

# Corporate Plan

2023 - 2026



This Corporate Plan identifies priorities set by the newly elected council in October 2022. It combines those priorities with the goals set out in the Official Community Plan and the OCP Action Plan, while considering current and future circumstances.

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# MESSAGE FROM THE MAYOR



## **MIKE LITTLE**

*Mayor*

Following each municipal election Council meets with senior staff to identify priorities for the coming term. These priorities are strongly connected to the Official Community Plan and the OCP Action Plan, and they take into consideration other plans and strategies that have been adopted over the years related to housing, parks and open spaces, climate change and transportation. They consider emerging issues in the community, initiatives led by senior levels of government, and new priorities identified by Council. This approach ensures that Council priorities are recognized and integrated into divisional work plans and ensures work to support those priorities is funded through our 10-year rolling Financial Plan. Each year, progress on these priorities is reported on in the District's Annual Report.

As we have emerged from the COVID-19 pandemic, a variety of factors such as high inflation, human resources shortages, changing priorities of senior government and higher-than-

expected infrastructure project costs have resulted in a very challenging environment in which to plan, estimate and deliver services and projects. There are several areas in the 2023 – 2026 Corporate Plan where Council, in response to issues identified by the community during the election, wishes to either adjust or in some cases accelerate work in areas including transportation, affordable housing, the economy, climate action and community well-being. It is the consensus of Council that the two most urgent issues facing our community are related to housing and transportation. Additionally, we are committed to keeping climate action at the forefront as we make the important decisions that will impact our community for generations to come. In order to move these initiatives forward over the next four years, many of these will require collaboration with and support from our partners and senior levels of government.

To successfully adjust to the current environment and to continue to provide the quality services our residents expect, we will need to balance interests, be strategic with respect what we want to achieve, and most importantly, be a flexible and fluid organization.

I am most appreciative of the input we have received in developing this plan and of the collegial manner in which Council and senior staff have worked together to reach consensus on the goals and to identify opportunities to move forward in a responsible, accountable and transparent manner.

### **Mike Little**

Mayor, District of North Vancouver

# TURNING GOALS INTO ACTIONS

The Corporate Plan is a guiding tool for the organization that defines specific work that can be undertaken over a four-year period to help us work to achieve Council's strategic priorities, our community's vision, and our corporate mission. Together with the Financial Plan, the Corporate Plan informs department and divisional work plans to deliver programs and services, and meet the needs of the community we serve.

The goals, priorities, and objectives outlined in this plan were determined based on consideration of our mandate, strategic impact, funding availability, and organizational capacity.

## **Strategic Goals**

**Council has reached consensus on the following goals:**



Enhance transportation and mobility



Address the housing crisis and the community's housing needs



Achieve a balanced and fair economy



Lead in climate emergency action and environmental management



Foster community wellbeing, culture, and safety



Foster a resilient organization





# OUR FOUNDATION

Our vision, mission and values provide the foundation upon which we deliver the work outlined in this plan.

