

From: "Levitt, Karen" <karen.levitt@vancouver.ca>
To: "Direct to Mayor and Council - DL"
Date: 12/18/2023 2:29:39 PM
Subject: City Council's Strategic Priorities, 2023-2026
Attachments: 23-282 Vibrant Vancouver City Council's Strategic Priorities-Final-Print-Dec4A.pdf

Dear Council,

In follow up to my below December 11 note, I wanted to advise you that the vancouver.ca webpage for [Vibrant Vancouver: City Council's Strategic Priorities 2023-2026](#) is now live. It is also linked from the [Vancouver City Council webpage](#). The PDF file is reattached for your convenience.

A related [LinkedIn Post](#) went live this morning, should you wish to share this with your networks.

Thanks,

Karen

Karen Levitt, Deputy City Manager (she/her)
karen.levitt@vancouver.ca

The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x̱məθḵʷəy̱əm/Musqueam, Sḵwx̱wú7mesh/Squamish and səliłwətaʔ/Tsleil-Waututh nations.

From: Levitt, Karen <karen.levitt@vancouver.ca>
Sent: Monday, December 11, 2023 4:27 PM
To: Direct to Mayor and Council - DL
Cc: City Manager's Correspondence Group - DL
Subject: City Council's Strategic Priorities, 2023-2026

Dear Council,

Here is the Vibrant Vancouver: City Council's Strategic Priorities, 2023-2026 document that you approved on October 31, 2023.

We will deliver a number of printed versions to your office this afternoon.

Thanks,

Karen

Karen Levitt, Deputy City Manager (she/her)

karen.levitt@vancouver.ca

The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm/Musqueam, Skwxwú7mesh/Squamish and səliłwətaʔ/Tsleil-Waututh nations

Vibrant Vancouver: City Council's Strategic Priorities

2023 - 2026

Vancouver City Council is working together to build a sustainable city in which everyone can live, work and thrive.



Vibrant Vancouver



ACKNOWLEDGING THE UNCEDDED TERRITORIES.

The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x^wməθk^wəyəm (Musqueam), Sk̓wxwú7mesh (Squamish), and səliwətał (Tsleil-Waututh) Nations.

Strategic Objective No. 1

Vibrant and Diverse

We do all we can to ensure Vancouver is a **dynamic and vibrant city**, with a great range of exciting and engaging amenities and events throughout the city.



Create vibrant public spaces

- Bring Vancouver's public space to life
- Invest in Gastown
- Refresh downtown Granville Street
- Make sure our streets look great
- Update Vancouver's street furniture contract
- Start on Vancouver Plan's goal of transforming 11% of neighbourhood streets for community use
- Widen sidewalks in Davie Village to enhance pedestrian experience



Enable largescale sporting, cultural and arts events

- Host the FIFA World Cup 2026
- Support attraction of major sporting and cultural events
- Improve City support for special events
- Support the local music scene



Revive Chinatown's vibrancy

- Undertake a set of targeted safety and cultural initiatives in Chinatown



Deliver outstanding parks and recreation services

- Renew the Vancouver Aquatic Centre
- Build more parks and improve existing parks
- Get more public washrooms in place
- Build new and renew existing community centres
- Optimize the Park Board's sports fields



Support diverse cultural communities

- Update heritage policies to include intangible cultural heritage
- Protect and enhance cultural food hubs and culturally significant small businesses
- Support a new Filipino cultural centre in Vancouver

Strategic Objective No. 2

Housing

We work with senior governments and other partners to **address the local housing crisis**, with the goal of ensuring that appropriate housing options are available for everyone in Vancouver.



Create the right regulatory framework and processes to support the efficient delivery of housing on private lands

- Modernize the City's land use planning regulations and create a citywide Official Plan
- Enable development of more multiplex "missing middle" housing
- Enable more private housing development via the Broadway Plan
- Enable more housing via the Northeast False Creek Plan
- Enable more housing via the Rupert and Renfrew Station Area Plan



Leverage City-owned property to add substantially more market and non-market housing

- Advance a number of largescale developments on City-owned Property Endowment Fund land
- Advance toward optimizing the number of housing units on City land in False Creek South
- Continue to deliver social housing on City-owned land via the Vancouver Affordable Housing Endowment Fund
- Enable the delivery of new affordable housing units by private developers via community amenity contributions



