



# Council Directions

2019-2022



OUR COMMITMENT  
TO THE COMMUNITY



# INTRODUCTION



**Left to right:** Jordan Back, Lisa Muri, Mathew Bond, Betty Forbes, Mayor Mike Little, Megan Curren, Jim Hanson

This plan is our initial road map, setting priority directions as the Council elected in October, 2018. We bring different perspectives, strengths and areas of interest. Some of us have been Council members for a number of years, and some of us are arriving with fresh eyes, experiences and different understandings of the work of the municipality. We all know that we have

committed to serve in a time when the community is feeling the impacts of change related to global issues like climate change, regional growth, and a level of local renewal and redevelopment not seen in the recent past. In this context and at this early point in our term, it is challenging, and possibly unrealistic, to come together around a clear and compelling vision of the next four years.

However, we agree on the importance of prioritizing action on these issues facing the community: improving mobility and transportation; addressing the climate emergency; bridging gaps in housing availability and affordability for current and future residents, and supporting a balanced and vibrant economy.

We also share a belief that how these issues are addressed matters. Some of us fear that community trust in Council has been eroded and must be rebuilt.

We wish to engage more, and differently, with the community. Robust, authentic engagement will be a hallmark of our term. An early effort will be to convey to the community that we hear their concerns and recognize that past decisions have created challenges and the need for action.

We know, for example, that transportation and mobility are top of mind and that residents are feeling the impacts of change. A series of discussion papers on the pillars of the OCP will ground a dialogue with the community to create broader awareness of decisions previously made, deeper understanding of all facets of the OCP, and to prioritize next steps in its implementation.

Seventy-nine percent of electors told us they support further study on future reunification with the City of North Vancouver, an issue that will have to be discussed by the new Councils of both municipalities.

The Council and staff that make up the District organization share a passion to serve the whole community. While our roles differ, we succeed by working together. As we work with each other, staff and the community, we expect that our perspectives and priorities, and therefore this plan, may evolve.

The directions and initiatives outlined here are our commitment to work collaboratively and with focus to make real progress on the issues most important to the community.

## Process

At the end of 2018, KPMG was retained to facilitate the process of determining Council's vision and strategic priorities for 2019-2022.

Following individual interviews with each member of Council and the Executive team, an initial set of community-facing priorities was identified. These were supplemented by a smaller number organization-facing, or operational, priorities. In a series of working sessions, all of these priorities were analyzed, discussed and then finalized as the most important issues Council wishes to tackle over their four-year term.

The process also identified critical initiatives that would be required to start addressing these issues. As importantly, Council also explicitly considered their preferred approaches for interacting with the community in pursuit of these outcomes.

Together, these key issues, initiatives and approaches describe the priority directions of the 2019-2022 term as determined by Council today.

Coming so soon after the 2018 election campaign, in which all Council members engaged directly with the community, the plan development process did not include a formal public engagement component, so review of the document in a public meeting will be Council's opportunity to confirm that their priorities resonate with the community.



# COUNCIL'S 2022 GOAL STATEMENT

The Official Community Plan expresses the community's vision of The District of North Vancouver as **'Inspired by nature, enriched by people.'**

Specific qualities and characteristics describe this vision more completely. Vibrant neighbourhoods are framed by mountains, streams and shorelines. People of all ages, cultures and incomes live in safe and healthy environments with housing and employment choices, making the community active and inclusive. Though we are prioritizing a deeper dialogue on all facets of the OCP in light

of its implementation so far, we continue to view the OCP vision and goals as a solid foundation for long-term planning.

Our strategic planning discussions-centred on community identity and included exploration of concepts such as: social happiness, health, inclusivity, accessibility and livability. Questioning whether community identity was static or changing also underscored the challenge inherent in setting directions and making decisions for the benefit of both today's citizens and the future generations who will sustain this

community.

We also discussed the benefits and trade-offs associated with taking small steps towards goals over a long period of time versus bold steps to spark real movement on key issues identified here.

*We believe the District of North Vancouver is defined by its surroundings and made strong by the people who live and work here. We are committed to sharing and sustaining our community that is loved by citizens who live, work and play here. By 2022, our commitment to engagement and to building relationships with others will result in increased transit investment for the North Shore, including rapid transit and affordable social housing being built on District-owned lands. We will be recognized for our culture of creativity, trust and openness, and customer-centred service. We will see an evolution in Lynn Valley, Lynn Creek, Lions Gate and Edgemont town and village centres that brings people of diverse ages, backgrounds and incomes to our community. Investment in pedestrian, cycling and transit connections will be prominent in our financial plan. We will have reduced our environmental footprint by implementing integrated stormwater management plans, reducing waste and by spearheading projects to reduce GHG emissions. Our decisions will be made on the basis of evidence, data and broad input. We will listen to all voices through all channels and the impact of that input and the reasons for our decisions will be clear. We will work together with the Squamish and Tsleil-Waututh Nations to determine what reconciliation means in our community.*



# Values and Commitments

***"We provide leadership and exemplary service that supports our community's needs today and aspirations for tomorrow."***

A shared purpose exists between Council and staff and that is a passion to serve people and our community. The priority directions set by Council and described below are shared by staff. Although Council and staff play different roles, all work to support each other in advancing the priorities and share a commitments to always work with integrity, creativity and transparency in service to the public.

