Corporation Plan 2019

An overview of the City of Vancouver’s citizen and customer service priorities and delivery strategies
We all want to live in a city that is extraordinary. A city that is sustainable, safe and supported by high-quality services and effective infrastructure. We want a city with a strong local economy and a city that has great recreational opportunities and vibrant arts and culture.

Each year, the City Leadership Team develops the Corporate Plan in order to map out the upcoming year’s priority initiatives that will help make Vancouver an extraordinary city. This document is designed to focus and align our work so that we can optimally deliver services, deliver on City Council’s priorities, and plan for the future.

This year’s Corporate Plan focuses on refining processes and service delivery of the City’s current programs and services, and advancing the City’s priority initiatives.

While this plan serves as a focal point, I also want to acknowledge that there is a tremendous amount of very important work underway at the City that is not captured here – many other projects and initiatives, as well as our day-to-day operational work – that contributes to making our organization as efficient and effective as possible, and to making Vancouver a great place for everyone who lives in, works in and visits our city.

I encourage all staff to review this Corporate Plan to understand the critical role each of you play in making Vancouver an extraordinary city.

Sadhu Aufochs Johnston
City Manager
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The City of Vancouver’s Corporate Plan sets out the organization’s highest priorities for 2019. 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.

The Plan’s ten long-term 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. All initiatives included in this Plan will be started, but not necessarily completed, in 2019, 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.
2018 PROGRESS ON INTERNAL GOVERNANCE GOALS

800 HOUSING PERMITS EXPEDITED
through the Applicant Supported and Assisted Process (ASAP) pilot program

City of Vancouver and City of Surrey joint submission for Infrastructure Canada’s Smart Cities shortlisted for top-tier

$50 MILLION PRIZE

NEW WOMEN’S EQUITY STRATEGY AND UPDATED GENDER EQUALITY STRATEGY approved by City Council

CITY OF VANCOUVER AWARDED IT World Canada’s Large Public Sector Transformation Digital Transformation Award

Enacted a new policy to limit land speculation along the BROADWAY CORRIDOR

$160+ MILLION secured in senior government funding for the City’s priority projects

MORE THAN 1,000 NEW CHILDCARE SPACES created between 2015–2018, surpassing target

2 PLAZAS RENAMED:
Vancouver Art Gallery North Plaza šxʷƛənəq Xwtl’e7énḵ Square and Queen Elizabeth Plaza šxʷƛəexən Xwtx’a7shn

COUNCIL APPROVED THE 2019-2022 CAPITAL PLAN

$540 MILLION dedicated to affordable housing

$498 MILLION to parks, open space and community facilities

$123 MILLION to childcare

IMPROVED THE CITY’S DRIVER SERVICES COMPLIANCE PROGRAM

Refreshed the City of Vancouver’s ORGANIZATIONAL HEALTH AND SAFETY POLICY
**2018 PROGRESS ON EXTERNAL CITY-BUILDING GOALS**

- **404** temporary modular housing units delivered
- **2,300** additional rental units protected through the amended Rental Housing Stock Official Development Plan bylaw
- **BROADWAY SUBWAY OFFICIALLY APPROVED**
- **COMPLETED THE NORTHEAST FALSE CREEK PLAN**
  - Expanded the City’s electric vehicle charging infrastructure to 75 FAST CHARGERS
- **CAMBIE CORRIDOR PLAN APPROVED**, 10,000 new housing units in Oakridge Municipal Town Centre
- **VPD CONDUCTED ORGANIZED CRIME DRUG INVESTIGATIONS**, one resulting in the seizure of 30 kg of illegal drugs
- **7,400** square metres of floor space added to the VPL Central Branch, including a reading room, 80-seat theatre and rooftop garden
- **3,100+ SHORT-TERM RENTAL BUSINESS LICENCES ISSUED** helping protect long-term rental housing
- **1,938 NEW NON-MARKET HOUSING UNITS** approved by Council
- **$8 MILLION EMPTY HOMES TAX REVENUES** to affordable housing initiatives
- **DEVELOPED 21 NEW GREEN RAINWATER INFRASTRUCTURE ASSETS**
- **CREATED VANCOUVER AFFORDABLE HOUSING ENDOWMENT FUND**
- **OPENED THE NEW KILLARNEY SENIORS CENTRE**

Advancing a **ONE WATER APPROACH THROUGH** the development of the new Engineering Services Integrated Strategy & Utilities Planning Office
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.

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
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<tr>
<td>Responsiveness</td>
<td>We are responsive to the needs of our citizens and our colleagues.</td>
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<tr>
<td>Excellence</td>
<td>We strive for the best results.</td>
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<tr>
<td>Fairness</td>
<td>We approach our work with unbiased judgement and sensitivity.</td>
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<tr>
<td>Integrity</td>
<td>We are open and honest, and honour our commitments.</td>
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<tr>
<td>Leadership</td>
<td>We aspire to set examples that others will choose to follow.</td>
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<tr>
<td>Learning</td>
<td>We are a learning workplace that grows through our experiences.</td>
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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.

- **Accountability**
  We are committed to transparent decision-making, engaging our stakeholders, and measuring and reporting our performance to the public.

- **Fiscal responsibility**
  We serve as responsible stewards of the public’s money, ensuring the best value-for-money for the City’s taxpayers and ratepayers.

- **Long-term perspective**
  We integrate financial, social, environmental and cultural sustainability considerations into our decisions and actions.

- **Economic perspective**
  We take into account the impacts on Vancouver’s businesses and economy when making decisions and taking actions.

- **Corporate perspective**
  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.

- **Innovation and improvement**
  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.

- **Think strategically**
  We align our decision-making and behaviours with our long-term goals, encourage more innovative thinking and enable measured risks.

- **Be accountable**
  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.

