

An aerial photograph of North Vancouver, British Columbia, showing the city's waterfront, industrial areas, and surrounding mountains. The sky is blue with scattered white clouds. The foreground shows a dense forest of evergreen trees.

# 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.

The District of North Vancouver respectfully acknowledges the original peoples of these lands and waters, specifically the səlilwətaɬ (Tsleil-Waututh), Skwx wú7mesh Úxwumixw (Squamish), and xʷməθkʷəy̓əm (Musqueam), on whose unceded ancestral lands the District of North Vancouver is located.

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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**

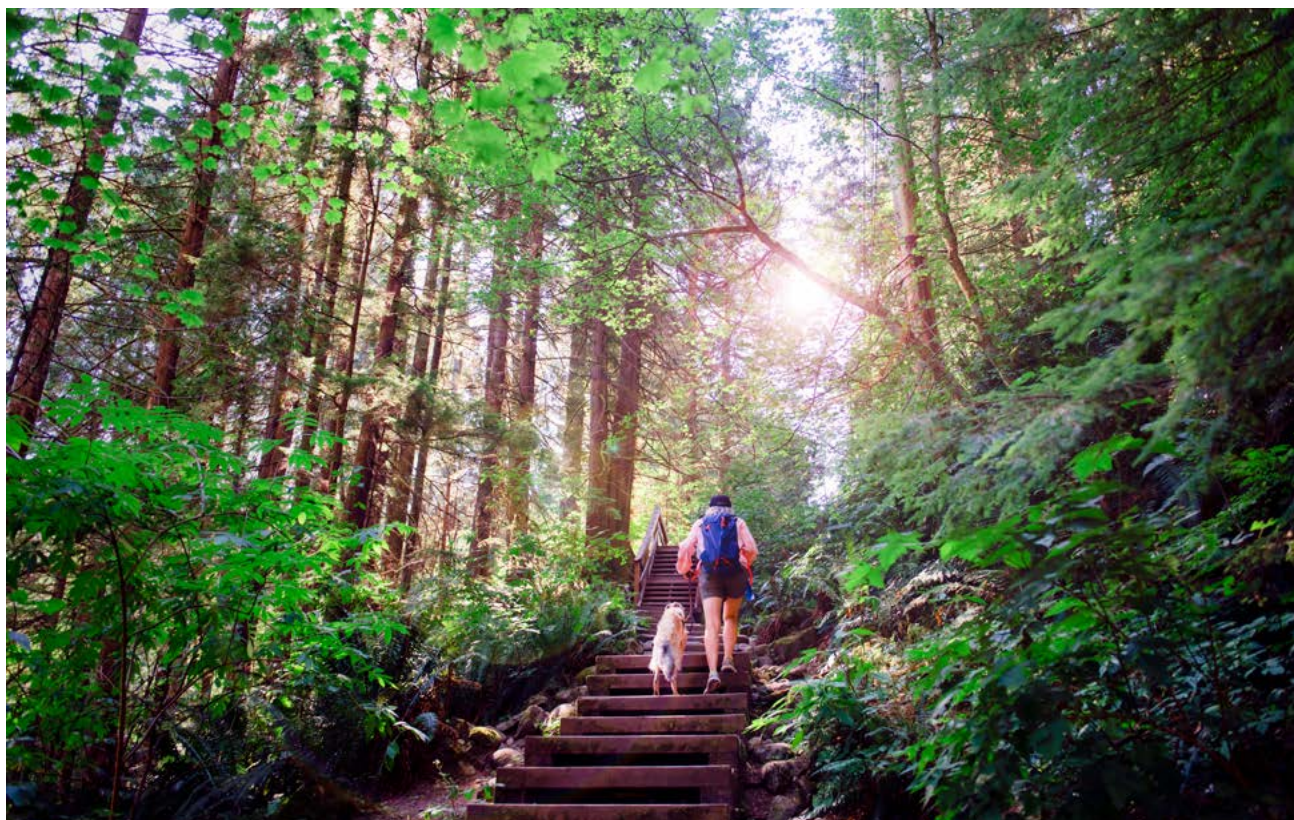
Inspired by nature, enriched by people.