## PRIORITY DIRECTIONS

These are most important issues we will pursue. In doing so, we have agreed on approaches that make sense to us at this time and on initiatives that will help us understand and make improvements on these issues.

### Our key issues are:



**1.** Improving Mobility and Transportation



**2.** Increasing Housing Diversity and Addressing Affordability



**3.** Supporting a Vibrant Economy and Jobs-Housing Balance



**4.** Taking Action on Climate Change

### Approaches and Initiatives:

- 1.** Robust Community Engagement
- 2.** Official Community Plan Review Project
- 3.** Working Collaboratively and Strengthening Relationships
- 4.** Focusing on our Customers
- 5.** Keeping the Organization Resilient



## ACTIONING OUR PRIORITIES

We will work together with staff to advance the priorities set out in this plan. While we play different roles in support of our shared goals and mandate, we know that our entire organization takes pride in their work and is passionate about public service. As elected representatives, our role is to act in the broadest public interest by prioritizing issues, setting direction and establishing policy to guide the organization in its actions.

We understand that staff's role is to implement these directions and policies, through appropriate actions that reflect our decisions, comply with legislation, meet professional standards and adhere to best practices. As such, the next step in this process is to realize these priorities and actions through the District's Corporate Plan. **The Corporate Plan** takes our priority directions and translates them into shorter term objectives and actions,

which staff then deliver through departmental work plans.

Together we view these plan as roadmaps that are responsive and adaptive based on changing circumstances and new information, to move the District closer to the shared vision of the community.



# KEY ISSUES



## Improving Mobility and Transportation

### Why is this important?

There is broad community concern about the state of the transportation system. While much of this centres on the issue of vehicle capacity across Burrard Inlet, congestion is also experienced when moving east and west across the North Shore through various jurisdictions. While we work at creating more concentrated development in centres, can we also reduce reliance on the car and increase opportunities to choose transit, cycling or walking as alternatives?

Currently, major improvements to the Highway 1 interchanges are underway but alone will not provide long-term relief. Phibbs Exchange improvements, and more frequent transit, including B-Line and SeaBus service, have been approved, yet are considered by many to be a small step in the direction of providing real transit options for work and recreational travel. In recognition of the need to take a regional approach to solutions, the Integrated North Shore Transportation Planning Project (INSTPP) brought together representatives from all levels of government on the North Shore as well as TransLink and the Port Authority.

This collaborative approach to transportation planning created a unique opportunity for all partner agencies to produce unified recommendations to improve how people and goods move around the North Shore and across the Burrard Inlet. We support many of these recommendations and believe this work could provide the impetus for further advocacy on the part of local government and this Council.



## WHAT WE WANT TO ACHIEVE

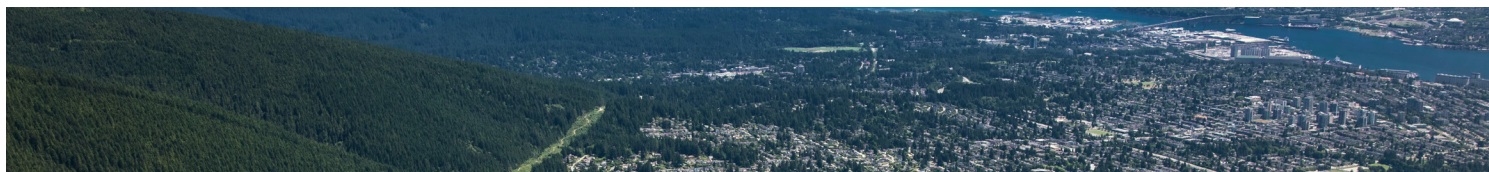
The OCP vision is for increased numbers of trips to be via transit, cycling or walking, within and between town and village centres. Starting today and looking to the future, we want to work towards outcomes that reduce traffic congestion and increase sustainable transportation alternatives, and to do so in collaboration with North Shore, regional and provincial partners.