- **Act as a team**
  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.
GOVERNANCE GOALS

1. THE CITY PROVIDES EXCELLENT SERVICE: The City integrates a service focus into all dealings with citizens and customers, ensures they are appropriately informed and included in municipal decision-making, and maintains the corporate knowledge, data and information in a robust and accessible network of systems, to ensure the right information gets to the right people to inform decision-making.

2. THE CITY IS FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFECTIVE: The City sustains long-term fiscal health and administrative effectiveness through responsible financial stewardship and robust internal administrative structures and processes.

3. THE CITY INSPIRES EXCELLENCE IN THE WORKPLACE AND IN ITS EMPLOYEES: The City develops and sustains a dynamic, healthy and safe workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best.

4. THE CITY OPTIMIZES STRATEGIC PARTNERSHIPS AND COLLABORATIONS: The City cultivates strong intergovernmental relationships and seeks opportunities to leverage benefits from strategic partnerships and collaborations.

CITY-BUILDING GOALS

5. VANCOUVER IS A LIVABLE, AFFORDABLE AND INCLUSIVE CITY: The City strives to make Vancouver a livable, affordable and inclusive city with a strong sense of place, through service delivery, regulation, advocacy, and effective land use planning that integrates housing, transportation, energy, community amenities, social services and food delivery systems into our diverse communities across the city.

6. VANCOUVER IS AN ENVIRONMENTALLY SUSTAINABLE CITY: The City strives to be an environmentally sustainable city, with an emphasis on reducing carbon dependency, enhancing energy resilience, conserving energy and resources, reducing waste, creating a green corporate culture and protecting and enhancing the health of the ecosystem.

7. VANCOUVER'S BUSINESS CLIMATE IS DYNAMIC AND ROBUST: The City fosters the relationships and provides the services and regulatory environment that support a flourishing local economy, and ensures that the City’s land use planning reflects the diverse needs of industry and businesses of all sizes over the long term.

8. VANCOUVER IS A SAFE CITY IN WHICH PEOPLE FEEL SECURE: The City provides the high-quality and effective police, fire, emergency preparedness and regulatory services that make Vancouver safe and enjoyable for residents, businesses and visitors.

9. VANCOUVER OFFERS 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 help attract the talent needed in our city to maintain a strong economy.

10. VANCOUVER’S ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT: The City plans for, develops and sustains the low carbon, energy resilient, environmentally sound, cost-effective, reliable and safe public works and infrastructure that play an essential role in making Vancouver a healthy, safe and prosperous city.
The City integrates a service focus into all dealings with citizens and customers, ensures they are appropriately informed and included in municipal decision-making, and maintains the corporate knowledge, data and information in a robust and accessible network of systems, to ensure the right information gets to the right people to inform decision-making.

**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
- Percentage of 3-1-1 calls answered within 60 seconds
- Small home new construction median processing time, in number of weeks
1A. Residential Development and Building Permit Service Improvements

Improve the City’s residential development and building permitting services, with a current-year focus on expanding and making permanent the Social Housing or Rental Tenure (SHORT) pilot model to speed up the delivery of multi-family affordable and rental housing, simplifying processes and reducing processing times for outright-approval low density homes, and implementing an affordable/green housing priority process pilot.

Executive Sponsor
GM, Development, Buildings and Licensing

1B. Commercial Development and Building Permit Service Improvements

Improve the City’s commercial development and building permitting services, with a current-year focus on designing and implementing process and technology changes to clarify requirements, reduce complexity and speed up commercial renovations.

Executive Sponsor
GM, Development, Buildings and Licensing

1C. Regulatory Redesign for City-Building

Advance the regulatory review associated with the City’s development and planning processes, to include bylaws, regulations, policies, processes, online tools, public/stakeholder engagement and the role of related advisory committees, with the objective of simplifying, clarifying and where appropriate, eliminating municipal regulations, to ease applicants’ requirements and speed up permitting.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

1D. Public and Stakeholder Engagement

Advance the City’s stakeholder engagement function, with a current-year focus on designing and launching CityLab – a dedicated, publicly accessible engagement space close to City Hall, putting in place a corporate system to inform, manage and track engagement processes across the City, and deploying a set of innovative platforms and tools that allow for thought-sharing among the City and stakeholders.

Executive Sponsor
Director, Civic Engagement and Communications
The City sustains long-term fiscal health and administrative effectiveness through responsible financial stewardship and robust internal administrative structures and processes.

MEASURED BY

- City of Vancouver credit rating
- Debt service as percentage of total operating revenue
- Year-over-year percent tax and utility fee increase
2A. Community Amenity Contribution Review
Update the City’s policies, processes and implementation guidelines for Community Amenity Contributions (CACs) – in-kind or cash contributions provided by property developers when City Council grants development rights through rezoning.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

2B. Business Commitment Management
Develop a set of policies, procedures, tools and a supporting organizational structure to optimize the City’s contract negotiation, management and oversight functions, for all business, partnership and collaboration agreements other than standard procurement contracts.

Executive Sponsor
GM, Finance, Risk and Supply Chain Management

2C. Information Technology Resilience
Advance the City’s technology security and resilience, with a current-year focus on developing the cybersecurity strategy, modernizing the City’s data centre capacity, and enhancing the oversight and security of critical operating technologies.

Executive Sponsor
Deputy City Manager

2D. Public-Facing Dashboard
Develop a city-wide public-facing dashboard to share the City’s performance and achievements with the public, in an accessible and user-friendly format.

Executive Sponsor
GM, Finance, Risk and Supply Chain Management

2E. Baseline Financial Review
Building upon an evaluation of the City’s historical business and financial growth, identify strategies to address the City’s long-term financial challenges to ensure the City continues to grow to meet the expectations of its citizens in a financially sustainable way.

