


# CORPORATE PLAN 2022

An overview of the City of Vancouver's resident and customer service priorities and delivery strategies





The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x̣m̄əθḳ̓əȳəm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

# Message from the City Manager



The City of Vancouver's Corporate Plan serves as a roadmap to organize the City's key priorities for 2022 and keep our focus on those priorities while we navigate emerging challenges and opportunities.

The past two years have been difficult. The COVID-19 pandemic created serious challenges for many residents, businesses and community organizations in Vancouver, affecting health, finances and social interactions. Critical issues in our communities, such as homelessness, racism and the opioid crisis, have become more severe.

We have also seen people come together, adapt and support one another. In the face of added pressure, our entire organization shifted gears to reshape how we work. In 2021, we remained focused on delivering services that people rely on and supported residents and businesses.

The 2022 Corporate Plan aligns a set of near-term deliverables with City Council's priorities of addressing affordability and the housing crisis, protecting and building a resilient local economy, increasing focus on equity and critical social issues, advancing Indigenous relations and Reconciliation, and accelerating action on climate change, alongside the delivery of core services. The plan also builds on fundamentals – fostering a safe, resilient and vibrant city where everyone can thrive – and finding ways to do so as efficiently as we can.

Set by the City Leadership Team, the 2022 priorities are a snapshot of work across all departments. They draw from key City programs and strategies being developed and implemented, including the Vancouver Plan, the Equity Framework, Housing Vancouver Strategy, the Climate Emergency Action Plan, City of Reconciliation commitments, Accessibility Strategy, Washroom Strategy, and the Broadway Plan, among others. Of course, this high-level plan does not capture the breadth of important work that is under way across the organization; it reflects a subset of large or complex initiatives.

I am proud of the work we have done over the past two years to deliver services and programs, offer amenities, and maintain facilities and infrastructure, especially in the face of uncertainty and the ways the pandemic has dramatically reshaped civic life. I encourage you to review this Corporate Plan to understand how our work over the coming year will continue to support our community and ensure Vancouver is well-positioned for the future.

**Paul Mochrie**  
City Manager

**Purpose of The Corporate Plan**.....1

**Progress on 2021 Goals**.....2

**Corporate Plan Foundation**.....4

**Overview of The Plan’s Long-Term Strategic Goals**.....6

**Goal No. 1: We’re Addressing Affordability and the Housing Crisis**.....8

**Goal No. 2: We’re Working to Build and Protect the Vancouver Economy**.....10

**Goal No. 3: We’re Increasing Focus on Diversity, Equity and Social Issues/Opportunities**.....12

**Goal No. 4: We’re Accelerating Action to Address Climate Change**.....14

**Goal No. 5: We’re Advancing our City of Reconciliation Goals**.....16

**Goal No. 6: We’re Working to Keep Vancouver a Safe City in Which People Feel Secure**.....18

**Goal No. 7: We Ensure Our Assets and Infrastructure Are Well-Managed and Resilient**.....20

**Goal No. 8: We Offer and Enable Extraordinary Civic Amenities**.....22

**Goal No. 9: We Strive to be Financially Healthy and Administratively Efficient**.....24

**Goal No. 10: We Inspire Excellence in Our Workplace and Among Our Employees**.....26

**APPENDICES**

**Appendix 1: City of Vancouver Organization Structure**.....28

**Appendix 2: Prior-Year Key Achievements**.....29

**Appendix 3: City of Vancouver Long-Term Service Strategies**.....36

**Appendix 4: City of Vancouver 2022 Corporate Plan Overview**.....38

# Purpose of the Corporate Plan

The City of Vancouver's Corporate Plan sets out the organization's highest priorities for 2022. The Plan is used by the City's senior executive – the City Leadership Team – to ensure Council priorities and regulatory obligations are delivered, the City's core service responsibilities are met, and service delivery is continually improved. The Corporate Plan also serves the important function of helping City staff focus on key priorities and understand how their work fits into the larger picture of the City's overall long-term goals.



These goals provide a strategic framework that is used to organize and align the City's programs and projects. In order to keep the Plan flexible and relevant, the initiatives associated with each long-term goal are refreshed annually.

Those initiatives selected for inclusion in the Corporate Plan are seen by the City Leadership Team as being critical to advancing one or more of the Plan's ten long-term strategic goals. The short-term priorities included in this year's Plan are the highest-priority initiatives for 2022, and must:

- be a significant enabler of one or more Council priorities,
- be a discrete deliverable, e.g., a strategy or plan, or a new, amended or expanded service,
- be a highly complex and/or large initiative, with significant cross-departmental responsibilities and/or impacts,
- be high-risk, associated either with undertaking or with not undertaking the initiative, and/or
- benefit from regular City Leadership Team focus.

This Corporate Plan is one component of the City's integrated planning and performance measurement process, a cycle that integrates the City's long-term service strategies and policy directions, departmental strategic plans and service plans, emerging priorities and financial planning with performance monitoring. The Corporate Plan is an important part of this holistic planning cycle, designed to ensure that over time, the public funds in the trust of Vancouver City Council and staff are allocated to top public priorities, invested effectively and spent efficiently.



Issued approximately  
**700 TEMPORARY PATIO**  
permits and created  
**36 PUBLIC SPACES**

VPL showcased Indigenous voices to  
**2,000+ STUDENTS AND EDUCATORS**  
at virtual events honouring the first National  
Day for Truth and Reconciliation

Approved  
**1,476**  
Purpose-Built  
Rental units



Supported completion of  
**30 units** of artist housing  
and **4,000 square feet** of  
shared production space



**161**  
weddings held  
at City Hall

**26**



COVID-19 vaccine  
clinics at Parks &  
Recreation facilities  
with CCA partners

**55%** of staff  
completed first  
employee bench-  
mark survey



Reduced leased space by  
38,540 square feet, saving  
**\$1.66M** per year



First Canadian government  
to issue **SUSTAINABILITY**  
**BOND** to support building  
sustainable infrastructure

Launched  
flexible work  
program  
for our  
employees



Council approved  
Spaces to Thrive:  
**VANCOUVER'S SOCIAL**  
**INFRASTRUCTURE**  
**STRATEGY**

Launched  
**Healthy City**  
Dashboard, tracking  
**23 indicators**  
in **12 goal areas**





**98** new modular homes  
**350** new units of supportive housing



**513,453** meals for patrons in Downtown community centres



Planted **2,644** trees to increase the city-wide canopy cover

Progressed to the final design of the **GRANVILLE BRIDGE CONNECTOR**

**129**

not-for-profit and commercial theatre rentals

Secured **\$47.5M** capital grants and loans for

**ONE WATER & NEIGHBOURHOOD ENERGY UTILITY** projects

VFRS responded to over



**63,000 INCIDENTS**

**17,087**

inspections by VFRS, up 50%



City's Equity Framework approved by Council

Nearly **8,000** library patrons welcomed back during VPL fine forgiveness event

Council appointed City's first-ever **MUNICIPAL AUDITOR-GENERAL**

**5,000+**

reservations in new self-service desk booking system



Implemented new learning management system to help staff manage, track and register for training



Decreased GHG emissions intensity of newly permitted building area by

**67%**



# Corporate Plan Foundation

## I. City of Vancouver's Mission

The City's mission is to create a great city of communities that cares about our people, our environment and our opportunities to live, work and prosper.

## II. Corporate Values

The City's corporate values describe the way staff collectively conduct themselves in the workplace.