## THE ACTIONS WE ARE GOING TO TAKE

At this juncture, there is a unique role for us, as Council, to be vocal advocates for transportation and mobility on the North Shore. This can begin with the implementation of some INSTPP recommendations. However, during our term, we also intend to vigorously advance the case for rapid transit to the North Shore.

A range of additional actions to support our transportation and mobility vision will be included in the organization's Corporate Plan, including:

- Increasing safe bike and pedestrian routes
- Increasing transit options
- Working regionally to improve systems at all levels
- Thinking creatively to challenge traditional standards and imagine new mobility solutions



## Increasing Housing Diversity and Addressing Affordability

### Why is this important?

A healthy community has a diverse spectrum of housing types to accommodate residents of all ages, incomes, abilities and household make-up. A lack of housing choice impacts affordability levels, which can contribute to economic imbalance within the community and to worsening transportation and local business sustainability, as employees are forced to travel between their jobs and homes they can afford. All this is recognized in the OCP, which has a key objective to increase housing choices to meet the diverse needs of residents of all ages and incomes. Multi-family and rental housing has been increased through revitalization and mixed use development in the designated town and village centres, but not without disruption to current residents.



This has raised questions ranging from timing of projects to reduce construction impact, to how to retain older, less expensive housing, to what we mean by affordable and social housing and to how it should be provided. The Rental and Affordable Housing Strategy, adopted in November 2016, focuses the OCP's broad objective into six goals aimed at filling the gaps in housing supply for low and moderate income households in the District, where housing remains predominantly single family and owner-occupied. Although senior levels of government have re-entered the housing field with funding and initiatives to support affordability, there is heavy regional competition for this funding, as other municipalities also work to better define and meet their housing needs.

While we have reached consensus that more affordable and more rental housing is needed, we have important decisions to make as a Council about:

- How to describe affordability and social housing
- Whether to target specific populations and demographics
- Where affordable housing should be located
- How to leverage District land, and which land specifically, to attract funders and incent developers to provide affordable housing
- Whether to use development tools like density bonus or community amenity contributions to produce more of the housing we lack

Agreeing on definitions and targeted objectives is necessary to enable further decisions

about specific projects in specific locations, whether on District land or in private developments.

## WHAT WE WANT TO ACHIEVE

We recognize the challenges inherent in trying to sustain the attributes that make the District a special place to live, work and enjoy, while making decisions for a healthy and resilient future. People here today, in all life stages and circumstances, along with future citizens who will contribute to the community, need places to live. The most important housing outcomes for us are to increase the diversity of housing options in the District and to make decisions that balance future housing needs with current needs.

## THE ACTIONS WE ARE GOING TO TAKE

Our critical task at this time is

to achieve consensus and set direction on specific priority projects that deliver rental housing for low and moderate income earners, and those in need of social housing, such as persons with disabilities, youth, seniors, and the homeless.

A range of actions to support our decision making in this regard will take precedence in the Corporate Plan, including, for example:

- Increasing the number of social and affordable housing units to fill gaps in the low to moderate income end of the housing continuum
- Increasing housing diversity
- Assessing District land available and its suitability for various housing forms
- Balancing environmental and housing needs



# Supporting a Vibrant Economy and Jobs-Housing Balance

## Why is this important?

A diverse and resilient local economy is a key element of a healthy community and of the vision expressed in the OCP. It is enabled by clear land use policies and by fostering the attributes of a desirable community where businesses, and the people who work in them, want to be. This requires planning appropriate and compatible economic activity in various areas. It also needs a diverse supply of housing that is linked to jobs, recreation and other daily activities through good roads, transit, cycling and walking.

The long term goal is for a sustainable jobs-housing balance in the District. However, recent experience is that increasing numbers of people are coming to and through North Vancouver from elsewhere to work, exacerbating traffic congestion. Changes in community structure and business decisions impacting valuation and assessments are resulting in challenges for some local businesses. At the same time, the increasing demand for recreational and tourism services in this growing region has both positive effects on economic vitality and negative impacts on local neighbourhoods.

## WHAT WE WANT TO ACHIEVE

We are committed to the long term objective of a vibrant local economy that includes resident local businesses, commercial, light industrial and major port activity. Key outcomes for us in this term include addressing property assessment inequities, ensuring our land use plans and policies allow businesses to stay and grow in the District and working with local operators and other partners to allow the region's citizens and visitors to responsibly enjoy the natural

and tourist attractions in our neighbourhoods.