Executive Sponsor
GM, Finance, Risk and Supply Chain Management

2F. Asset Planning, Management and Optimization
Advance the City’s asset planning, management and optimization practices across all asset categories, with a current-year focus on undertaking a leading practice review and a corporate maturity assessment, and developing a set of recommendations for subsequent implementation.

Executive Sponsor
GM, Finance, Risk and Supply Chain Management
The City develops and sustains a dynamic, healthy and safe workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best.

**THE CITY INSPIRES EXCELLENCE IN THE WORKPLACE AND IN ITS EMPLOYEES**

**MEASURED BY**

- Number of voluntary staff turnovers in under three years
- Average corporate employee absence rate
- Number of City staff participants in cultural competency training
3A. Employee Health and Safety
Continue to enhance the City’s health, wellness and safety practices, with a current-year focus on further implementation of the City’s Safety Plan and associated policies and processes, with the objective of reducing workplace injuries.

Executive Sponsor
GM, Human Resources

3B. Equity, Diversity and inclusion
Continue to focus on talent and succession planning across the organization, with a current-year emphasis on designing and implementing an action plan for the leadership representation component of the City’s Women’s Equity Strategy, implementing the next phase of the City’s Trans* and Gender Variant Inclusion Strategy, and continuing to deliver cultural competency training to City staff.

Executive Sponsor
GM, Human Resources

3C. Collective Bargaining
Renew expiring collective agreements with the City’s civic unions.

Executive Sponsor
GM, Human Resources

3D. Office Accommodation Strategy
Implement the City’s Office Accommodation Strategy, with a current-year focus on interim staff accommodation, expanding the telecommuting program, and advancing City Hall Campus planning to meet the objectives of enhancing service to the public, addressing seismic risks, and reducing City’s reliance on leased work space.

Executive Sponsor
GM, Real Estate and Facilities Management
The City cultivates strong intergovernmental relationships and seeks opportunities to leverage benefits from strategic partnerships and collaborations.

**MEASURED BY**

- Share of total City capital funding provided by external partners
- Share of total City operating funding provided by external partners
- Dollar value of cultural grants awarded by the City per year
- Dollar value of social policy grants awarded by the City per year
4A. Senior Government Relationships and Partnerships
Advance efforts to secure federal and provincial funding for the City’s priority services and projects, and foster a greater internal awareness across departments about the importance of the City’s relationships and partnerships with senior governments, refining internal policies and processes to maximize the City’s ability to attract federal and provincial funding, and to influence senior government policy and legislative changes.

Executive Sponsor
City Manager

4B. Smart Cities Challenge
Develop the final joint submission with City of Surrey for the $50 million category of Infrastructure Canada’s Smart Cities Challenge, calling upon businesses from around the world to join Vancouver and Surrey in developing Canada’s first two collision-free corridors, using autonomous shuttles and smart technologies for multi-modal transportation, services and capital projects.

Executive Sponsor
Deputy City Manager

4C. Opioid Crisis Mitigation
Aligning City departments, Vancouver Coastal Health, senior government agencies, key partners and other stakeholders, implement the top-priority recommendations of the Mayor’s Overdose Emergency Task Force.

Executive Sponsor
GM, Arts, Culture and Community Services

4D. Building a Healthy and Equitable City for All
Working closely with the senior governments and other key partners, advance the City’s key social equity and inclusion initiatives, with a current-year focus on developing the Poverty Reduction Plan, Accessibility Strategy, Equity Framework and renewal of the Healthy City Strategy.

Executive Sponsor
GM, Arts, Culture and Community Services

4E. Downtown Core Homelessness
Address the challenges of homelessness in our community, with a current-year focus on increasing year-round shelter capacity, managing impacts of camping in parks and on streets, and addressing the issue of discarded needles in the public realm.

Executive Sponsor
Deputy City Manager

4F. Chinatown Renewal
Advance a number of inter-related Chinatown transformation initiatives, including undertaking background analysis and stakeholder consultation to support the development of new policy directions for Chinatown, seeking UNESCO recognition for Chinatown as a World Heritage Site, and working with the provincial government to establish a Chinese-Canadian museum in Vancouver’s Chinatown.

Executive Sponsor
GM, Planning, Urban Design and Sustainability
The City strives to make Vancouver a livable, affordable and inclusive city with a strong sense of place, through service delivery, regulation, advocacy, and effective land use planning that integrates housing, transportation, energy, community amenities, social services and food delivery systems into our diverse communities across the city.

**MEASURED BY**

- Cumulative number of City-facilitated childcare spaces
- Share of trips in Vancouver undertaken via walking, biking or transit
- Cumulative number of social housing units committed by property developers under the 2012-2021 Housing and Homelessness Strategy
- Cumulative number of secured market rental housing units committed by property developers under the 2012-2021 Housing and Homelessness Strategy

**5A. CityPlan**

Initiate development of a long-range city-wide plan that will serve as a strategic framework that integrates the City’s social, economic, environmental and cultural policies with a physical land-use plan, with the current-year focus on scoping the work, structuring and resourcing the interdepartmental project team, and initiating public/stakeholder engagement to develop a vision and principles that will form the foundation of the plan.

**Executive Sponsor**

GM, Planning, Urban Design and Sustainability

**5B. Broadway Corridor Community Plan**

Initiate a Broadway corridor planning effort to identify the opportunities and constraints for redevelopment, to leverage the investment of the new extension of the Millennium Line Broadway Subway, and embody the objectives developed through the CityPlan process.

**Executive Sponsor**

GM, Planning, Urban Design and Sustainability
5C. False Creek South
Develop a comprehensive long-range strategy to deliver more housing on the City land in the False Creek South neighbourhood, and, once a resolution for end-of-lease issues for various tenancy types on City-owned land is substantially achieved, initiate a comprehensive community planning process.