---

**Responsiveness** We are responsive to the needs of our residents and our colleagues.

---

**Excellence** We strive for the best results.

---

**Fairness** We approach our work with unbiased judgement and sensitivity.

---

**Integrity** We are open and honest, and honour our commitments.

---

**Leadership** We aspire to set examples that others will choose to follow.

---

**Learning** We are a learning workplace that grows through our experiences.

---



### III. Business Planning Principles

The City's business planning principles describe how staff translate the organization's corporate values into behaviours; they are the lens through which staff plan, make decisions and take action.

---

<b>Accountability</b>	We are committed to transparent decision-making, engaging our stakeholders, and measuring and reporting our performance to the public.
<b>Fiscal responsibility</b>	We serve as responsible stewards of the public's money, ensuring the best value-for-money for the City's taxpayers and ratepayers.
<b>Long-term perspective</b>	We integrate financial, social, environmental and cultural sustainability considerations into our decisions and actions.
<b>Economic perspective</b>	We take into account the impacts on Vancouver's businesses and economy when making decisions and taking actions.
<b>Corporate perspective</b>	We consider the impacts on and implications for the organization as a whole when we make decisions and take actions as individual departments and agencies.
<b>Innovation and improvement</b>	We cultivate a progressive and creative approach to our work, incorporating continuous improvements into what we do and how we do it.

---

### IV. Culture Goals

The City's culture goals direct how staff work together to achieve our goals and get our work done.

---

<b>Think strategically</b>	We align our decision-making and behaviours with our long-term goals, encourage more innovative thinking and enable measured risks.
<b>Be accountable</b>	We know how our individual role influences the City's long-term goals, are outcome-focused, exercise ethical behaviour and good judgement, and take ownership for our work.
<b>Act as a team</b>	We embrace a one-team mindset, build relationships and access talent across the organization and celebrate together.

---



# Overview of the Plan's Long-Term Strategic Goals



## PEOPLE

Cultivate and sustain vibrant, creative, safe and caring communities for the wide diversity of individuals and families who live in, work in and visit Vancouver.



## PROSPERITY

Provide and enhance the services, infrastructure and conditions that sustain a healthy, diverse and resilient local economy.



## ENVIRONMENT

Protect and enhance Vancouver's climate, ecology, natural resources and connections to the city's remarkable natural setting for future generations.

## LONG-TERM STRATEGIC GOALS

### CITY COUNCIL PRIORITIES

- 1. We're addressing affordability and the housing crisis.** In collaboration with senior governments and key partners, the City is working to address affordability challenges in Vancouver, and to ensure that over time, appropriate housing options are available in Vancouver for individuals and families across the income spectrum.
- 2. We're working to build and protect the Vancouver economy.** The City is fostering the relationships, delivering the services, and creating the regulatory environment that together, support a robust and resilient local economy.
- 3. We're increasing focus on diversity, equity and social issues/opportunities.** The City is investing in alleviating barriers to our residents' well-being such as mental health challenges, addictions, social isolation, poverty and racism.
- 4. We're accelerating action to address climate change.** The City is responding to the global climate emergency, with a focus on reducing carbon pollution, improving energy efficiencies, advancing the transition to the use of renewable energy, and climate change adaptation measures.
- 5. We're advancing our City of Reconciliation goals.** We're establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples in the city of Vancouver and upholding and advancing the rights of local Nations and urban Indigenous Peoples.
- 6. We're working to keep Vancouver a safe city in which people feel secure.** The City provides high-quality and effective police, fire, emergency preparedness and regulatory services that make Vancouver safe and enjoyable for residents, businesses and visitors.
- 7. We ensure our assets and infrastructure are well-managed and resilient.** The City plans for, develops and sustains environmentally sound, cost-effective, reliable and safe civic infrastructure that play an essential role in making Vancouver a healthy, safe and prosperous city.
- 8. We offer and enable extraordinary civic amenities.** The City provides high-quality recreational, social, cultural and lifelong learning amenities that provide everyone in the city the opportunity to develop and enjoy themselves, and that help attract the talent that is essential to maintaining a strong economy.
- 9. We strive to be financially healthy and administratively efficient.** The City sustains long-term fiscal health and administrative efficiency and effectiveness through responsible financial stewardship, effective risk management practices, and robust internal administrative structures and processes.
- 10. We inspire excellence in our workplace and among our employees.** The City develops and sustains a dynamic, healthy, safe and safety-conscious workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best.



1

## WE'RE ADDRESSING AFFORDABILITY AND THE HOUSING CRISIS

In collaboration with senior governments and key partners, the City is working to address affordability challenges in Vancouver, and to ensure that over time, appropriate housing options are available in Vancouver for individuals and families across the income spectrum.

### MEASURED BY

- Housing units approved (share of affordable units)
- New and replacement childcare spaces approved
- Housing units approved (all units)
- Low-income residents enrolled in the subsidized recreation pass (Leisure Access Program)



**1A. Vancouver Plan**

Advance work on the Vancouver Plan, with a current-year focus on the final phase of engagement, Council approval of the Plan, followed by initiating implementation.

Accountable

**GM, Planning, Urban Design and Sustainability**



**1B. Broadway Plan**

Finalize the 30-year Broadway Plan and, once approved by Council, work with TransLink, the Musqueam Indian Band, the Squamish Nation, the Tsleil-Waututh Nation and other partners to execute the plan, with a focus on supporting the construction of the Broadway Subway, siting and development of the new subway stations, and opportunities to integrate new housing, jobs, and amenities around the stations.

Accountable

**GM, Planning, Urban Design and Sustainability**



**1C. Vancouver Affordable Housing Endowment Fund (VAHEF) Strategy**

Advance the objectives of the VAHEF, with a current-year focus on preparing VAHEF-specific housing targets to support the upcoming Housing Vancouver Strategy refresh, updating the VAHEF deployment plan, and establishing a sustainable and resilient portfolio strategy that maximizes social return and financial performance.

Accountable

**GM, Arts, Culture and Community Services**



**1D. Single Resident Occupancy (SRO) Revitalization Strategy**

Lead the City's contributions toward the development and implementation of a federal, provincial and municipal SRO Revitalization Action Plan, and implement the next phase of the City's Supportive Housing Strategy, including the development and implementation of a complex care pilot program.

Accountable

**GM, Arts, Culture and Community Services**





CITY  
COUNCIL  
PRIORITY

## ② WE'RE WORKING TO BUILD AND PROTECT THE VANCOUVER ECONOMY

The City is fostering the relationships, delivering the services, and creating the regulatory environment that together, support a robust and resilient local economy.

### MEASURED BY

- Jobs in the city of Vancouver
- Income of Vancouver households
- Office vacancy rate (Downtown Vancouver)
- Time to process a minor commercial renovation permit application



**2A. Development Permit Processing Improvements**

Continue implementation of internal permit improvement initiatives, with the objective of reducing complexity, improving service, and creating greater efficiencies in the City's permitting processes.

Accountable  
**City Manager**



**2B. Vancouver Economy Strategy**

Launch the process to develop a multi-year vision and prioritization framework for Vancouver's local economy, that will serve to consolidate the City's and Vancouver Economic Commission's key economy priorities to advance clean, prosperous, equitable and inclusive economic growth in Vancouver.

Accountable  
**CEO, Vancouver Economic Commission**



**2C. Major Sport Event Hosting**

Working closely with senior government and other partners, advance the City's potential and secured hosting roles for a number of large-scale international sporting events, including Formula E, the 2026 FIFA World Cup, and the 2030 Olympic and Paralympic Winter Games.