Work with the Province and other partners to address the homelessness crisis

- Working with partners, renew focus on developing a regional approach to addressing homelessness
- Working with partners, support the creation of more housing for unsheltered individuals
- Working with partners, support increasing emergency shelter capacities
- Develop an integrated rapid response to encampments
- Streamline and speed up processes for building non-market housing

Strategic Objective No. 3

Supporting Business

We ensure the City is doing our part to ensure our local economy is robust and resilient, and Vancouver is a place in which **businesses can thrive and succeed.**



Transform the City's permitting and licensing processes to achieve Council's 3-3-3-1 targets

- Streamline and reduce the complexity of the City's permitting processes
- Digitize the City's permitting and licensing processes
- Modernize the City's business licensing framework



Do our part to support local business and ensure the business climate is welcoming

- Enhance City supports for local independent business
- Update liquor licence requirements
- Ensure sufficient space for the tech industry
- Simplify the ride-hailing regulatory framework
- Champion corner stores across all residential neighbourhoods



Provide support to the local film, television, music and digital entertainment industries

- Enhance City supports for the film industry
- Create more power kiosks for the film industry



Provide support to green economy sectors

- Support the green and zero-emission building sector
- Support local food production
- Support a circular economy including recycling and re-use of materials
- Support production of renewable energy

Strategic Objective No. 4

City Services and Infrastructure

We deliver the **high-quality city services** and **public infrastructure** that make Vancouver a healthy, safe, beautiful and enjoyable place for everyone.



Make sure Vancouver's water, sewerage and drainage systems are effective, well-maintained and environmentally friendly

- Ensure Vancouver's water system is properly maintained/modernized
- Ensure Vancouver's sewer system is properly maintained/modernized
- Upgrade the City's sanitary sewer pump stations



Make sure Vancouver's solid waste services are effective, efficient and environmentally friendly

- Enhance customer service via solid waste collection route optimization
- Replace the City's aging solid waste vehicle fleet



Ensure Vancouver's bridge, road, sidewalk and street lighting infrastructure is effective and well-maintained

- Keep the Granville Bridge in good shape
- Continue to retrofit curb ramps and sidewalks



Ensure excellent Vancouver civic facilities

- Ensure the City's civic facilities are properly maintained/modernized
- Pursue Britannia Community Services Centre's long-range planning and renewal work in collaboration with the Vancouver Board of Parks and Recreation and the Vancouver School Board

Strategic Objective No. 5

Safety and Security

We work to provide effective emergency response and emergency planning services that make Vancouver **safe and enjoyable** for everyone.



Reduce property and violent crime

- Deliver evidenced-based policing services
- Respond vigorously to hate crimes
- Participate in the current provincial policing review
- Optimize the Park Board's Park Ranger program



Invest in preventing fires

- Advance mitigations to prevent fires in encampments and single-resident occupancy units
- Manage vacant properties to mitigate fire risks
- Deliver targeted fire prevention training



Invest in preventative safety and security programs

- Advance actions responding to the Missing and Murdered Indigenous Women and Girls report
- Advance a number of gender safety initiatives
- Advance the City's youth violence prevention strategy
- Explore Peer Assisted Care Teams (PACT) alongside the Canadian Mental Health Association
- Advance restorative city initiatives



Be prepared for largescale emergencies

- Make sure Vancouver is prepared for a largescale emergency, building accessibility and equity into all plans
- Ensure sufficient drinking water supply



Enhance the safety of our transportation network

- Incorporate zero traffic-related fatalities goal into all transportation planning/projects
- Use a data-driven approach to make capital investment into road safety
- Complete safety upgrades to rail crossings
- Working with partners, advance the Prior/Venables underpass project

Strategic Objective No. 6

Climate Emergency

We are responding to the **climate emergency** through environmental initiatives, greenhouse gas emission reductions, and climate change adaptation measures.