## **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

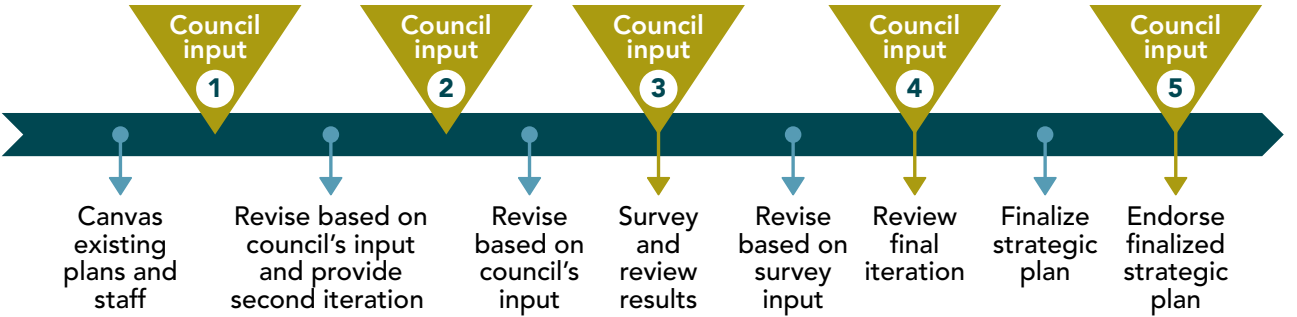
The Corporate Plan is informed by a number of sources, including the Official Community Plan and Council's Strategic Priorities.

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 access to ride-hailing, autonomous vehicles, e-bike sharing, and micro-transit options
	Increase the number of people walking, cycling, or taking transit instead of driving
2. Address environmental impacts of transportation	Increase measures to reduce carbon emissions from transportation and mobility
3. Enhance transportation connections across the North Shore and Burrard Inlet	Improve the road network within the District and its connections to other municipalities with reduced incidents of congestion and delays
	Increase rapid transit to the North Shore and between town and village centres
4. Manage the impacts of construction and development activity and leverage mobility improvements	Reduce the impact 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 and vehicle incidents
6. Support effective transportation options in town and village centres and corridors that connect them	Enhance strategic land acquisition and development in town and village centres and the corridors that connect them
	Increase access to active transportation by concentrating growth within a reasonable walking and cycling distance to town and village centres and corridors
	Increase the presence of community hubs to within 400 metres of town and village centres
7. Ensure job growth is in close proximity to housing growth and transportation options	Increase the built square feet in employment lands
	Increase the number of jobs within town and village centres and other key employment areas to reduce commuting
	Increase the percentage of residents that can access work within 30 minutes of travel time
	Reduce the number of people commuting to the District for work







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

Priority	Objective
1. Provide more housing options, including rental, social, supportive, and affordable housing	Increase housing choice
	Increase the strategic acquisition and development of land for priority housing
	Increase student housing on and around campus
	Increase the number of social, supportive, and market rental housing units
	Increase the number of supportive care units to help seniors age in place within our community
	Reduce the number of households spending more than 30% of their income on shelter costs
2. Address homelessness	Reduce poverty
	Reduce the number of individuals that are unhoused or at risk of becoming unhoused
3. Offer housing options for young adults and young families	Increase family housing options near 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 a sustainable service delivery	Improve property taxes for businesses and industries to maintain our regional competitiveness
	Increase resilience and equity across rate groups
2. Explore and leverage funding opportunities to achieve community improvements	Enhance funding strategies for alternative modes of transportation
	Improve cost recovery models related to user-pay strategies
	Reduce any disparities between development contributions and rising service costs attributable to growth
3. Respond to local business needs	Enhance business outreach
	Improve the use of curbside space to support access to businesses
	Increase support for small local businesses
	Reduce permit approval times



PHOTO CREDIT: HEATH MOFFAT / SEASPAN



Priority	Objective
4. Advocate for fairness in taxation and fees	Improve municipal finance reform
	Reduce cost impacts on residents caused by external agency fee increases
	Reduce inequities in the management of land encroachments
	Reduce infrastructure deficit
	Reduce port property tax inequities and enhance support for businesses
5. Pursue employment and economic opportunities to support a diverse and resilient economy	Increase partnerships with North Shore municipalities, First Nations, and other organizations to achieve mutual economic health
	Increase the number of businesses and employees in the community