Accountable  
**Deputy City Manager**





## 3 WE'RE INCREASING FOCUS ON DIVERSITY, EQUITY AND SOCIAL ISSUES/OPPORTUNITIES

The City is investing in alleviating barriers to our residents' well-being such as mental health challenges, addictions, social isolation, poverty and racism.

### MEASURED BY

- Number of women hired or promoted into senior management positions at the City of Vancouver
- Social grants awarded to non-profit organizations
- Overdose deaths
- Clients accessing Homelessness Services





### 3A. Equity Framework Implementation

Implement the City's Equity Framework, coordinating, aligning and integrating the City's various public-facing equity-related strategies, and continue to build relationships with equity-seeking groups across the city.

---

Accountable

**Chief Equity Officer**



### 3D. Accessibility Strategy

Finalize and begin implementation of the first phase of a City-wide strategy to integrate accessibility planning into the normal operating practices of the City.

---

Accountable

**GM, Arts, Culture and Community Services**



### 3B. Chinatown Transformation Program

Working with the community, finalize and implement the Chinatown Heritage Assets Management Plan to retain and enhance the rich cultural heritage of Chinatown and pursue UNESCO World Heritage status, support the provincial government's efforts related to the Chinese Canadian Museum in Chinatown, and support the Chinatown Legacy Stewardship Group to implement a series of pilot projects and undertake a concept design for Chinatown Memorial Square.

---

Accountable

**GM, Arts, Culture and Community Services**



### 3E. Commemoration Policy

In collaboration with Parks and Recreation, develop a comprehensive, joint commemoration framework for Vancouver that will guide the review and development of civic memory practices, commemorative works and names that celebrate, honour, or memorialize specific events, ideas, or people.

---

Accountable

**GM, Arts, Culture and Community Services**



### 3C. Anti-Racism and Cultural Redress

Develop recommendations for redress for historical discrimination toward the Black, South Asian and Italian communities, and finalize an anti-racism/hate action plan to address ongoing racism and hate faced by racialized communities.

---

Accountable

**GM, Arts, Culture and Community Services**

4

## WE'RE ACCELERATING ACTION TO ADDRESS CLIMATE CHANGE

The City is responding to the global climate emergency, with a focus on reducing carbon pollution, improving energy efficiencies, advancing the transition to the use of renewable energy, and climate change adaptation measures.

### MEASURED BY

- Tonnes of organic solid waste collected through the City's residential green bin collection service
- Greenhouse gas emissions: Community-wide
- Greenhouse gas emissions: City operations
- Mode share (trips made by foot, bike, or transit) by Vancouver residents



#### 4A. Climate Change Adaptation Strategy

Continue implementation of the City's Climate Change Adaptation Strategy, incorporating a climate adaptation lens into City projects – increasing Vancouver's preparedness for climate change, advancing measures directed at sea level rise and coastal flooding risk mitigation and incorporating adaptation and multi-hazard resilience into the Vancouver Plan.

Accountable

**GM, Planning, Urban Design and Sustainability**



#### 4B. Climate Emergency Action Plan

Continue implementation of the City's Climate Emergency Action Plan, advancing complete communities as part of the Vancouver Plan, prioritizing zero emissions transportation via walking, biking, rolling, transit and electric vehicles, and reducing carbon emissions from new and existing buildings.

Accountable

**GM, Planning, Urban Design and Sustainability**





*Blanketing the City IV: Cathedral Square by Debra Sparrow, photo by Gabriel Martins*

## 5 WE'RE ADVANCING OUR CITY OF RECONCILIATION GOALS

We're establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples in the city of Vancouver and upholding and advancing the rights of local Nations and urban Indigenous Peoples.

### MEASURED BY

- Number of City staff that have completed cultural competency training

*A more expanded set of metrics are currently under development.*



**5A. Seńákw Development**

Continue to engage with the Squamish Nation to support the development of 5,500 to 6,000 rental-housing units on Squamish Nation Seńákw lands.

---

Accountable

**Deputy City Manager**



**5B. UNDRIP Task Force**

Continue to support the work of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Task Force, convened in partnership with the City of Vancouver, the Musqueam Indian Band, the Squamish Nation, and the Tsleil-Waututh Nation, to develop recommendations on how the City can work with the local Nations and Urban Indigenous Peoples to implement UNDRIP as the next chapter in the City's Reconciliation work.

---

Accountable

**Deputy City Manager**



**5C. Jericho Lands Development**

Advance planning work for the Jericho Lands, with a current-year focus on working with the key partners to deliver a development approach, a site plan and policy statement to guide future development of the site.

---

Accountable

**GM, Planning, Urban Design and Sustainability**



**5D. National Inquiry into Missing and Murdered Indigenous Women and Girls**

Liaise with Indigenous communities to respond to Calls for Justice as part of the National Inquiry into Missing and Murdered Indigenous Women and Girls, with a current-year focus on assessing current related City activities, working with community representatives to identify community priorities, and supporting community-identified advocacy efforts.

---

Accountable

**GM, Arts, Culture and Community Services**



Salish North Star in Maple Leaf, 2010, by Wade Baker



## ⑥ WE'RE WORKING TO KEEP VANCOUVER A SAFE CITY IN WHICH PEOPLE FEEL SECURE

The City provides high-quality and effective police, fire, emergency preparedness and regulatory services that make Vancouver safe and enjoyable for residents, businesses and visitors.

### MEASURED BY

- Fires with damage per 1,000 population
- Fire incident response time, 90 per cent of the time
- Police emergency incident response time (priority 1 calls)
- Crime Severity Index



**6A. VPD Violent Crime Management**

Continue to fight all forms of violent crime – addressing hate-based violence, leveraging technology to target high-risk violent offenders, child-luring predators, and human traffickers, and preventing/deterring violence via community outreach activities such as personal safety workshops.

---

Accountable

**Chief Constable**



**6B. VPD Property Crime Management**

Continue to work with the community and key partners to engage in proactive and innovative strategies to reduce business violent thefts, break-ins, shoplifting, mischiefs and financial crimes, with a focus on repeat offenders.

---

Accountable

**Chief Constable**



**6C. Community Safety Initiatives**

Working with a wide range of key community stakeholders and senior government agencies, implement/enhance initiatives that address property crime, theft and violent shoplifting that complement the work of the Vancouver Police Department, including advocacy to senior governments for enhanced supports in these areas.

---

Accountable

**Deputy City Manager**



**6D. Emergency Preparedness and Hazard Risk**

Enhance the City’s assessment and prioritization of disaster risk-reduction initiatives, coordinating and aligning across all City departments and hazards, with a current-year focus on developing a disaster risk-reduction framework, and a robust supporting internal governance structure.

---

Accountable

**Chief Safety Officer**



**6E. Improving Safety and Security in Parks**

Continue initiatives to improve safety and security in parks, including development of a new service model for the Park Ranger program, refining practices to address the challenges of encampments for people who are experiencing homelessness, and implementing a park cleanliness and safety crew pilot program.

---

Accountable

**GM, Board of Parks and Recreation**



# 7

## WE ENSURE OUR ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT

The City plans for, develops and sustains environmentally sound, cost-effective, reliable and safe civic infrastructure that play an essential role in making Vancouver a healthy, safe and prosperous city.