Executive Sponsor
GM, Real Estate and Facilities Management

5D. Central Waterfront Review
Initiate planning for the Waterfront Hub – a portion of the downtown Vancouver port lands and rail connections – with a current-year focus on establishing a partnership with Vancouver Fraser Port Authority, engaging key stakeholders, and developing an initial statement of issues and opportunities.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

5E. Vancouver Affordable Housing Endowment Fund
Launch the Vancouver Affordable Housing Endowment Fund (VAHEF), a City-owned real estate portfolio dedicated to making an enduring contribution to meeting the housing and affordability needs of Vancouver residents, by sustainably managing and growing the City of Vancouver’s portfolio of affordable housing assets, contributing to complete and inclusive communities and city-wide housing targets.

Executive Sponsor
City Manager

5F. Housing Vancouver Strategy
Implement top-priority actions of the Housing Vancouver Strategy, with a current-year focus on enhancing protection for renters and rental housing stock, undertaking a rental incentive program review, updating family housing guidelines, and advancing the Making Room Housing Program designed to enable more housing opportunities in neighbourhoods across Vancouver.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

5G. Priority Co-op Program
Using the City’s 2017 Sustaining Affordable Co-op Housing on City Land Framework, advance end-of-lease decisions for co-op housing on City-owned land that have imminently-expiring leases.

Executive Sponsor
GM, Arts, Culture and Community Services
The City strives to be an environmentally sustainable city, with an emphasis on reducing carbon dependency, enhancing energy resilience, conserving energy and resources, reducing waste, creating a green corporate culture and protecting and enhancing the health of the ecosystem.

**VANCOUVER IS AN ENVIRONMENTALLY SUSTAINABLE CITY**

**MEASURED BY**
- Percentage of Vancouver Landfill gas collected
- Total litres of water consumed per capita
- Number of metric tonnes of solid waste and recyclables collected via the City’s residential collection programs
- Total greenhouse gas emissions from the City fleet
- Total greenhouse gas emissions from City-owned buildings
6A. Renewable City Action Plan
Implement the top priority actions of the City’s Renewable City Action Plan to advance toward the goal of Vancouver using 100% renewable energy by 2050, with a current-year focus on developing the City’s corporate carbon pricing policy and developing a set of indicators to track progress against the plan.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

6B. Zero Emissions Building Plan
Implement a number of the priority actions of the City’s Zero Emissions Building Plan, with a current-year focus on updating building code for detached homes to ensure new and renovated buildings are greener, healthier and more resilient, and exploring opportunities to foster mass timber and pre-fabricated construction.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

6C. Electric Vehicle Ecosystem Strategy
Continue to implement the City’s Electric Vehicle Ecosystem Strategy, with a current-year focus on adding more Level 2 fast chargers to the local public electric vehicle charging network, and implementing new preferential parking policies for zero emission vehicles.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

6D. Climate Action Plan
Develop an updated Climate Action Plan, addressing City Council’s January 2019 resolution concerning a “climate emergency.”

Executive Sponsor
GM, Planning, Urban Design and Sustainability
VANCOUVER’S BUSINESS CLIMATE IS DYNAMIC AND ROBUST

The City fosters the relationships and provides the services and regulatory environment that support a flourishing local economy, and ensures that the City’s land use planning reflects the diverse needs of industry and businesses of all sizes over the long term.

MEASURED BY

- Square feet of new residential and non-residential floor area in approved building permits
- Number of business licences issued
7A. Employment Lands and Economy
Within the CityPlan framework, complete the development of the City’s employment lands and economy strategy and action plan, to ensure that the beneficial use of all employment lands across Vancouver, including office, retail and industrial uses, is maximized over time.

Executive Sponsor
GM, Planning, Urban Design and Sustainability

7B. Supporting Local Retail and Small Business
Continue to undertake a set of actions to enhance the City’s support of local retail and small businesses, including enhancing stakeholder engagement, improving the permitting process for commercial buildings and renovations, completing a retail business study to identify key issues and opportunities, and working with the provincial government and Metro Vancouver to design and implement changes to land assessment policy.

Executive Sponsor
Deputy City Manager

7C. Hastings Park-PNE Master Plan
Advance the implementation of the Hastings Park-PNE Master Plan, with the long-term objective of transforming Hastings Park into a greener, year-round entertainment destination, with a current-year focus on assessing the financial feasibility of an expansion to Playland, developing an implementation plan for the project and for the development of additional park lands.

Executive Sponsor
City Manager

7D. Supporting the Motion Picture Industry
Advance improvements to the City’s support to and interface with the motion picture industry, with a current-year focus on addressing the industry’s land use needs, refining permitting processes, and enhancing consultation and collaboration with industry representatives.

Executive Sponsor
GM, Engineering Services
GM, Board of Parks and Recreation
The City provides the high-quality and effective police, fire, emergency preparedness and regulatory services that make Vancouver safe and enjoyable for residents, businesses and visitors.

**MEASURED BY**
- Vancouver Police Department call response time at the 90th percentile
- Average Vancouver Police Department response time to Priority 1 emergency calls
- Vancouver Fire and Rescue Services call response time at the 90th percentile, in minutes:seconds
- Crime Severity Index, total crimes within Vancouver
- Number of Vancouver residents trained in personal emergency preparedness
8A. Single Resident Occupancy Revitalization Plan
Develop and implement the City’s Single Resident Occupancy Revitalization Plan, with a focus on property maintenance, renewal and funding.

Executive Sponsor
General Manager, Arts, Culture and Community Services

8B. Earthquake Preparation and Resilience
Undertake a set of initiatives to enhance seismic resilience across Vancouver, with a current-year focus on undertaking a major city-wide earthquake response exercise, and assessing options to address seismic risks associated with Vancouver’s private building stock.