## **Vision**

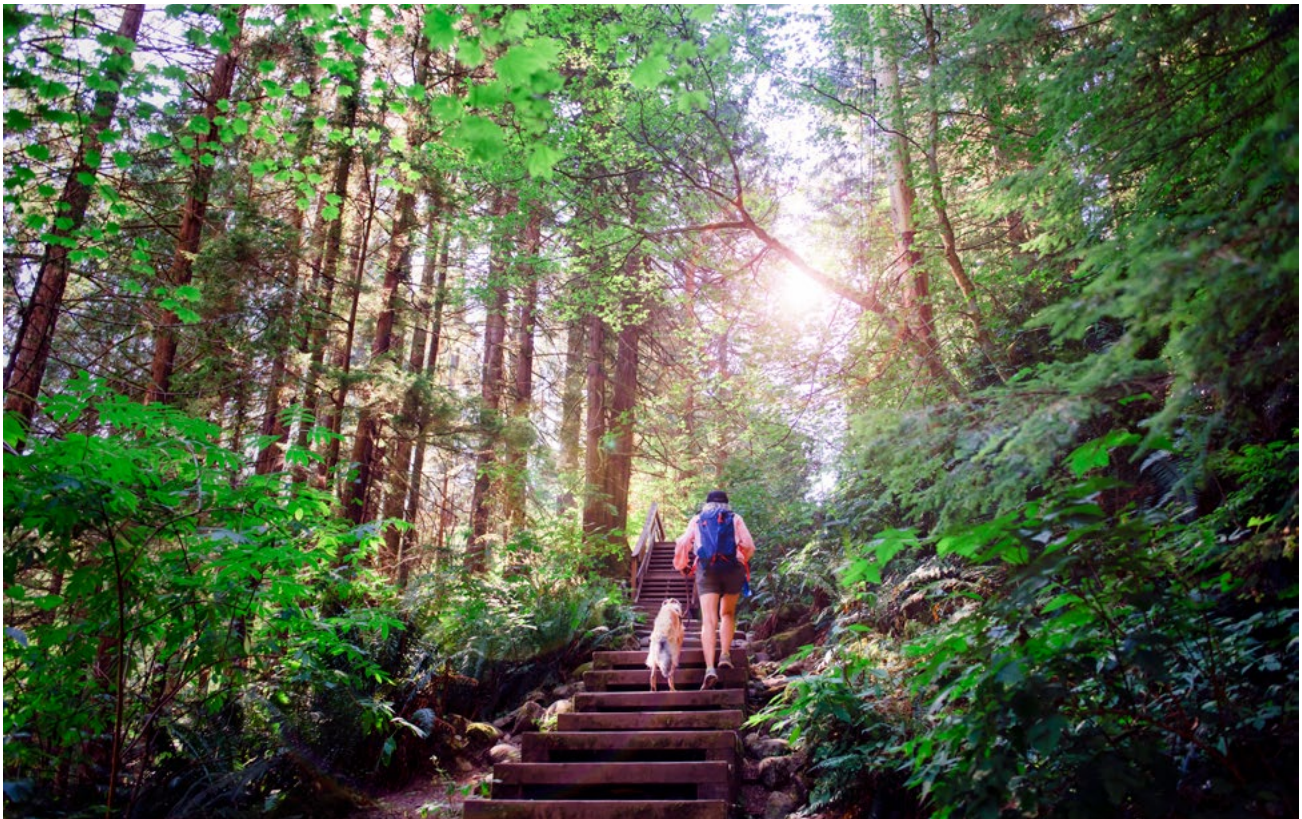
Inspired by nature, enriched by people.

## **Mission**

We provide leadership and exemplary service which improves the community's quality of life by addressing its needs today, and aspirations for tomorrow.

## **Values**

- **Inclusivity** - represent every member of our community and work towards reconciliation with local First Nations
- **Stewardship** - care for lands, ecosystem health, and resources in a sustainable manner for current and future generations
- **Respect** - treat our community, visitors, and shared spaces with respect
- **Livability** - foster community well-being



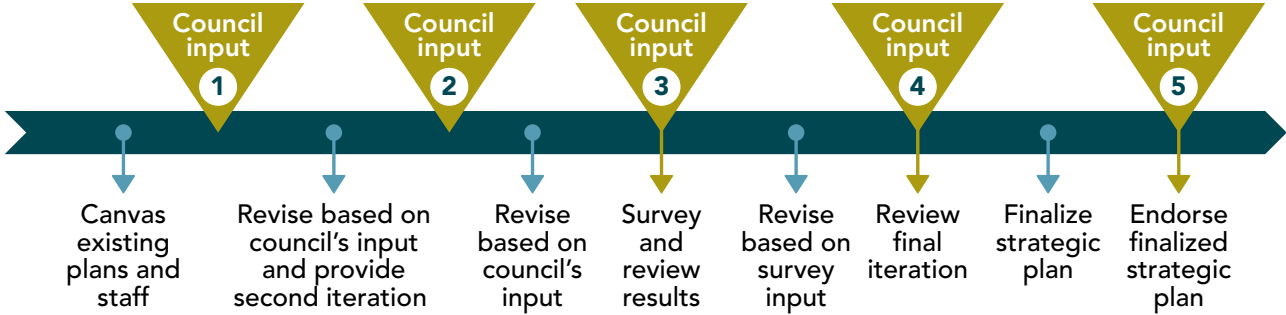
# CORPORATE PLANNING FRAMEWORK

The Corporate Plan is informed by a number of sources, including the Official Community Plan and Council's Strategic Priorities.

The Corporate Plan informs department and divisional work plans to deliver programs and services and meet the needs of the community we serve.