### MEASURED BY

- Percentage of major public works assets owned by the City of Vancouver that are in poor condition
- Percentage of the Major Road Network rated at least in good condition
- Percentage of internal facilities maintenance demand orders completed on time
- Kilometres of total bike network
- Water main distribution system renewed annually





**7A. Capital Project Delivery**

Enhance capital project design and delivery across all City departments, to enable quicker, more efficient and more cost-effective project delivery.

---

Accountable  
**City Manager**



**7B. 2023-2026 Capital Plan**

Develop the City's 2023-2026 Capital Plan, coordinating and aligning with the Broadway Plan and the Development Cost Levy Update.

---

Accountable  
**GM, Finance, Risk and Supply Chain Management**



**7C. Broadway Subway and UBCx**

Work with TransLink, the Musqueam Indian Band, the Squamish Nation, the Tsleil-Waututh Nation, and other partners to coordinate and support the construction of the Broadway Subway, finalize the preferred alignment and station locations for the SkyTrain extension from Arbutus Street to UBC (UBCx), and secure funding commitments from the federal and provincial governments for UBCx delivery.

---

Accountable  
**GM, Engineering Services**



**7D. Water Management**

In coordination with the Vancouver Plan, advance implementation of Vancouver's City-Wide Sewage and Rainwater Management Plan to address combined sewer overflows and urban run-off pollution, advancing green rainwater infrastructure design, asset planning and management plans.

---

Accountable  
**GM, Engineering Services**





## 8 WE OFFER AND ENABLE EXTRAORDINARY CIVIC AMENITIES

The City provides high-quality recreational, social, cultural and lifelong learning amenities that provide everyone in the city the opportunity to develop and enjoy themselves, and that help attract the talent that is essential to maintaining a strong economy.

### MEASURED BY

- Percentage of land base within a five-minute walk to green space
- Cultural grants awarded to non-profit organizations
- Attendance at Vancouver Civic Theatres
- Library visits: In-person and digital



**8A. Plazas and Parklets**

Collaborating with stewardship partners, social service organizations and the larger community, manage and improve temporary plazas and parklets across the city, prioritizing those that support vulnerable populations, with a current-year focus on exploring opportunities to add core amenities such as weather protection, power and access to water to existing spaces.

Accountable

**GM, Engineering Services**



**8B. Washroom Strategy**

Develop and begin implementation of a Vancouver Washroom Strategy to ensure safe, clean and accessible washrooms are available to everyone, with a human rights-centric approach to water and sanitation access and services.

Accountable

**GM, Arts, Culture and Community Services**



**8C. Community Centres**

Consistent with the City's Capital Plan, continue to deliver new and renewed community centres, and in collaboration with Community Centre Associations, implement or plan to implement recommendations from the 2021 Community Centre Strategy.

Accountable

**GM, Board of Parks and Recreation**





## 9 WE STRIVE TO BE FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFICIENT

The City sustains long-term fiscal health and administrative efficiency and effectiveness through responsible financial stewardship, effective risk management practices, and robust internal administrative structures and processes.

### MEASURED BY

- Resident satisfaction rating for City services, per the Civic Service Satisfaction Survey
- Business satisfaction rating for City services, per the Civic Service Satisfaction Survey
- Credit rating
- Net debt per capita
- Combined utility rate increase (10 year rolling average)
- Property tax increase (10 year rolling average)
- 3-1-1 calls answered within 60 seconds



### 9A. 2022 Municipal Election

Prepare for and deliver the 2022 municipal election, supported by a marketing and communications campaign focused on increasing civic engagement and voter participation.

Accountable  
**City Manager**



### 9B. City Council Transition

Undertake all necessary procedural and legislative activities to support the transition to a new City Council after the 2022 election, including an effective and efficient Council orientation process.

Accountable  
**City Manager**



### 9C. Addressing Systemic Financial Challenges

Deliver the City's 2023 operating budget, a five-year financial plan, and advance the Municipal Finance Reform initiative, to address the City's mid-term and longer-term systemic financial issues, in order to ensure the financial health of the City while accommodating future growth.

Accountable  
**GM, Finance, Risk and Supply Chain Management**





## 10 WE INSPIRE EXCELLENCE IN OUR WORKPLACE AND AMONG OUR EMPLOYEES

The City develops and sustains a dynamic, healthy, safe and safety-conscious workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best.

### MEASURED BY

- Number of voluntary staff turnovers in under three years
- Average corporate employee absence rate



**10A. Workplace Safety**

Refine and enhance the City’s safety management systems and practices, with a current-year focus on implementing the highest-priority initiatives, aligning departmental safety efforts, monitoring safety outcomes, and advancing efforts to align with evidence-informed safety practices.

Accountable

**Chief Safety Officer**



**10B. Workplace Equity Initiatives**

Using City Council’s recently-approved Equity Framework and the results of the 2021 Employee Benchmark Survey, advance the integration of equity principles into the City’s internal practices, processes and culture, with a current-year focus on the development of departmental action plans, and aligning equity-related strategies and initiatives across departments.

Accountable

**Chief Equity Officer**



**10C. Succession Planning and Talent Management**

Continue to focus on attraction and retention initiatives with an emphasis on equity, diversity and inclusion.