## THE ACTIONS WE ARE GOING TO TAKE

We have a key role to play as leaders in a collaborative process with stakeholders, other municipalities and the Province to address fundamental issues with the property assessment system, which are threatening the economic viability of both businesses and local governments. The Corporate Plan will also include work for the organization to:

- Measure recreational and tourism use of roadways, infrastructure and amenities and the impact on mobility and livability
- Work with partners and find innovative ways to manage access to parks and tourism attractions, prioritizing safety and minimizing local area impacts
- Assess the impact of plans and policies on retaining and attracting employment opportunities
- Increase business friendliness in processes and services





## Taking Action on Climate Change

### Why is this important?

The environment has long shaped the identity of this community and its residents. Natural areas, which make up 70% of the District's overall land base, also contain ecosystems that provide functions necessary for our health and that of a wide variety of plants and animals. The OCP, which is an Integrated Sustainable Community Plan, envisions a future where the air is clear, water is clean, waste is minimal and the quality of life valued today is sustained for future generations. It also provides objectives for reducing greenhouse gas emissions, achieving an efficient urban structure, managing ecosystems, adapting to the impacts of climate change, and building resilience to prepare for and respond to natural hazard and other emergencies.

The District adopted its Climate Change Adaptation Strategy in 2017. Integrating science and best practice and guided by a national program focused on building adaptive and resilient communities, the Strategy will help the District build and respond to the social, economic, and environmental impacts of climate change.

## WHAT WE WANT TO ACHIEVE

We are committed to integrating environmental considerations into all of the District's decisions and practices. We recognize that many efforts sustained over time are necessary for meeting our environmental and climate goals. At the same time, we also see the climate emergency we face and know we have an important role in creating awareness and a sense of urgency. Outcomes important to us include: increased resilience through emergency planning, preparedness initiatives, and infrastructure planning; increased community awareness and community-based actions, and the creation of action plans with our neighbours and

partners, such as a sea level rise action plan. We can be a leader in climate change adaptation by 2022.

## THE ACTIONS WE ARE GOING TO TAKE

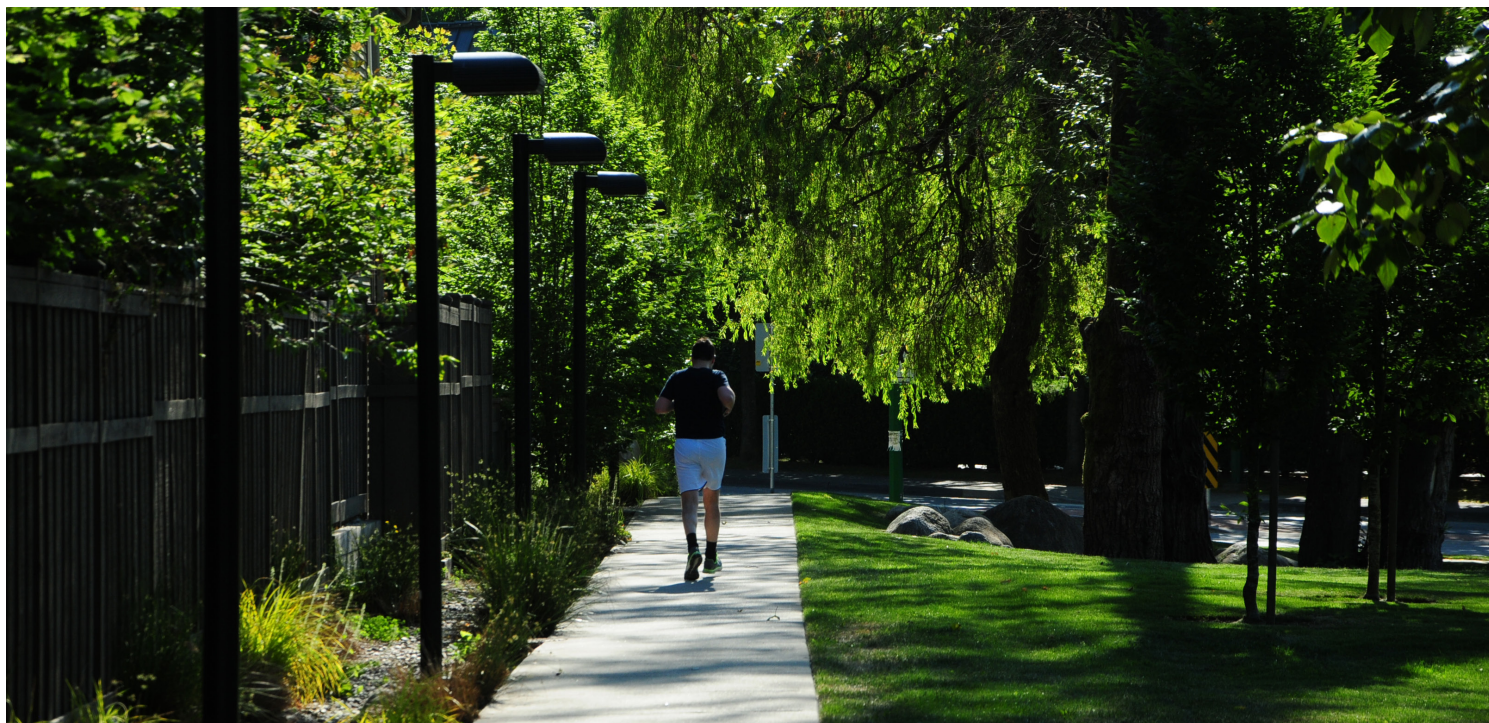
Leadership on environmental protection and climate action is essential to inspire and enable staff to do their best work. Supporting innovation and science-based policies and decisions is critical.