Executive Sponsor
Deputy City Manager

8C. Fire Prevention Services
Improve the Vancouver Fire and Rescue Department’s fire prevention programs, with a current-year focus on expanding and refining the existing risk-based inspection program, developing an updated set of fire and life safety training and education programs, creating a standard, evidence-based, targeted process for delivering fire and life safety messaging, and developing a resourcing plan to provide fire prevention support to the most at-risk buildings.

Executive Sponsor
Fire Chief

8D. Vancouver Fire and Rescue Services Accreditation
Initiate a set of actions to move toward securing Center for Public Safety Excellence (CPSE) accreditation for Vancouver Fire and Rescue Services, with a current-year focus on developing a data framework that reflects the VF&RS Strategic Plan goals, and designing processes and training to support effective and meaningful collection and use of data across the department.

Executive Sponsor
Fire Chief

8E. VPD Support for Opioid Crisis and Homelessness
Working closely with the City of Vancouver and partner agencies, the Vancouver Police Department will continue to apply policing best practices to address the opioid crisis and homelessness issues in Vancouver.

Executive Sponsor
Chief Constable

8F. VPD Mental Health Initiatives
Supported by appropriate resourcing, advance the Vancouver Police Department’s member health and wellness program, including enhancement of post-traumatic stress disorder treatment and prevention programs.

Executive Sponsor
Chief Constable
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 help attract the talent needed in our city to maintain a strong economy.

**MEASURED BY**

- Annual attendance at Vancouver Civic Theatres facilities
- Number of registrants in community centre programs operated by the Park Board
- Number of Vancouver Public Library in-person and website visits
- Share of Vancouver residents who live within a five-minute walk to green space
9A. Creative City Strategy
Complete the Creative City Strategy, which will identify priorities to guide Vancouver’s future efforts and investments in the local arts, culture and creative communities, aligning and integrating key findings and recommendations from a number of relevant plans, strategies and advisory bodies, including the Making Space for Arts and Culture: 2018 Cultural Infrastructure Plan, the Vancouver Music Strategy, and City’s Special Events Policy.

Executive Sponsor
GM, Arts, Culture and Community Services

9B. Children’s Library Service Enhancements
Develop plans for the revitalization of the children’s library at the Vancouver Public Library Central Branch, as well as for upgraded spaces in select branches across the city, to encourage early learning and build early literacy skills development.

Executive Sponsor
Chief Librarian

9C. Social Infrastructure Plan
Complete a social infrastructure plan that will articulate a long-range plan for City-owned/supported facilities for social non-profit organizations, and recommend a set of strategies, tools and a priority-setting methodology for delivering social infrastructure across all of Vancouver.

Executive Sponsor
GM, Arts, Culture and Community Services

9D. City Archives and Central Library Co-Location
Relocate the City of Vancouver Archives to the Vancouver Public Library Central Branch, implement the plan to create an optimized Archives service delivery model, and modernize the archives location management system.

Executive Sponsor
Chief Librarian

9E. New and Renewed Civic Facilities
Advance the planning and development of a number of important civic-use facilities, with the current-year focus to include the renewal of Firehall No. 5 and associated social housing units, the West End Community Centre and Library, and the Marpole Community Centre renewal project.

Executive Sponsor
GM, Real Estate and Facilities Management
VANCOUVER’S ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT

The City plans for, develops and sustains the low carbon, energy resilient, environmentally sound, cost-effective, reliable and safe public works and 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 in poor condition
• Number of 3-1-1 engineering asset service requests
• Percentage of facilities maintenance demand orders completed on time

10A. Property Endowment Fund Strategy
Develop a long-term strategy for the City’s real estate investment portfolio – the Property Endowment Fund – that will guide the fund’s future investment and asset management decisions over the next thirty years, to best achieve a reasonable rate of return, while at the same time supporting the City’s priority policy objectives.

Executive Sponsor
GM, Real Estate and Facilities Management

10B. Non-Profit Lease Management
Establish a centralized structure and robust process for managing City property leased to non-profit agencies, to include the establishment of a decision framework to inform how subsidized property is allocated, and the development of a standardized approach to lease negotiation, ongoing lease management, and lease renewal decisions, with a current-year focus on social and cultural agency and Park Board tenants.

Executive Sponsor
GM, Real Estate and Facilities Management
10C. Broadway Subway to UBC
Support TransLink and the provincial government in advancing the design of the Broadway Subway, and develop/implement a plan to extend the subway to the University of British Columbia.

Executive Sponsor
GM, Engineering Services

10D. Granville Bridge Upgrades
Initiate public engagement and design for the proposed seismic and structural upgrades to the Granville Bridge, in the context of the Granville Bridge Active Transportation Corridor planning.

Executive Sponsor
GM, Engineering Services

10E. Integrated Water Resource Planning
Design and resource a new Integrated Utility Planning division that takes a “one water” approach to water infrastructure planning and service delivery, with a current-year focus on initiating a city-wide sewer, drainage, and surface water model to inform decision-making through data, developing integrated utility plans to service priority growth areas, and developing a comprehensive planning framework that integrates green and piped infrastructure with natural systems, transportation, urban design and private developments.

Executive Sponsor
GM, Engineering Services

10F. Shoreline Flood Protection
Advance shoreline protection initiatives, with a current-year focus on developing a regulatory and policy framework and a sustainable funding strategy that incorporates senior government partnership and funding opportunities in alignment with cross-jurisdictional mandate and requirements, and on supporting the planning and development of shoreline protection measures in the East Fraser Lands.

Executive Sponsor
GM, Planning, Urban Development and Sustainability
GM, Finance, Risk and Supply Chain Management

10G. Safely Improve the Management of Building Assets
Advance the Safely Improve the Management of Building Assets (SIMBA) program to improve service delivery and reduce building-related risk through optimizing building asset management, improving tools, data and processes, and developing operating level agreements with partner departments across the organization.