Accountable

**GM, Human Resources**

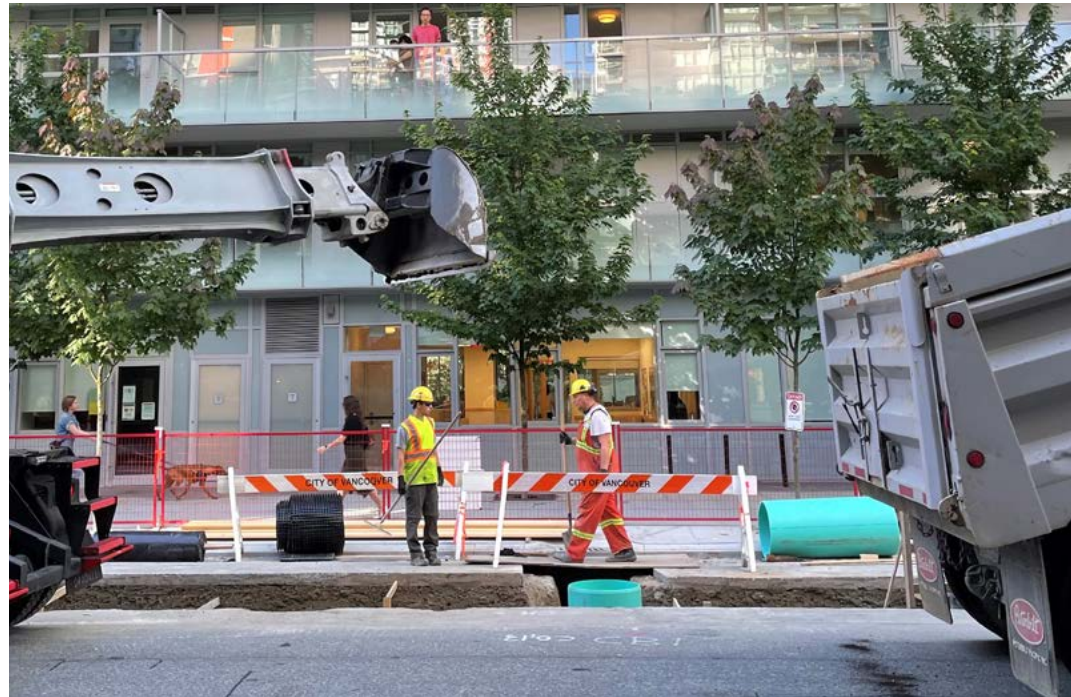


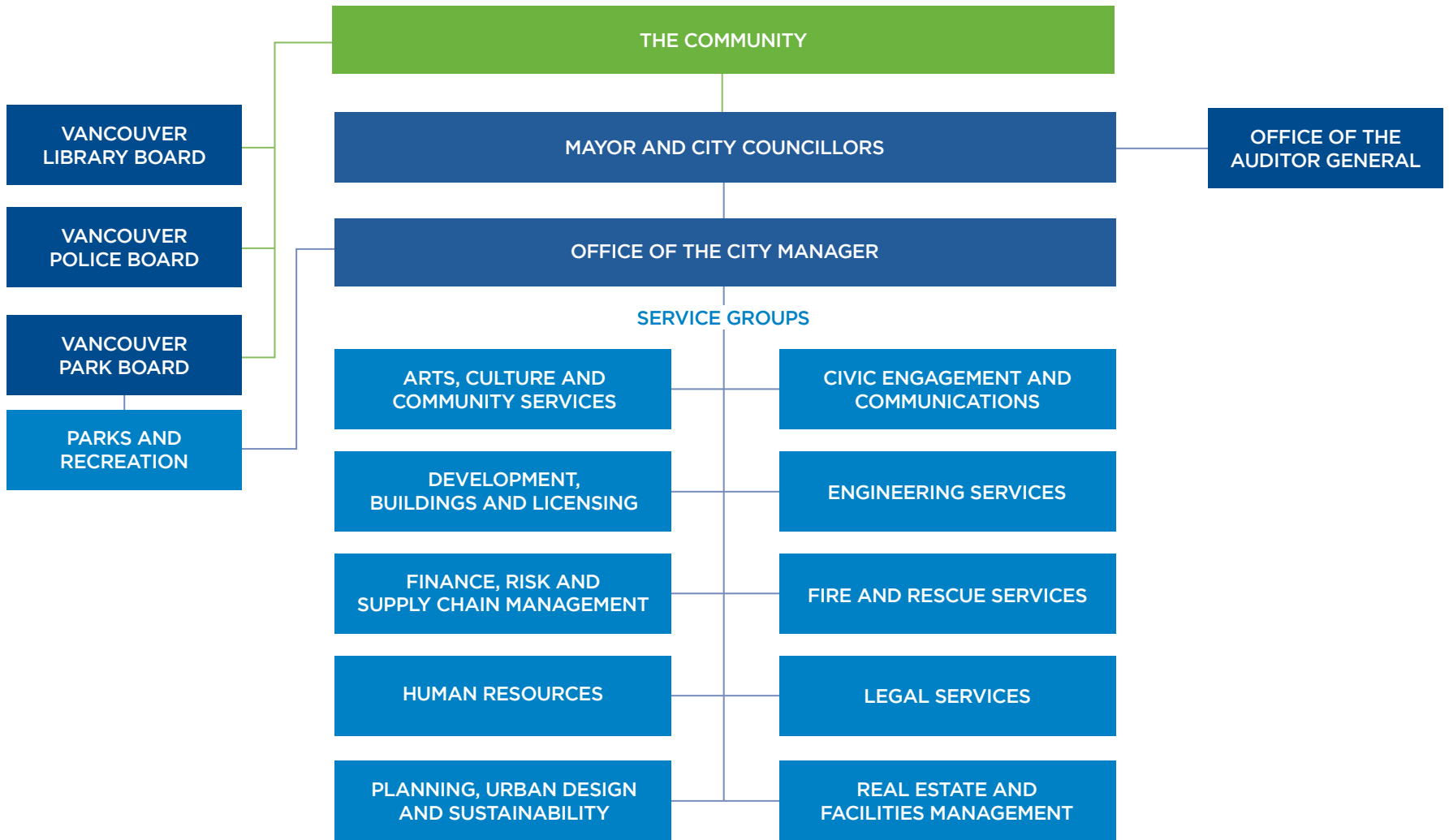
**10D. Workforce Psychological Health and Safety**

Develop a set of initiatives and supports focused on achieving a psychological health and safety system and approach, focusing on the key pillars of harm prevention/ the psychological safety of employees, maintaining and promoting psychological health of employees, and incident resolution.

Accountable

**GM, Human Resources**







This appendix contains a summary of 2021 progress and achievement highlights for the long-term strategic goals.

## 1. WE'RE ADDRESSING AFFORDABILITY AND THE HOUSING CRISIS

- **Artist housing.** Supported the completion of 30 units of artist housing – now home to low-to-moderate income artists and their families – that includes a 4,000-square-foot shared artist production space for the residents, anchor cultural tenant (Ethos Lab), and arts community.
- **Childcare spaces.** Facilitated 368 childcare spaces opening since 2019. Council has approved 534 additional new childcare spaces.
- **Affordable housing and shelter space.** Worked with senior government and community partners to deliver significant new affordable housing and emergency shelter spaces:
  - > Delivered 98 new modular homes and 350 new units of supportive housing;
  - > Opened 223 units of turnkey housing, which include housing for single parent families, Indigenous residents and low income artists;
  - > Approved over \$5 million in capital grants through the Community Housing Incentive Program to enhance affordability of an 84 unit Indigenous led social housing development;
  - > Opened 68 renovated units as supportive housing for individuals experiencing and at risk of experiencing homelessness;
  - > Opened new shelter spaces, creating an additional 160 shelter beds in the city;
  - > Opened Roddan Lodge, welcoming tenants with right of first refusal to relocate to this LEED Gold development; and,
  - > Approved over \$500,000 in Renter Services Grants and assisted over 400 renters through the Renter Office enquiry line.
- **Señákw Service Agreement.** Substantially completed the Señákw Service Agreement, a government to government agreement between the City and the Squamish Nation concerning the delivery of municipal services to the Señákw development.
- **Community Amenity Contributions (CACs).** Negotiated \$191 million in CACs, securing \$135 million in cash and \$55.5 million in in-kind contributions, including 1,011 social housing units. In addition, secured 2,538 rental units to be constructed and owned by the developer.
- **Affordable housing policies.** Approved new policies directed at increasing housing supply and affordability, including the Secured Rental Policy. As of the third quarter of 2021, 1,476 Purpose-Built Rental units were approved (74 per cent of the annual target).



## 2. WE'RE WORKING TO BUILD AND PROTECT THE VANCOUVER ECONOMY

- **Vancouver Civic Theatres.** Reopened Vancouver Civic Theatres for the first time since COVID-19 starting with 129 not-for-profit and commercial rentals.
- **Laneway housing.** Created a standalone laneway processing stream, reducing staff review time by 75 per cent.
- **Permitting fast track.** Created a fast track, direct to inspections permit, allowing permits to be issued in as little as two weeks.
- **Economic planning.** Increased overall job space created by 18 per cent through Economic Planning and Development Contributions.
- **Residential development.** Increased residential development approvals by 34 per cent in 2021, rebounding from COVID-19 impacts over 2020.
- **Expedited patios.** Supported COVID-19 response and recovery, including issuing approximately 700 Temporary Expedited Patio Program permits and creating 36 public spaces.
- **Public engagement.** Conducted public engagement events almost entirely virtually, following COVID-19 public health guidelines. Overall engagement activities increased – 14 per cent in number of attendees and 4 per cent in number of events held – due to several planning initiatives such as Vancouver Plan, Jericho Lands Planning Program and Broadway Plan.
- **Permitting services improvements.** Reduced response time by 50 per cent for permitting services. Increased efficiency in the number of cases handled compared to pre-pandemic levels (March 2020) from 60-80 in-person cases handled per day to now up to 100 digital cases handled per day.