The Corporate Plan will include actions advance implementation of the Climate Change Adaptation Strategy and make necessary changes in District operations, policies and regulations. For example:

- Development of a North

Shore Resilience Strategy using the UN Sendai Framework for Disaster Risk Reduction

- Initiate projects that raise awareness about climate change and reducing GHG emissions, for example, the e-bike share and other new mobility initiatives
- Work together and learn from others, including the Tsleil-Waututh and Squamish Nations to update and create new policies required to address climate action
- Update liquid and solid waste programs
- Implement Integrated Stormwater Management Plans





# APPROACH AND INITIATIVES

## 1

## Robust Community Engagement

### Why is this important?

At all levels, public discourse between and among citizens, elected bodies and institutions is undergoing radical change. Social media and other tools have broadened access to information and opinion, with both positive and negative results. The 2018 election campaign provided recent and very direct engagement between candidates elected to office and the community, and led to the conclusion, for some, that community trust in Council's decision-making processes had eroded and needs to be restored. Community expectations and preferences for ongoing engagement need to be better understood outside of the election context and continually refreshed as needs and tools evolve. New tools and analytics are available which can enhance engagement, dialogue and informed decision making.

### WHAT WE WANT TO ACHIEVE

We are determined to create an environment of trust and a habit of engagement during our term of office. This starts with understanding how the community wishes to participate and be heard in decision making and then providing those channels for input and communication. It means demonstrating how and why decisions were made and acknowledging the impacts of these decisions. There is an opportunity for deep engagement with the community on fundamental

questions of community identity and livability. At the same time, we can employ tools and practices to make quick and inclusive check-ins on current topics a habit.

### THE ACTIONS WE ARE GOING TO TAKE

We have provided a mandate to the organization to broaden engagement, to focus on approaches that are convenient for our citizens, to be proactive and consistent in our language and materials and to always be clear in the commitment we are making with each engagement.

To achieve our desired outcomes, the Corporate Plan includes initial actions such as:

- Establishing a baseline on community issues, needs and preferences through a statistically representative survey
- Identifying engagement topics most critical to the community
- Continuing to employ and develop online tools for engaging with the community
- Further developing and employing data collection tools to inform decision making and improve reporting

# 2

## Official Community Plan Review Project

### Why is this important?

An Official Community Plan (OCP) expresses a community's vision of its long term future and provides a plan for how to achieve that future, through land use, social, environmental, economic, transportation and other policies. The District's OCP, like others, is also an Integrated Sustainable Community Plan. It balances the interests of current residents and of people who will be the community of the future, as well as local and regional perspectives. Given this scope and planning horizon, it is to be expected that periodic review of progress and effectiveness is required, particularly in a period of significant change.

Reflecting input heard over the course of the last municipal election campaign and elsewhere, there is a perceived level of frustration with construction activity and traffic congestion and a sense of "development fatigue" within the community. There are questions as to whether, or to what extent, these impacts relate to implementation of the OCP itself, and what role factors such as single family construction activity, regional projects and shifting commuting patterns may play in contributing to the community's experience. Deeper understanding and awareness of changes underway and on the horizon are pre-requisites to further discussions with the community about prioritizing elements of the OCP.

### WHAT WE WANT TO ACHIEVE

We want to affirm community support for the OCP and determine what goals should be prioritized and how they might be achieved. Outcomes related to this broad aspiration include: ensuring the community is aware of OCP-related projects already approved and underway; engaging with the community on key OCP topics; a determination of whether OCP amendments are required to keep it relevant and to develop,

implement and report on action plans that advance OCP goals.

