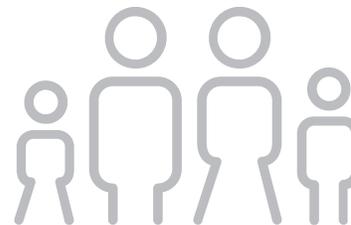
Population Breakdown
(Increased by 9.8% since 2011)



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

Household Size

1,650 Number of
Indigenous people



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

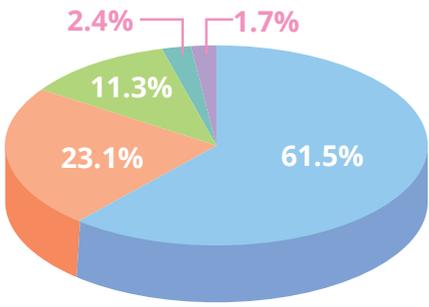
Jobs



Size of Businesses

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

Mode Share



- Motor Vehicle
- Walking
- Other
- Public Transit
- Cycling

25%

Walk or cycle for errands

87%

Believe amenities are within walking/cycling distance



6/10

Of families have unsustainable childcare costs



Is the average wait time for childcare

15%

Of children live in poverty

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% **55%**

Are tobacco smokers

Believe their health is good or very good



8.5%

Are in danger of chronic hunger

21% **49%**

Are obese

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.

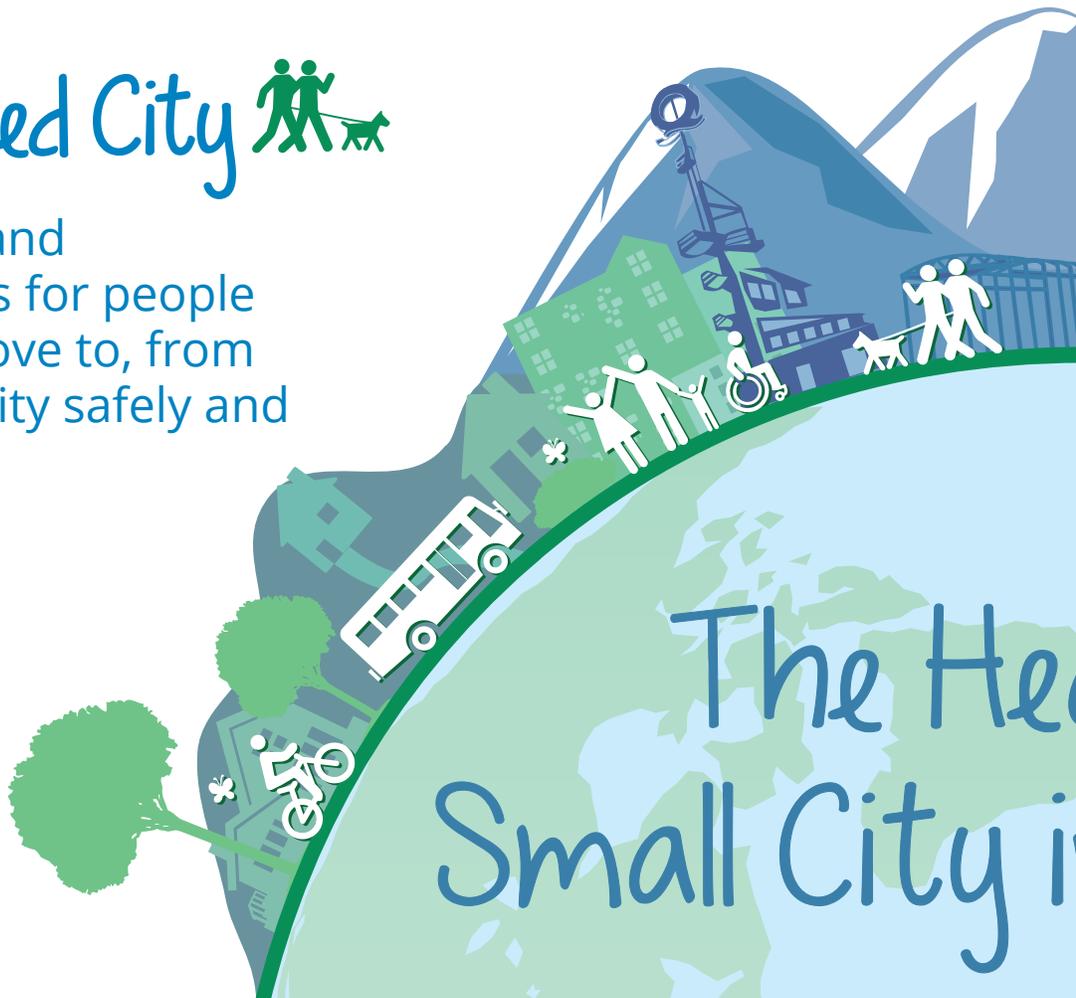
A Liveable

leads the way in... acts as a... environment for...

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



The Healthiest
Small City is

VISION AND PRIORITIES

A Sustainable City

Climate action and stewardship of the planet for future generations.

A Vibrant City

A city 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

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





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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