## 3. WE'RE INCREASING FOCUS ON DIVERSITY, EQUITY AND SOCIAL ISSUES/OPPORTUNITIES

- **Meals provided.** Served 513,453 meals to patrons in our downtown community centres and delivered 188,000 meals during COVID-19 when people needed to stay home.
- **Social infrastructure plan.** Council approved the Policy Framework for Spaces to Thrive, the City's first long-range social infrastructure plan, which sets out vision, principles, policies and actions for social infrastructure investments for the next 10 years.

- **Grants.** Updated granting practices by:
  - > Implementing multi-year funding grants for selected grantees;
  - > Streamlining applications and reporting;
  - > Launching an online grant management system;
  - > Moving to two harmonized intake periods per year; and,
  - > Updating and simplifying access to grant information on the City website.
- **Fine forgiveness.** Vancouver Public Library (VPL) welcomed back nearly 8,000 library patrons who could not borrow from the library due to fines during their fine forgiveness event in June.
- **Digital collection expansion.** VPL expanded digital collections to respond to a 30 per cent increase in digital use over 2019 by adding 40 new services and 90,000 new downloadable e-books and e-audiobooks to support diverse cultures and equity priorities. This included new language learning, digital comics and magazines, historical news sources, and support for lower literacy levels.
- **Extreme weather response.** VPL provided refuge and drinking water for thousands during extreme heat as cooling centres, with increased foot traffic of 20 per cent at several branches and 153 per cent at one branch. Developed a policy for future extreme weather response.
- **Civics program.** Delivered Civics 101, a new City Clerk’s Office initiative that takes a systems change and equity-focused approach to increasing civic literacy, deepening democratic participation, and reducing barriers to participation in civic life within and beyond City Hall.
- **National Day for Truth and Reconciliation.** Showcased Indigenous voices to more than 2,000 Vancouver students and educators through virtual author events honouring the first National Day for Truth and Reconciliation at our libraries.
- **Indigenous Advisory Group.** Carnegie Community Centre created its first Indigenous Advisory Group that brings together Indigenous voices and knowledge to its programs and services.
- **Healthy City tracking.** Launched Healthy City Dashboard, tracking 23 indicators in 12 goal areas.

#### 4. WE’RE ACCELERATING ACTION TO ADDRESS CLIMATE CHANGE

- **Greenhouse gas (GHG) emissions.** Decreased greenhouse gas emissions intensity of newly permitted building area by 67 per cent.
- **Emissions reduction.** Completed eight major GHG reduction projects in City facilities, resulting in an annual reduction of approximately 1,250 tonnes, or a nine per cent reduction in overall City-facility portfolio emissions.
- **Big Move 6 roadmap.** Council approved a Big Move 6 roadmap of actions, including nature-based carbon sequestration targets and recommended pilot projects, with potential to work with local First Nations, Metro Vancouver and other local municipalities.
- **Building electrification roadmap.** Co-led the development of a roadmap that will achieve a low carbon-building sector over the next 10 years through building electrification. The BC Minister of Energy and Low Carbon Innovation adopted the roadmap in April 2021.
- **Low-carbon design.** Initiated a comprehensive study of the many design options available to reduce the embodied carbon of buildings today, and with it the creation of a software tool to explore those options. Provincial staff took the next step to get the tool online in a user-friendly format that allows designers and builders to explore low-carbon design options.

### 5. WE'RE WORKING TO KEEP VANCOUVER A SAFE CITY IN WHICH PEOPLE FEEL SECURE

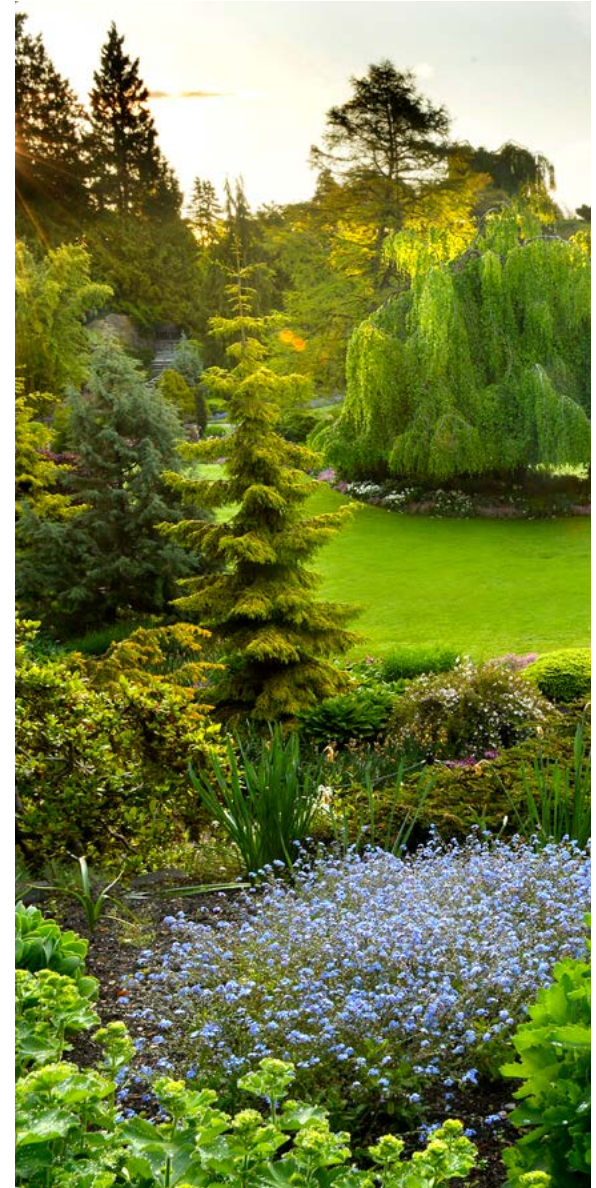
- **Incidents.** Vancouver Fire Rescue Services (VFRS) responded to over 63,000 incidents, which was a 53 per cent increase from the previous year.
- **Inspections.** VFRS completed 17,087 inspections, which was a 50 per cent increase from the previous year.
- **Work requests.** Completed 14,391 facility work requests with a customer satisfaction rating of 94 per cent while managing increased cleaning and other COVID-19-related impacts to facilities operations.
- **Vaccine clinics.** In conjunction with Community Centre Association (CCA) partners, delivered 26 first, second and third dose COVID-19 vaccine clinics at Vancouver Board of Parks & Recreation facilities.
- **Gang violence.** The Vancouver Police Department (VPD) enhanced efforts to target high-risk violent offenders in order to quell the ongoing gang violence in Metro Vancouver.
- **Taskforce Threshold.** The VPD launched Taskforce Threshold in May 2021, bringing together investigative and analytical resources and expertise from the VPD's Investigation and Operations divisions for an immediate response to the escalating Metro Vancouver gang conflict. The taskforce has been conducting proactive and reactive investigations to prevent incidents of gang violence from occurring in Vancouver.
- **Youth initiatives.** Due to COVID-19, the VPD delivered many of its youth initiatives through virtual platforms in 2021, including the HereForPeers Mental Health Program and the renowned Cadet Program that teaches youth valuable leadership and life skills.
- **Women's Personal Safety Team.** The VPD's Women's Personal Safety Team delivered an online presentation on personal safety and violence prevention to 77 participants in 2021.
- **Safety education.** The VPD's Diversity Section provided weekly personal safety education sessions to newcomers through the Immigrant Services Society of BC (ISSofBC).
- **Online improvements.** The VPD updated their entire website, vpd.ca, in 2021, and its content can now be viewed in over 100 different languages. The VPD also created an online form process in multiple languages on vpd.ca for the reporting of hate crimes, in response to the recent spike in anti-East Asian hate crimes.