Executive Sponsor
GM, Real Estate and Facilities Management
This appendix contains a summary of progress and achievement highlights for the 2018 Corporate Plan’s short-term priorities.

1. THE CITY PROVIDES EXCELLENT SERVICE

1A. Building Asset Management

• Reduced the backlog of demand work orders by over 40% and improved the on-time completion rate by over 10%.
• Completed a strategic review of the Facilities Management Program including benchmarking and best practices in organizational structure, resourcing levels, processes and IT tools.
• Completed planned detailed building systems condition assessments to improve condition awareness and reduce facility-related risk.
• Developed dashboards with metrics to track over 40,000 annual facility-related work orders.

1B. Development and Building Service Improvements

• Renovated the Services Centre and improved signage to provide a better customer experience and reduce customer wait times by 30%.
• Implemented a new screening process allowing permit applicants to meet with staff within 30 minutes of arrival and ensure applications are complete.
• Launched the new Applicant Supported and Assisted Process (ASAP), to expedite single family and laneway homes, reducing permit processing from 25 weeks to 8-10 weeks.
• Created and implemented an expedited process to permit and inspect all modular housing projects.
• Reduced the processing time for rezonings and development permits by 50%.
• Approved 900 incremental dwelling units in 2018.

1C. Development and Building Regulatory Review

• Advanced amendments to the Sign Bylaw and developed a policy to regulate emerging forms of sign advertising.
• Established a dedicated team to administer and manage rezoning applications relating to affordable housing projects, on a priority basis.

1D. Resident Experience Initiative

• Initiative intentionally delayed.
2. THE CITY IS FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFECTIVE

2A. **Long-Term Financial Sustainability Strategy**
   - Council approved the 2019-2022 Capital Plan, with $540 million dedicated to affordable housing, $498 million to parks, open space and community facilities, and $123 million to childcare.
   - Finalized the 10-Year Capital Outlook and 4-Year Capital Plan, which include substantial increase in maintaining and renewing the City’s critical infrastructure and public amenities, optimizing the use of development contributions for public amenities, and long-term financial sustainability through prudent debt management and maintaining AAA credit ratings.

2B. **Community Amenity Contribution Review**
   - Initiated a comprehensive review of the City’s Community Amenity Contribution (CAC) Policy.
2C. Corporate Sponsorship and Revenue Strategy

- Officially renamed Vancouver Art Gallery North Plaza šxʷƛ̓ənəq Xwtl'e7énḵ Square and Queen Elizabeth Plaza šxʷlexən Xwtl'a7shn.
- Completed a two-year fee adjustment strategy for planning and development fees to support the City’s ongoing efforts to enhance permitting service levels and to ensure user fees continue to be set at rates that reflect cost recovery.
- Developed an inventory of City-owned assets potentially suitable for sponsorship, including the associated estimated earnings, to support the development of the City sponsorship policy.

2D. Regulatory Compliance Framework

- Developed recommendations and documentation to improve compliance concerning the City’s practices related to equipment, building maintenance, driver services, Payment Card Industry, and safety.
- Improved the City’s compliance culture through a communications program and identification of key risk areas that could lead to non-compliance events.
- Improved the Driver Services Compliance Program by streamlining processes for new and existing drivers, and purchasing a driving simulator to reduce emissions and training costs.

2E. Business Commitment Management

- Advanced understanding of the City’s various types of business commitments and the current practices to manage and oversee these commitments.
- Initiated development of a Business Commitments Framework to create a standard corporate approach to entering into, managing, and overseeing the City’s various forms of business commitments.

2F. Comprehensive City-Building Framework

- Designed and implemented a dashboard to track and report on public benefit delivery in community plan areas, with the objective of further integrating the City’s capital planning and community planning processes.
- Implemented a new framework for financing upgrades to water, sewer and drainage utilities to support growth.

2G. Information Technology Resilience

- City of Vancouver was awarded the IT World Canada’s Large Public Sector Transformation Digital Transformation Award.
3. THE CITY INSPIRES EXCELLENCE IN THE WORKPLACE AND IN ITS EMPLOYEES

3A. Talent Strategy

- Set the strategic direction for the City’s approach to talent and succession planning.
- Developed a business intelligence tool to support a standard corporate approach to succession planning and recruitment strategy across the organization.

3B. Employee Health and Safety

- Completed the Corporate Safety Approach and refreshed the Organizational Health and Safety Policy.
- Developed a Risk Assessment and Audit Tool to assist in oversight of required safety actions.
- Launched the Evans Yards safety campaign with a focus on a “Commitment to Safety” and “Never Walking Past an Unsafe Act” themes.

3C. Equity, Diversity and Inclusion

- Council approved the new Women’s Equity Strategy and updated Gender Equality Strategy.

4. THE CITY OPTIMIZES STRATEGIC PARTNERSHIPS AND COLLABORATIONS

4A. Smart Cities Challenge

- The City of Vancouver and City of Surrey’s joint submission was shortlisted for Infrastructure Canada’s Smart Cities Challenge top-tier $50 million prize, with the final winner to be announced in 2019

4B. Senior Government Partnerships

- Secured over $160 million dollars in senior government funding for the City’s priority projects.
- Developed corporate tracking systems and a governance model for all federal and provincial government requests, including funding, policy and legislative changes.
4C. Mental Health and Addiction
- As part of the Mental Health and Addictions Plan, Council approved $500,000 in new funding for urgent action needed on the overdose crisis.
- Secured transitional program funding for Saa’ust Centre for Families and Survivors Affected by the Missing and Murdered Indigenous Women and Girls Inquiry and ongoing impacts of intergenerational trauma.
- Supported the Metro Vancouver Aboriginal Executive Council in the creation of the Metro Vancouver Indigenous Services Society to promote healing and wellness, to include cultural approaches to addictions treatment.
- Completed technical studies for 312 Main to explore feasibility of an Indigenous Healing and Wellness Centre.