Incorporate climate change adaptation and resilience measures into our work

- Implement climate change adaptation measures
- Mitigate flooding risks
- As part of the Vancouver Plan, develop an ecological land use strategy
- Sustain and expand Vancouver's city-wide tree canopy



Make sure we conserve fresh water and our local waters are healthy and clean

- Optimize rainwater use via green rainwater infrastructure initiatives
- Complete the City's Healthy Waters Plan



Reduce Vancouver's GHG emissions from buildings in line with overall Climate Emergency Action Plan goals

- Reduce GHG emissions from buildings in Vancouver
- Enhance collection and productive conversion of landfill gas
- Develop a coordinated approach to installing charging infrastructure in the public realm
- Expand the City's neighbourhood energy utility and optimize energy sources



Reduce Vancouver's GHG emissions from transportation in line with overall Climate Emergency Action Plan goals

- Support the delivery of TransLink's Broadway Subway line
- Support the Broadway Subway extension to the University of British Columbia
- Build out Vancouver's micro-mobility network
- Enhance public realm charging infrastructure
- Expand Vancouver's greenways and AAA active-mobility lanes
- Implement bus-related road and sidewalk improvements
- Expand the School Active Travel Program



Increase production of renewable energy within Vancouver

- Ensure the Vancouver Building By-law enables and promotes readiness for sustainable energy sources

Strategic Objective No. 7

Healthy, Inclusive and Equitable

We put Vancouverites' physical and mental health front and centre as we make service, infrastructure and policy decisions, and **strive to alleviate barriers** to residents' well-being and sense of belonging.



Work with the Province and other partners to address the mental health and addiction crisis

- Continue the Community Overdose Response Team partnership
- Take coordinated action to reduce drug poisoning deaths



Do our part to ensure we have sufficient childcare options for Vancouver families

- Streamline the City's regulatory framework for building childcare
- Leverage Vancouver School Board partnership to deliver childcare
- Implement the City of Vancouver's Childcare Strategy



Work to ensure Vancouver's cultural communities feel included and respected

- Implement the City's Equity Framework
- Finalize an anti-racism/anti-hate action plan
- Further diversify library collections and programming to reflect Vancouver's communities



Make sure our libraries are dynamic social and learning hubs across the city

- Open the new Oakridge Branch library
- Enhance library services for Vancouver children



Ensure Vancouver is a seniors-friendly, accessible city

- Create a staff position dedicated to bringing a “seniors lens” to the City's work
- Develop a seniors housing strategy with the goal of creating more housing for seniors
- Implement the City's Accessibility Strategy
- Enhance library services for seniors



Do our part to ensure Vancouver residents are physically and mentally healthy

- Optimize Vancouver Fire Rescue Services' (VFRS) medical emergency response
- Explore opportunities for VFRS to contribute to non-emergency community healthcare
- Update the City's Healthy City Strategy

Strategic Objective No. 8

Reconciliation

We maintain mutually respectful relationships with and work to support and advance the rights of **local Indigenous nations and Urban Indigenous people.**



Advance the City of Vancouver United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Task Force recommended actions

- Advance priority recommendations of the City of Vancouver's UNDRIP Strategy



Support Indigenous land development and stewardship

- Support the development of the Señákw neighbourhood
- Support land use planning for the Jericho Lands
- Support land use planning for the Heather Lands



Provide programs and services to support local Indigenous Peoples

- Support community-identified urban Indigenous priorities
- Educate Vancouverites about local Indigenous history via library programs

Strategic Objective No. 9

Good Government

We **responsibly steward** the public funds with which we are entrusted, ensure we have an efficient administrative infrastructure, and maintain a high-performing, engaged workforce.



Responsible financial management

- Increase the City's non-tax revenues via sponsorships, donations, fees and other channels
- Leverage the recent provincial Bill 28 to provide property tax relief to independent businesses and non-profit agencies
- Improve speed and efficiency of the City's capital facilities and infrastructure delivery
- Working with partners, advocate to the senior governments for mechanisms to ensure the long-term financial sustainability of municipalities



A high-performing, engaged workforce

- Invest in effective staff recruitment, retention and development
- Focus on mental health, resilience and wellness for City employees
- Continue to ensure an equitable and inclusive work environment for City employees
- Maintain robust safety practices across the organization



Continuous focus on improving efficiency, effectiveness and customer service

- Leverage technology to deliver services more effectively and efficiently
- Continue to apply lean process improvement methodologies to enhance efficiencies across the organization
- Continue to ensure that the City is appropriately protected from cyber threats
- Explore the adoption of artificial intelligence and other emerging technologies



Responsible asset management

- Optimize operational and financial management of City property leased to non-profit organizations



Vancouver City Council is working together to build a sustainable city in which everyone can live, work and thrive.