# THE STRATEGIC PLANNING PROCESS





# OUR GOALS AND PRIORITIES



## GOAL: ENHANCE TRANSPORTATION AND MOBILITY

Priority	Objective
1. Implement the Transportation Mode Shift to provide active transportation options	Increase number of people walking, cycling, or taking transit rather than driving
	Increase access to ride-hailing, autonomous vehicles, e-bike sharing, and micro-transit
2. Address environmental impacts of transportation	Increase measures to reduce carbon emissions related to transportation and mobility
3. Enhance transportation connections across the North Shore and Burrard Inlet	Improve the road network within the District and connected to other municipalities with reduced incidents of congestion/delay
	Increase rapid transit to the North Shore and between centres
4. Manage the impacts of construction and development activity and leverage mobility improvements	Reduce impacts of construction and development on transportation and mobility





Priority	Objective
5. Enhance road safety for road users and all forms of mobility	Reduce pedestrian/cycling/vehicle incidents
6. Support effective transportation options in town centres and corridors that connect them	Increase access to active transportation by concentrating growth within reasonable walking and cycling distance to the centres and corridors
	Enhance strategic land acquisition and development in town centres and corridors that connect them focused on transportation, civic infrastructure, and facilities
	Increase presence of community hubs to within 400m of OCP town and village centres
7. Ensure job growth is in close proximity to housing growth and transportation options	Increase number of jobs within centres and other key employment areas to reduce commuting
	Increase built square feet in employment lands
	Increase percentage of residents that can access work within 30 minutes travel time
	Reduce number of people travelling to the District to commute







# GOAL: ADDRESS THE HOUSING CRISIS AND THE COMMUNITY'S HOUSING NEEDS

Priority	Objective
1. Expedite the provision of more housing options, including rental, social, supportive, and affordable housing	Reduce the number of households spending more than 30% of income on shelter costs
	Increase strategic land acquisition and development for priority housing
	Increase number of social and supportive housing units
	Increase infill housing in areas where there is community support
	Increase access to rental housing (market, affordable, and social)
	Increase student housing on and in close proximity to campus
	Increase the number of supportive care units to support the aging of seniors in our community
2. Address homelessness	Reduce the number of individuals that are unhoused or at risk of becoming unhoused
	Reduce poverty
3. Offer housing options for young adults and young families	Increase mix of housing options for families to live close to schools







## GOAL: ACHIEVE A BALANCED AND FAIR ECONOMY

Priority	Objective
1. Address municipal property taxes and utility fees to better support the local economy and sustainable service delivery	Improve property taxes for businesses and industry to ensure we are competitive in the region
	Increase resilience and equity between rate groups
2. Explore and leverage funding opportunities to achieve community improvements	Decrease any disparity between development contributions and rising service costs attributable to growth
	Enhance funding strategies on alternative modes of transportation
	Improve cost recovery models related to user pays strategies
3. Respond to local business needs	Enhance business outreach
	Examine ways to streamline our processes and programs to better support small and local businesses
	Improve use of curbside space to support access to businesses
	Reduce permit approval times



PHOTO CREDIT: HEATH MOFFAT / SEASPAN



PHOTO CREDIT: VANCOUVER'S NORTH SHORE TOURISM ASSOCIATION



**Priority**

**Objective**

**4. Advocate for fairness in taxation and fees**

- Reduce infrastructure deficit
- Reduce inequities in management of land encroachments
- Reduce port property tax inequities and better support businesses
- Reduce cost impacts to residents from external agency cost increases
- Improve municipal finance reform

**5. Pursue employment and economic opportunities to support a diverse and resilient economy (2030 Target 36,000 total jobs in the District)**

- Increase the number of businesses and employees in the community
- Increase partnerships with North Shore municipalities, First Nations, and other organizations to achieve mutual economic benefits



PHOTO CREDIT: VANCOUVER'S NORTH SHORE TOURISM ASSOCIATION





## GOAL: LEAD IN CLIMATE EMERGENCY ACTION AND ENVIRONMENTAL MANAGEMENT

Priority	Objective
1. Protect and enhance the environment through policies and programs that are integrated and supported throughout the organization	Advance programs and policies to reduce greenhouse gas emissions by 45% by 2030 and to zero by 2050
	Increase measures that support ecosystem health and biodiversity
2. Strengthen community resiliency by preparing for climate change	Implement prioritised debris-geohazard work in strategic locations in line with approved plan to mitigate risk
	Increase the community's resilience to climate change
3. Engage and empower the community to advance environmental stewardship and climate action	Increase community awareness and action related to the climate