4D. Social Equity and Inclusion
- Built and committed 159 new childcare spaces in 2018, surpassing the 2015-2018 goal of 1,000 spaces by 141.
- Substantially completed the Childcare Policy Review, a review of the City’s policies on supporting childcare and encouraging the creation of more childcare spaces.

4E. Downtown Eastside and Chinatown Initiatives
- Completed outreach to businesses, residents and stakeholders and initiated rezoning changes, as part of the Chinatown Economic Revitalization Strategy.
- Worked with the community to develop an inclusive Powell Street (Japantown) revitalization program and public realm plan, as part of the Downtown Eastside Plan implementation.

4F. City of Reconciliation Initiatives
- Supported the Vancouver Art Gallery Plaza renaming process and celebration event
- Returned the Ces’nam Lands in South Vancouver to the Musqueam Indian Band.
- Increased the number of City staff who completed cultural competency training.
- Advanced the development of the City of Vancouver First Nations Protocol Guidebook.
- Hired a new internal Indigenous Relations Manager.
5. VANCOUVER IS A LIVABLE, AFFORDABLE AND INCLUSIVE CITY

5A. Housing Policy and Regulation

• Created the Vancouver Affordable Housing Endowment Fund (VAHEF), a portfolio of City-owned property dedicated to affordable housing.
• Adopted a new strategy to guide City and partner contributions to reach 10-year affordable housing targets.
• Launched the Making Room program to enable greater diversity in housing options in neighbourhoods across the city, including amendments to the Zoning and Development Bylaw to enable duplexes in what have historically been single family dwelling districts.

5B. Affordable Housing on City Land

• Delivered 404 temporary modular housing units and permitted an incremental 606 temporary modular housing units on City-owned land.

5C. Short-Term Residential Rental Regulation

• Implemented a new short-term rental regulatory program, designed to protect long-term rental housing in Vancouver.
• Under this new program, over 3,100 short-term rental business licences were issued, with a high degree of compliance achieved through education, licensing and enforcement.

5D. Empty Homes Tax

• Implemented the new Empty Homes Tax, designed to return empty or under-utilized properties to use as long-term rental homes for people who live and work in Vancouver, and help relieve pressure on Vancouver’s rental housing market.
• 2018 was the first year of annual declarations for this tax, with 92% having been made online.
• Completed over 7,000 Empty Homes Tax audits, and implemented the multi-level Empty Homes Tax appeals process by hiring a review officer and setting up an external review panel.

5E. Rental Housing Stock
• Reviewed the Rental Housing Stock Official Development Plan and amended bylaws to enhance protection for existing rental housing.
• Adopted a pilot program to protect rental housing by incentivizing building reinvestment and by refining the City’s Rate of Change Policy that informs the percentage net loss of rental housing units associated with a rezoning.
• Launched the Moderate Income Rental Housing Pilot Program, designed to provide incentives to encourage development proposals that incorporate secured rental housing, with at least 20% made available to moderate income households.
• In order to further encourage delivery of secured market rental housing, refined the existing Affordable Housing Choices Interim Rezoning Policy, aimed at encouraging innovation and enabling real examples of affordable housing choices on major streets related to transit.

5F. At-Risk Building Preservation and Enforcement
• Engaged a multi-disciplinary tactical team to actively monitor those private properties that have the greatest number of property use and safety issues in Vancouver.
• Successfully escalated enforcement against the owners/operators of a selection of these properties, including the closure of the Regent Hotel and rehousing of its tenants in 2018.

5G. Central Waterfront Review
• Advanced area planning through a Letter of Intent between the City and the Vancouver Fraser Port Authority.
• Completed a comprehensive Central Waterfront Area Profile with integrated data and mapping to support future land use and transportation planning.

5H. Broadway Corridor Land Use Planning
• City Council approved the Broadway Plan Terms of Reference, Rezoning Policy and innovative Development Cost Expectation Policy, which is the City’s first effort to reduce land value speculation during area planning.
• Completed a comprehensive Broadway Plan Area Profile with integrated data and mapping to support future land use, housing, utilities, economic, parks and transportation planning.
6. VANCOUVER IS AN ENVIRONMENTALLY SUSTAINABLE CITY

6A. One Water Strategy

- Developed twenty-one new green rainwater infrastructure assets that clean and absorb rainwater in the public, private and park realms.
- Developed a corporate water framework that integrates and aligns the City’s various water-related projects and programs, and established the new Engineering Services Integrated Strategy and Utilities Planning Office to ensure a holistic, coordinated approach to designing and delivering water and sewer infrastructure and services.

6B. Zero Waste Strategy

- Completed the City’s Single-Use Item Reduction Strategy, with the objective of reducing local waste from shopping bags, take-out cups and containers, and disposable straws and utensils.

6C. Zero Emissions Building Plan

- Updated the Building Bylaw (for large multi-family, office, retail, and hotel buildings) and Higher Buildings Policy (for landmark towers) to establish greenhouse gas (GHG) limits and require compliance with Provincial Energy Step Code, which will reduce annual GHG emissions by 70 - 85%, as compared to current code.
- Council approved 5% additional usable floor space for near-zero emission (e.g. the “Passive House” standard) multi-family developments in existing zoning, along with discretionary authority to allow variances to accommodate these developments.
- Increased the number of “Passive House” units in Vancouver from one in 2015, to 2,500 units built or permitted by the end of 2018.

6D. Green Fleet Initiatives

- Completed GPS installation in all non-emergency fleet vehicles and equipment (1,100 units), resulting in an overall improvement in fuel economy.
- Improved safe driving behaviours through the first phase of the GPS In-Vehicle Alert program which resulted in a 64% decrease in speeding occurrences, a 28% decrease in non-seatbelt occurrences, and a 20% decrease in idling occurrences.