### THE ACTIONS WE ARE GOING TO TAKE

Early in 2019, we will determine the scope and timeline of the OCP study. Priority actions in the Corporate Plan will include:

- Development of white papers regarding specific strategic areas of the OCP, as determined by Council, which consider historic impacts, new pressures, emerging priorities

and the interdependence of issues

- Conducting a statistically relevant and demographically representative survey of residents to augment the white paper analysis
- Development of action plans, and OCP amendments as necessary, to advance priorities determined through the review



# 3

## Working Collaboratively and Strengthening Relationships

### Why is this important?

The toughest challenges facing communities at any scale— climate change, transportation, affordability, economic and social issues— cannot be tackled by any one entity acting alone. There is growing recognition that these and other challenges require collaboration between governments at all levels, the not-for-profit sector, private sector and community-based organizations. The mechanisms required to advance solutions can be complex as multiple, sometimes competing, interests are at play. Building and sustaining relationships across operational and political lines for the long term, and actively collaborating on initiatives of shared interest, increases chances for innovative solutions, funding and broader positive benefit for the community.

### WHAT WE WANT TO ACHIEVE

We are ready to lead with a “North Shore perspective” to achieve transportation, economic and service goals for the whole of the North Shore region. We want to build and strengthen relationships with Tsleil-Waututh and Squamish Nations to move beyond development servicing, single-issue and transactional approaches of the past.

### GOING TO TAKE

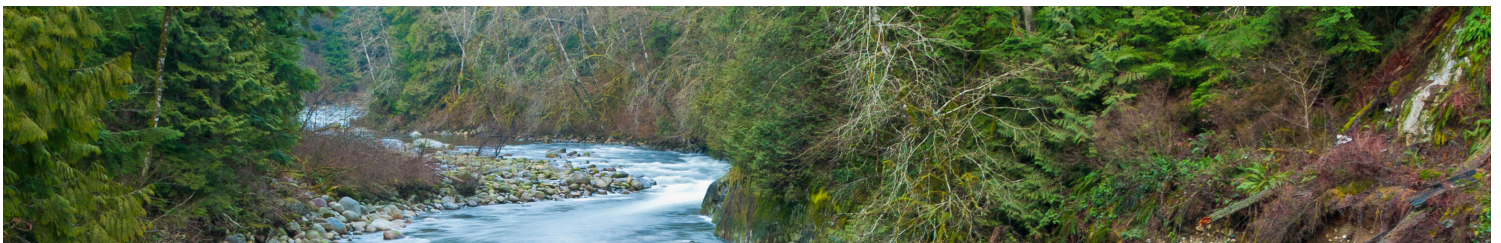
The Corporate Plan will translate our perspectives to the operational level with priority actions such as:

- Continuing work to implement various INSTPP recommendations and other shared priorities through a collaborative structure that includes all levels of government on the North Shore, TransLink and the Port
- Working with all North Shore

partners and through NSEM to create a North Shore wide resiliency strategy that addresses natural hazard and climate adaptation strategies

- Identifying specific actions and initiatives that strengthen the relationships between Councils and staff of the District, Squamish and Tsleil-Waututh Nations and help achieve shared community goals

### THE ACTIONS WE ARE



# 4

## Focus on our Customers

### Why is this important?

Council and all members of the District organization share a passion for serving people and this community. The needs and expectations of the community are diverse and continue to evolve. The District provides such essential services as parks, water and waste collection, that meet peoples' daily needs and impact their quality of life 'closest to home.'

#### WHAT WE WANT TO ACHIEVE

We want to attain a clear and current understanding of service expectations across all segments of the community, including implications for community livability. Making communication and transactions with the District easy for citizens and businesses is a key goal. Providing excellent service to all customers is of utmost importance to us, as individual expectations and broad community needs are balanced.

#### THE ACTIONS WE ARE GOING TO TAKE

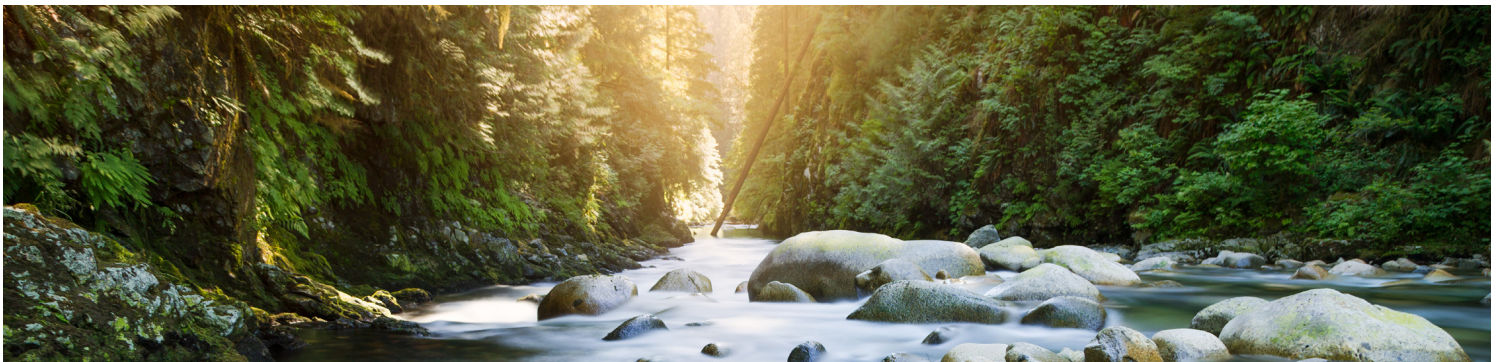
We are prioritizing engagement to understand the needs and expectations of the community, along with actions to enable the service options and communication channels preferred by residents and businesses.

