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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	<ul style="list-style-type: none"> Lab Formally Concluded and implementation initiatives underway: Pilot permitting process nearly complete; new rental zone under development. 	80%	<ul style="list-style-type: none"> Complete pilots and implementation of solutions
Continue protection and expansion of rental housing stock	<ul style="list-style-type: none"> 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%	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> First phase of CRS complete 	Ongoing	<ul style="list-style-type: none"> Phase 2 initiation in 2022
Develop and adopt Community Well-Being Strategy	<ul style="list-style-type: none"> Completed 1st round of public engagement, feedback considered for changes to framework. 	70%	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Expanded after school care options in partnership with NSNH Advanced conversations with School District and MCFD re partnership on new spaces. 	Ongoing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Secured NRCAN funding for fleet charging - deploying new charging stations. 	Ongoing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Phase 1 Community, Stakeholder and Listening Sessions engagement completed. Concluded territorial emissions profile and awarded consultant work for chapter content. 	60%	<ul style="list-style-type: none"> Complete and implement Climate and Environment Strategy
Explore opportunities to reduce food waste through partnership with the business community and non-profits	<ul style="list-style-type: none"> Scoping opportunities for a "food hub" and/or other opportunities to support food security with grant funding 	Ongoing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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%	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Sidewalk construction complete. • Infill on St Andrews, St Patrick's and a renewed sidewalk to improve accessibility along Chesterfield 	100%	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • On pause due to competing priorities • No funding foreseen with budget cuts and limited staffing to develop concept paper and explore baseline data. 	10%	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> Moving into Community Recreation Strategy 	Ongoing	<ul style="list-style-type: none"> Project initiation set for 2022
Complete Central Waterfront Revitalization	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Museum opened to public in December 2021 	100%	<ul style="list-style-type: none"> Museum open and operational
Investigate economic opportunities around arts and culture	<ul style="list-style-type: none"> Will be a part of the Economic Investment Strategy 	75%	<ul style="list-style-type: none"> Economic Investment Strategy workplan to be developed
Provide expanded opportunity for parklets	<ul style="list-style-type: none"> 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%	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Route improvements complete and line operational. 	100%	<ul style="list-style-type: none"> continued work with TransLink to create bus speed and reliability infrastructure improvements

REPORT: Strategic Plan Progress Update To End Of 2021
Date: February 2, 2022

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> N/A 	Ongoing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Engaged community members on the Draft Mobility Strategy Working towards a final version for City Council consideration for spring 2022 	75%	<ul style="list-style-type: none"> Implementation of Strategy
Explore innovative solutions to transportation challenges, and continue to integrate land use and transportation planning to support connectivity across the region	<ul style="list-style-type: none"> E-bike Pilot successful E-Scooter Bylaw changes complete. 	Ongoing	<ul style="list-style-type: none"> Continued focus on regional transportation priorities Launch of E-scooter pilot
Explore safe routes to schools opportunities	<ul style="list-style-type: none"> Safety improvements were completed. PAC, School admin and school population created unique and vibrant protected corner bulge paintings. 	100%	<ul style="list-style-type: none"> Repeat 2021 approach to advance rapid deployment safety improvements at remaining schools
Increase kilometres of protected bike lanes	<ul style="list-style-type: none"> Brooksbank delineator protected bike lanes create connection between Cotton and Keith. Total of 1.5kms protected bike lanes Esplanade Complete Streets construction began 	Ongoing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Technical study and economic impact analysis study complete • Preparing for launch of communications strategy. 	100%	<ul style="list-style-type: none"> • Advance communications on NXSTPP

A Prosperous City

How We Get There	2021 Key Achievements	Progress Indicator	2022 Plans
Create Lower Lonsdale Brewery District	<ul style="list-style-type: none"> • 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%	<ul style="list-style-type: none"> • Ongoing liaison with Brewery owners including exploring potential for food truck options.
Explore economic opportunities around arts, play, culture and culinary arts	<ul style="list-style-type: none"> • Incorporating as an element of 2021 action plan for the EIS. • Initial sectoral assessment completed. 	50%	<ul style="list-style-type: none"> • Economic Investment Strategy implementation
Foster the expansion of Business Improvement Associations across the City	<ul style="list-style-type: none"> • Lower Lonsdale BIA renewed for an 8 year period. 	Ongoing	<ul style="list-style-type: none"> • Ongoing liaison with Central Lonsdale Businesses. Progress impacted by COVID-19
Increase visibility as a tourism destination	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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%	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> Updates to be made concurrently in the related Bylaw 		<ul style="list-style-type: none"> On-going local business integration and awareness during peak programming times.
Investigate health economic hub	<ul style="list-style-type: none"> Incorporated within the Economic Strategy as an economic cluster/ district. 	50%	<ul style="list-style-type: none"> 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