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

Priority	Objective
1. Protect and enhance the environment through management programs and policy	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	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 climate and environmental issues







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

Priority	Objective
1. Provide childcare options while maintaining quality and affordability	Increase group child care to over 2,050 spaces by 2030 while ensuring affordable and quality care
2. Deliver relevant and high-quality museum and library programming	Advance Reconciliation and increase community understanding of Indigenous and intercultural perspectives through library, museum and archives programming
	Enhance access to resources through high-quality traditional and non programs and collections, both traditional and non-traditional, to support lifelong learning
	Enhance community partnerships and collaborative projects
	Enhance youth engagement in heritage, arts, and culture
3. Explore opportunities for arts and culture	Conduct a review of arts and cultural services in the community and develop an updated arts and culture strategy
	Improve compliance with the Heritage Strategy
	Increase collaboration with local arts and culture organizations to provide a range of opportunities
	Provide a platform for discovery, curiosity, creativity and learning



PHOTO CREDIT: ALISON BOULIER



Priority	Objective
4. Enhance recreation facilities and outdoor recreation	Expand outdoor recreation and nature experience programming
	Improve indoor and outdoor recreation infrastructure and programming
	Improve customer satisfaction and service delivery
	Improve trails system and supporting amenities to ensure a well-maintained and sustainable network
	Improve urban parks to meet community needs and demand in town and village centers
	Increase community engagement and access to recreation and culture services
	Reduce the environmental impact of recreation spaces
5. Further equity, diversity, and inclusion planning and initiatives	Improve accessibility to and within public spaces and buildings to ensure they are welcoming for all
	Increase diversity in District services, committees, and the workplace
	Increase equity, diversity, and inclusion through programming as well as organizational and community work

Priority	Objective
<b>6. Advance reconciliation and establish mutually beneficial relationships with local First Nations</b>	Improve collaboration and communication amongst First Nations and municipalities on the North Shore
	Increase compliance with the municipal-specific recommendations of the Truth and Reconciliation Commission and use the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a framework for reconciliation
<b>7. Enhance emergency services</b>	Enhance all-hazard planning and response capabilities
	Enhance community knowledge and capacity to manage and reduce disaster risks while strengthening its resilience
	Foster a collaborative and consistent approach to enforcement as a means to reduce community risks
	Improve multi-agency response and coordination in addressing mental health issues in the community
	Improve our built environment through risk-management planning for infrastructure occupancy, building, and land use
	Improve strategies for Community Risk Reduction
	Improve the delivery of pre-hospital medical services
	Improve the District's resilience and response to emergencies
	Increase staffing to ensure safe and efficient operations
	Increase trauma-informed policing
<b>8. Enhance sustainable local food systems</b>	Increase access to nutritious local food and urban agriculture initiatives







## GOAL: FOSTER A RESILIENT ORGANIZATION

Priority	Objective
1. Continually enhance community engagement and services	Identify opportunities and make improvements to the way we interact and communicate with residents to better address their concerns and issues
	Improve public understanding of municipal services
	Improve website access and ease of use
	Increase community engagement through social media and storytelling
	Increase our understanding of community issues and service needs
2. Foster an engaged public service	Identify opportunities to improve staff well-being, satisfaction, recruitment, and retention
	Improve leadership competency and consistency across the organization
	Improve organizational capacity to meet current and future service needs
	Increase internal communication to support our organizational values and culture
	Increase staff education, training, and professional development



Priority	Objective
3. Provide a strong governance framework	Improve transparency and corporate reporting
	Increase collaboration amongst departments and municipal entities
	Reduce gaps in corporate risk management practices
4. Enhance digital infrastructure, systems and processes	Enhance confidence in planning and service delivery through technology and innovation
	Enhance the digital experience by advancing technology infrastructure for staff and community
	Improve citizen services by implementing digital government best practices
	Improve content, documents, and record management
	Improve external service delivery by enhancing digital services
	Strengthen cybersecurity and business continuity within core information technology systems and across the organization

## FEEDBACK



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

**You can reach us at:**



[DNV.org/corporate-plan](https://dnv.org/corporate-plan)



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## Corporate Plan

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