As such the Corporate Plan will include these priorities for staff to focus on:

- Conducting a statistically representative survey of all

District citizens to identify service priorities, satisfaction and preferences for interacting with the District

- Implementing of a digital strategy to transform online services, engagement and information aligned with residents' needs and preferences
- Providing staff with training and tools that will enhance skills needed to continually improve customer experiences





# 5

## Keeping the Organization Resilient

### Why is this important?

Financial sustainability is critical to the community's vision for a healthy future. The District has long followed financial management best practices and is a leader in municipal asset management, but as demands and obligations on local governments increase, maintaining a comprehensive, responsive long term financial plan is vital.

As customers' expectations continue to evolve, our skills, technologies and practices must as well. The District must support the talent needed to lead and respond to change. Employees who see the connection between their work and the community's goals are most likely to experience a rewarding work life and deliver outstanding service. Fostering a healthy and dynamic workplace is a key success factor in a changing environment.

### WHAT WE WANT TO ACHIEVE

We are committed to our role as financial stewards for the District and as leaders who create the conditions that allow employees to do their best work. A key outcome of our term will be to adapt the long term financial plan to act on our priority directions while ensuring financial resilience. Part of this will be to work towards taxation fairness, particularly with regard to industrial port properties. Another element will be to determine how District land and revenues will be used to promote greater affordability. Our clear direction will serve as a foundation for program and

resource planning for the entire organization.

### THE ACTIONS WE ARE GOING TO TAKE

Withi our term, we will make decisions about the use of District land to achieve housing diversity and affordability and consider the role of other mechanisms, such as community amenity and other development revenue in that pursuit. Committing to specific priorities now will allow staff to align their work to strategic purposes and to meet the community's needs with confidence, professionalism and accountability.

To support our leadership in setting strategic direction, the

Corporate Plan will include actions such as:

- Refining the long term financial plan to align with strategic priorities and changing conditions
- Reviewing the role and impact of Community Amenity Contributions in our funding models
- Advocating for equity in Metro Vancouver, TransLink and Provincial funding models
- Updating succession and training strategies
- Enhancing internal communications and engagement practices

# REVIEW AND REPORTING

## **Council Directions 2019-2022**

was developed early on in our mandate, in a climate in which the electors signalled an apparent desire for a change in direction.



There is still much to learn from the community to better understand these signals, while we bring our individual experiences and unique

perspectives to the table. We recognize that this first statement of our priorities and directions is a general one. Our intention is to assess the need for adjustments and amendments to these priority directions through a collaborative, semi-annual review by the leadership team, informed by public input.

Formal reporting on these commitments will be through the Annual Report, which describes progress on our objectives and on the organizational work described in the Corporate Plan. Recent technological advances hold the possibility for continual, 'dash-board' style reporting, once sufficient data is generated to make this approach meaningful.

## SUMMARY: OUR COMMITMENT TO YOU

We believe that by working towards these **key issues** our Council will advance the priorities that are most important to our residents and build a healthy, livable community. By pursuing our **approaches and initiatives** we aim to continue a dialogue with our community to become trustworthy and responsive stewards of our local government.

Key Issue	Priorities	Actions	What Success Looks Like:
 IMPROVING MOBILITY & TRANSPORTATION	Deliver outcomes that reduce traffic congestion and increase sustainable transportation alternatives	Advocate for rapid transit to the north shore; increase number of safe bicycle and pedestrian routes; increase transit options	Pursuing the options we have available to reduce congestion and increase alternatives while vigorously championing our residents' needs in dialogue with regional partners
 INCREASING HOUSING DIVERSITY & ADDRESSING AFFORDABILITY	Increase the diversity of housing options and balance future and current housing needs	Set direction on priority projects for rental housing and social housing; identify District land available for housing	Building consensus and taking action to bring more rental and social housing to the District, increase housing diversity, and balance housing and environmental needs