## 6. WE ENSURE OUR ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT

- **Granville Bridge Connector.** Progressed to the final design of the Granville Bridge Connector, an improved walking, rolling, and cycling path across the Granville Bridge.
- **Critical services.** Maintained critical infrastructure and services through multiple record-breaking heat, rain, wind, and winter weather events. Responded to urgent weather-related service requests related to snow clearing, flooding, water main breaks, sanitation disruption and electrical outages.
- **One Water and Neighbourhood Energy Utility.** Secured \$47.5 million of senior government capital grants and loans for One Water and Neighbourhood Energy Utility (NEU) projects including green infrastructure implementation, combined sewer separation, and expanded sewage heat recovery at the NEU.
- **Street Cleaning.** Increased 2021 street cleaning grant funding, which resulted in:
  - > Providing over 65,400 low-threshold employment hours;
  - > Collecting 29,800 bags of litter and 113,500 needles;
  - > Micro-cleaning at 28 permanent and pop-up plazas; and,
  - > 13,000 cumulative feces removals in the downtown area.
- **Parking meters.** Launched self-service solution for public to report broken parking meters and eliminated manual processing of more than 1,000 cases per year.

## 7. WE OFFER AND ENABLE EXTRAORDINARY CIVIC AMENITIES

- **Micro weddings.** Permanently implemented micro weddings program with 161 weddings held at City Hall in 2021.
- **Parks and playgrounds.** Improved access to parks and green space by delivering four playground renewals, four renewed parks and two new parks.
- **Golf.** Provided critical recreational opportunities through over 200,000 championship golf rounds and more than 326,000 people attending reserved swim times in the summer.
- **Tree planting.** Planted 2,644 trees on public land to help increase the city-wide canopy cover to 30 per cent by 2050.



## 8. WE STRIVE TO BE FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFICIENT

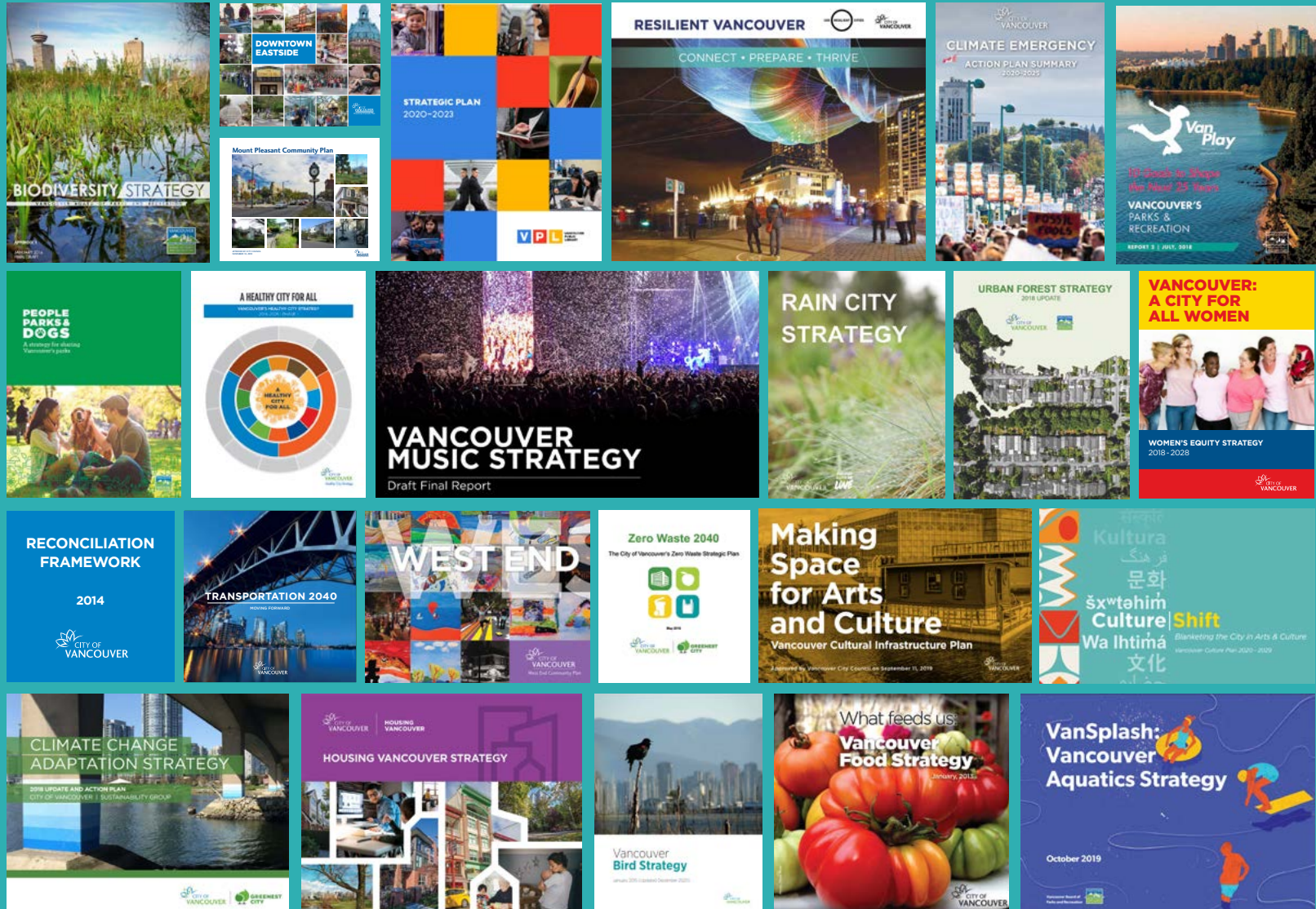
- **Reduced office space.** Reduced City-occupied leased space by 38,540 square feet, resulting in \$1.66 million in lease savings per year.
- **Auditor General.** Established the City's first-ever Municipal Auditor-General position, reporting directly to a sub-committee of City Council.
- **Development building transformation.** Developed a multi-channel service digital roadmap and delivered on the first phase of improved metrics reporting, which is tied to Development Building and Licensing's transformation program.
- **Electronic signatures.** Implemented legal electronic signature process for official City records that supported working efficiently remotely.
- **Training program.** Introduced a robust training program for 16 Advisory Bodies and support staff, consisting of 11 workshops and 102 participants. Topics included meeting fundamentals, the Code of Conduct, team building, cultural competency, and key principles and tools to support diversity and equity.
- **Process improvement.** Migrated Home Owner Grant (HOG) processing to the Province, improving customer experience.
- **Sustainability Bond.** The first Canadian government entity (federal, provincial or local) to issue a Sustainability Bond, which will support the City's efforts to build sustainable infrastructure for many generations to come.
- **Permit fee review.** Identified a significant reoccurring financial opportunity for productivity improvements as part of the 2022 permit fee review.
- **Compliance.** Achieved Mastercard Contactless Specification Standard (MCL 3.0) compliance for pin pad devices at several City locations.
- **Council motion tracking.** Launched a Council Member Motion Dashboard that enables regular progress reporting on Council-approved member motions.
- **Permit applications.** Implemented electronic end-to-end processes for high volume permit applications, such as Development Permits, Sewer and Water Connection Permits, and Trades Permits (electrical, plumbing, sprinkler).
- **ServiceNow.** Deployed self-service desk booking for staff on ServiceNow platform, with over 5,000 office desk reservations made in 2021.