## GOAL: FOSTER COMMUNITY WELLBEING, CULTURE, AND SAFETY

Priority	Objective
1. Provide childcare options while maintaining quality, and affordability	Increase group childcare to 2050+ spaces by 2030 while ensuring affordability and quality
2. Deliver relevant and high-quality museum and library programming	Advance Reconciliation and increase community understanding of indigenous and inter-cultural perspectives through storytelling as well as library and museum programming
	Enhance youth engagement in heritage, arts, and culture
	Enhance community partnerships and collaborative projects
	Enhance access to resources through high-quality programs and collections, both traditional and non-traditional to support lifelong learning
3. Explore opportunities for arts and culture	Improve compliance with Heritage Strategy
	Increase programming at NVDPL to inspire a community of creators
	Increase collaboration with local arts and culture organizations to provide a range of opportunities to better activate our community and in particular our new Town Centres



PHOTO CREDIT: ALISON BOULIER



Priority	Objective
<p><b>4. Enhance recreation facilities and outdoor recreation</b></p>	<p>Expand outdoor recreation and nature experience programming (2030 target increase park, open space, and/or trails in growth centres and continue to exceed minimum standard of 2 ha for community and neighbourhood park/1000 District wide)</p>
	<p>Improve indoor and outdoor recreation infrastructure and programming</p>
	<p>Increase community engagement and access to recreation and culture services</p>
	<p>Improve customer satisfaction and delivery of services</p>
	<p>Improve urban parks to meet community needs and demand in the town centres</p>
	<p>Improve trails system and supporting amenities and ensure a well-maintained and sustainable network</p>
	<p>Reduce environmental impact of recreation spaces</p>
<p><b>5. Further equity, diversity, and inclusion planning and initiatives</b></p>	<p>Improve accessibility to and within public spaces and buildings to ensure they are welcoming for all</p>
	<p>Increase equity, diversity, and inclusion through programming as well as organizational and community work</p>
	<p>Increase diversity in District services, committees, and the workplace</p>

Priority	Objective
<p><b>6. Advance reconciliation and establish mutually beneficial relationships with local First Nations</b></p>	<p>Improve collaboration and communication amongst First Nations and local governments on North Shore</p> <p>Increase compliance with municipal-specific recommendations of the Truth and Reconciliation Commission, including advancing UNDRIP as a framework for reconciliation</p>
<p><b>7. Enhance emergency services</b></p>	<p>Enhance all-hazard planning and response capabilities</p> <p>Increase staffing to ensure safe and efficient operations</p> <p>Improve delivery of pre-hospital medical services</p> <p>Improve strategy regarding Community Risk Reduction</p> <p>Enhance community knowledge and capacity to manage and reduce disaster risks and strengthen resilience</p> <p>Foster a collaborative and consistent approach to enforcement as a means to reduce community risk</p> <p>Improve our engineered environment through risk-management planning related to infrastructure, occupancy, building, and land use</p> <p>Improve the Districts resilience and response to emergencies</p> <p>Improve multi-agency response with respect to mental health issues in the community</p>
<p><b>8. Enhance sustainable local food systems</b></p>	<p>Increase access to nutritious food, local food production, and urban agriculture initiatives</p>







## GOAL: FOSTER A RESILIENT ORGANIZATION

Priority	Objective
1. Continually enhance community engagement and services	Update our understanding of community issues and service needs through a wide variety of methods including surveys, face to face interactions in the community and other daily feedback mechanisms
	Increase community engagement through social media and storytelling
	Continually improve our website to assist interested parties in gaining access to relevant information on a timely basis and improve ease of use from a user standpoint
	Improve public understanding of municipal services
	Identify opportunities and implement changes to the way we interact and communicate with residents to better address their concerns and issues
	Review our bylaw enforcement philosophy and approach to ensure that it is timely, fair and effective



Priority	Objective
2. Foster an engaged public service	Improve organizational capacity to meet current and future service needs
	Identify opportunities to improve staff well-being, satisfaction, recruitment, and maintain retention rates
	Improve leadership competency and consistency across the organization
3. Provide a strong governance framework	Improve transparency and corporate reporting
	Increase collaboration amongst departments and partner agencies
4. Enhance digital infrastructure, systems, and processes	Improve content, documents, and records management
	Improve citizen services through implementation of Digital Online Services
	Strengthen cybersecurity and business continuity within core IT systems and throughout the organization

## FEEDBACK



The District believes in continuous improvement and your comments are appreciated.

### **You can reach us at:**



[DNV.org/annualreport](https://DNV.org/annualreport)



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## Corporate Plan

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