Key Issue	Priorities	Actions	What Success Looks Like:
 <p>SUPPORTING A VIBRANT ECONOMY AND JOBS-HOUSING BALANCE</p>	<p>Ensure businesses can stay and grow in the District</p> <p>Balance natural and tourist attractions' economic impact with community impact</p>	<p>Assess the impact of plans and policies on retaining and attracting employment opportunities; increase business friendliness in processes and services; advocate with others for provincial policy tax fairness</p>	<p>Retaining and growing the full spectrum of businesses within the District while building towards a complete community of jobs and housing</p>
 <p>TAKING ACTION ON CLIMATE CHANGE</p>	<p>Take the lead on environmental and climate change issues and increase the resilience of the District's populated and natural areas</p>	<p>Develop a North Shore resilience strategy</p> <p>Initiate projects that raise awareness about climate change; review and update policies for climate change</p>	<p>Climate and environmental considerations are integrated into all of the District's decisions and practices and we are recognized as a leader in climate change action by 2022</p>

## Approaches and Initiatives

1

### ROBUST ENGAGEMENT

Trust with the community is a priority of this Council, and robust engagement and dialogue with residents is its cornerstone. Through engagement that is convenient and inclusive for residents, we will understand the interests of the community when creating policy.

2

### OCP PROJECT

Our Official Community Plan (OCP) is the District's foundational community vision, and it is imperative that it continues to represent the aspirations of our residents. We will assess the impacts of progressing on this vision so far and ensure that the document aligns with both what the community wants to achieve and how we achieve it.

3

### STRENGTHENING RELATIONSHIPS

While we will strongly advocate for the District in regional discussions, we recognize that partnerships are crucial to success. We will strengthen these partner relationships on a variety of issues to get better results for our residents.

4

### FOCUS ON CUSTOMERS

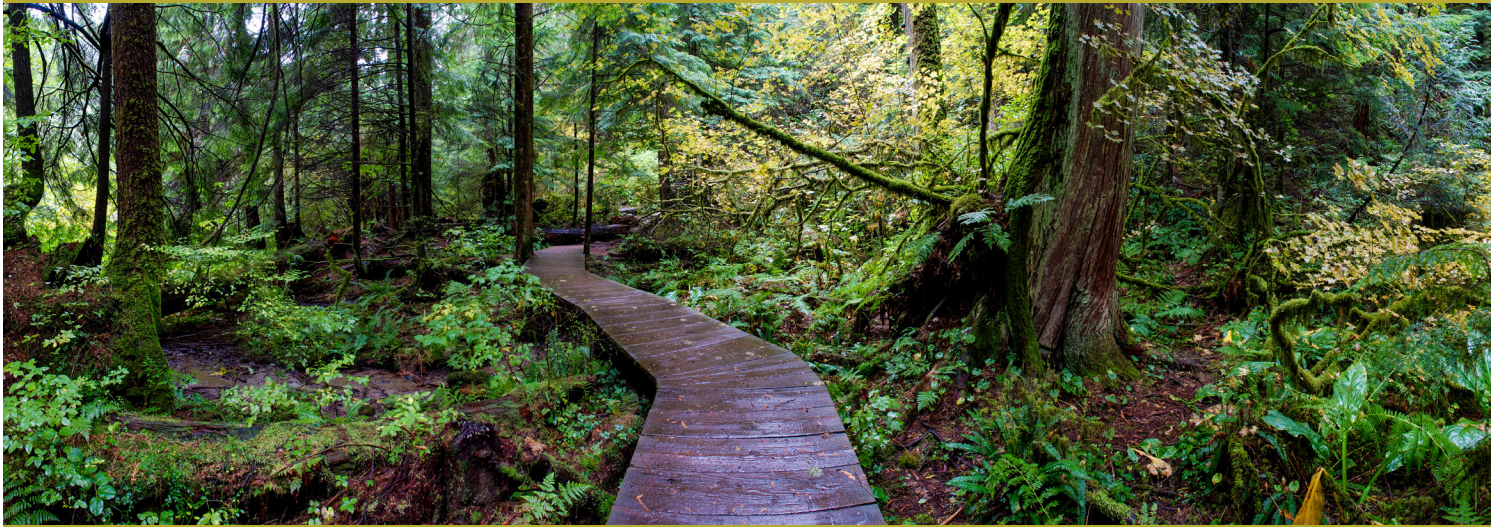
Residents expect the highest levels of customer service from Council and staff. We will continually improve processes and communication to improve the customer experience.

5

### KEEP THE ORGANIZATION RESILIENT

Long-term financial and organizational resilience will ensure resources are available to meet the District's goals. We will ensure that the District has effective programs to support our employees look for new and creative opportunities to leverage District resources to meet our goals.





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