## 9. WE INSPIRE EXCELLENCE IN OUR WORKPLACE AND AMONG OUR EMPLOYEES

- **Mandatory vaccination policy.** Continued pandemic response efforts including the development and implementation of the City's COVID-19 Mandatory Vaccination Policy.
- **Navigating COVID-19 pandemic.** Continued to adapt how we work and deliver services with teams quickly pivoting to adjust to evolving COVID-19 health and safety measures, and focused on supporting mental health and well-being and providing resources for staff.
- **Learning and development.** Implemented a new learning management system that makes it easier for all staff to manage, track and register for training and certification, including e-learning and classroom courses.
- **Flexible Work Program.** Launched a Flexible Work Program for our employees to incorporate greater flexibility for our use of office space and remote work arrangements.
- **Employee Benchmark Survey.** Conducted first Employee Benchmark Survey asking staff demographic and experience questions to help the City better understand its workforce and take meaningful action on diversity, inclusion, and equity. With 55 per cent participation rate, key findings include:
  - > 55 per cent men, 44 per cent women, one per cent non-binary/gender fluid
  - > 45 per cent are caregivers
  - > 40 per cent observe a religion
  - > Two per cent are Indigenous peoples
  - > Nine per cent identify as persons with disability
  - > Eight per cent identify as LGBTQ/2S
- **Leadership development.** Implemented a development program for first-level exempt managers.
- **Collective bargaining.** Concluded collective bargaining with CUPE, Fire, Police and Teamsters unions.



# APPENDIX 3 - LONG-TERM SERVICE STRATEGIES





This appendix lists the City's key longer-term strategy direction documents.

- [Biodiversity Strategy, 2016](#)
- [Climate Change Adaptation Strategy, 2018-2023](#)
- [Climate Emergency Action Plan, 2020-2025](#)
- [Community Plans, Approved and Under Development](#)
  - > Arbutus Centre Policy Statement (approved)
  - > Broadway Plan
  - > Cambie Corridor Plan (approved)
  - > Central Waterfront Plan
  - > Downtown Eastside Community Plan (approved)
  - > East Fraser Lands Official Development Plan (approved)
  - > East Fraser Lands Official Development Plan Update
  - > False Creek Flats Plan (approved)
  - > False Creek South ODP Update
  - > Grandview-Woodland Community Plan (approved)
  - > Heather Lands Policy Statement (approved)
  - > Jericho Lands Policy Statement
  - > Joyce Collingwood Station Precinct Plan (approved)
  - > Langara Gardens Policy Statement (approved)
  - > Little Mountain Policy Statement (approved)
  - > Marpole Community Plan (approved)
  - > Mount Pleasant Community Plan (approved)
  - > New St. Paul's Policy Statement (approved)
  - > Northeast False Creek Area Plan (approved)
  - > Norquay Village Neighbourhood Centre Plan (approved)
  - > Oakridge Centre Policy Statement (approved)
  - > Pearson Dogwood Policy Statement (approved)
  - > Rupert and Renfrew Stations Area Plan
  - > Southeast False Creek Official Development Plan (approved)
  - > West End Community Plan (approved)
- [Culture|Shift: Vancouver Culture Plan, 2020-2029](#)
- [Equity Framework](#)
- [Green Operations Plan, 2020-2025](#)
- [Healthy City Strategy, 2014-2025](#)
- [Housing Vancouver Strategy, 2017-2027](#)
- [Making Space for Arts and Culture, 2020-2029](#)
- [Parks Washroom Strategy, 2020](#)
- [People, Parks and Dogs: A Strategy for Sharing Vancouver's Parks, 2017-2027](#)
- [Rain City Strategy, 2019](#)
- [Reconciliation Framework, 2014](#)
- [Resilient Vancouver Strategy, 2019](#)
- [Single Use Item Reduction Strategy, 2018-2025](#)
- [Spaces to Thrive: Vancouver's Social Infrastructure Strategy](#)
- [Transportation 2040, 2012-2040](#)
- [Urban Forest Strategy, 2018 Update](#)
- [Vancouver Bird Strategy, 2020 update](#)
- [Vancouver Food Strategy, 2013](#)
- [Vancouver Music Strategy, 2019](#)
- [Vancouver Public Library Strategic Plan, 2020-2023](#)
- [VanPlay: Vancouver's Parks and Recreation Services Master Plan, 2019](#)
- [VanSplash Aquatics Strategy, 2018](#)
- [Women's Equity Strategy, 2018-2028](#)
- [Zero Emissions Building Plan, 2016](#)
- [Zero Waste 2040, 2018](#)



# CITY OF VANCOUVER 2022 CORPORATE PLAN OVERVIEW

**1. AFFORDABILITY AND HOUSING**

- A. Vancouver Plan
- B. Broadway Plan
- C. Vancouver Affordable Housing Endowment Fund (VAHEF) Strategy
- D. Single Resident Occupancy (SRO) Revitalization Strategy

**2. BUILD AND PROTECT THE ECONOMY**

- A. Development Permit Processing Improvements
- B. Vancouver Economy Strategy
- C. Major Sport Event Hosting

**3. DIVERSITY, EQUITY AND SOCIAL ISSUES**

- A. Equity Framework Implementation
- B. Chinatown Transformation Program
- C. Anti-Racism and Cultural Redress
- D. Accessibility Strategy
- E. Commemoration Policy

**4. CLIMATE CHANGE**

- A. Climate Change Adaptation Strategy
- B. Climate Emergency Action Plan

**5. INDIGENOUS RELATIONS AND RECONCILIATION**

- A. Señákw Development
- B. UNDRIP Task Force
- C. Jericho Lands Development
- D. National Inquiry into Missing and Murdered Indigenous Women and Girls

**6. SAFETY AND SECURITY**

- A. VPD Violent Crime Management
- B. VPD Property Crime Management
- C. Community Safety Initiatives
- D. Emergency Preparedness and Hazard Risk
- E. Improving Safety and Security in Parks

**7. CIVIC INFRASTRUCTURE**

- A. Capital Project Delivery
- B. 2023-2026 Capital Plan
- C. Broadway Subway and UBCx
- D. Water Management

**8. CIVIC AMENITIES**

- A. Plazas and Parklets
- B. Washroom Strategy
- C. Community Centres

**9. FINANCIAL AND ADMINISTRATIVE HEALTH**

- A. 2022 Municipal Election
- B. City Council Transition
- C. Addressing Systemic Financial Challenges

**10. WORKPLACE AND EMPLOYEES**

- A. Workplace Safety
- B. Workplace Equity Initiatives
- C. Succession Planning and Talent Management
- D. Workforce Psychological Health and Safety



**For More Information:**

Visit: [vancouver.ca](http://vancouver.ca) or phone: 3-1-1

TTY: 7-1-1 / Outside Vancouver: 604-873-7000

**Hỏi chi tiết**   **Obtenga Información**  
**資料查詢**   **ਜਾਣਕਾਰੀ ਲਏ**   **3-1-1**