6E. Renewable City Action Plan

- Supported the development of Canada’s largest “Passive House,” a high-performance energy-efficient building called The Heights, with a typical rental unit being so efficient it could be heated with a hair dryer.
- Launched the Zero Emissions Building Exchange (ZebX), a collaborative platform on which zero emissions industry leaders from across BC and from around the world share information about developing cost-effective, attractive, zero emissions buildings.
- Amended the Green Demolition By-law to require deconstruction – a more careful approach to taking down houses in order to salvage more materials – for pre-1910 homes and heritage-listed homes built before 1950.
6F. **Electric Vehicle Ecosystem**

- Council approved a preferential parking policy to encourage the use of electric vehicles (EV).
- To support mass adoption of EVs now and into the future, Council approved the requirement that development permits for new multi-family buildings submitted after January 1, 2019 must have 100 per cent of their parking stalls equipped with EV charging infrastructure.
- Partnered with TransLink to commit to all new transit buses in Vancouver being zero emission starting in 2025.

7. **Vancouver’s Business Climate is Dynamic and Robust**

7A. **City Core 2050**

- Integrated the intended City Core 2050 work program into the broader CityPlan work that is launching in early 2019.

7B. **Employment Lands and Economy**

- Partnered with the Vancouver Economic Commission on an industrial insights survey and initiated the City’s Employment Lands and Economy Review Business Survey.
- Established a team to review Vancouver’s employment lands and explore the requirements to support Vancouver’s future economy.
- Collaborated with Metro Vancouver on industrial lands research and launched the Vancouver Employment Lands and Economy Review website.
- Co-hosted a public dialogue on the future of work at the SFU Community Summit.

7C. **Supporting Local Retail and Small Business**

- Initiated a city-wide retail assessment study to review and identify programs, policy and regulatory support for the City’s Business Improvement Associations and local businesses, with a goal of developing supportive policy that will help local, small-scale businesses and shopping districts thrive.

7D. **Playland Redevelopment**

- Evaluated a number of redevelopment scenario options for the Playland amusement park located at Hastings Park, and reaffirmed the 2011 Playland redevelopment concept.
8. VANCOUVER IS A SAFE CITY IN WHICH PEOPLE FEEL SECURE

8A. Marijuana Policy and Regulation

• Reviewed and revised existing City policy and regulatory frameworks, including those related to cannabis consumption, cultivation and retail activity, to ensure alignment with federal and provincial legislation.
• Made bylaw amendments to align with federal and provincial legislation, ensuring the City was prepared for the legalization of cannabis.
• Collaborated with key internal and external stakeholders, to educate the public on the revised role of municipalities in cannabis legalization.

8B. Earthquake Preparation and Resilience

• Implemented the City’s new Emergency Management Information System, VanORCA, and used the system to support over 40 incidents over 2018.
• Advanced core exercise planning and related emergency planning work in the areas of building damage assessment, department operations centres, and information management.
• Engaged a technical expert advisory committee and completed the first phase of a comprehensive seismic risk assessment for private buildings.
• Distributed $100,000 in grants to support four neighbourhood organizations to develop and test tools to promote neighbourhood resilience.

8C. Vancouver Fire and Rescue Services Strategic Plan

• Drafted an updated Vancouver Fire and Rescue Services Strategic Plan, based on a comprehensive and evidence-based assessment of Vancouver’s longer-term fire and rescue service needs.
8D. **Fight Violent Crime**

- Total incidents of violent crime decreased by 0.6% in 2018 compared to 2017.
- Incidents of culpable homicide decreased by 21%, incidents of shots fired decreased by 39%, and incidents of bank robbery decreased by 25%.
- Created a false online advertisement for a dating site that redirects visitors to the VPD’s website where they would learn tips regarding safe online dating, resulting in 2,029 ad clicks and 1,662,541 views to the Date Safe webpage.
- Led a significant regional organized crime project targeting violent criminals and high-level drug traffickers that resulted in the seizure of 160 firearms, over 50 kilograms of hard drugs, and the seizure of millions of dollars in cash and offence-related property.
- Held a Youth Connect Symposium involving hundreds of high school students to promote discussion and dialogue on cyber-bullying, diversity, sexual consent, risky dating practices, and unsafe use of social media.

8E. **Improve Road Safety**

- Non-fatal motor vehicle collisions decreased by 4.8%.
- Launched and completed a number of VPD campaigns that included checks for distracted driving, high risk driving, speeding, pedestrian and cycling safety, and sobriety.
- Expanded the annual CounterAttack Roadblock campaign to also focus on drug impaired driving, and increased number of trained Drug Recognition Experts and officers trained in Standard Field Sobriety Testing.
- Increased the number of followers of the VPD Traffic Section’s Twitter account to 1,574 and tweeted roughly 3-5 times per week providing information to the public on road safety related safety matters, particularly pedestrian safety.

8F. **VPD Mental Health Initiatives**

- In partnership with St. Paul’s hospital, launched HUB, which provides faster acute care for patients living with addiction and mental health issues, and connects them with medical and social resources after being discharged from the emergency room.
- Working with Vancouver General Hospital, advanced the establishment of a formal tele-triage system which involves connecting a person in a crisis situation directly with a psychiatrist via teleconference.
- Trained 70 peer facilitators at three Vancouver School Board secondary schools and delivered Here4Peers workshops to approximately 800 grade six and seven students.
9. VANCOUVER OFFERS EXTRAORDINARY CIVIC AMENITIES

9A. Arbutus Greenway
   • Engaged 7,000 participants at over 50 events, including residents of all age groups and from every neighbourhood in the City.
   • Completed and received Council support for the Arbutus Greenway Design Vision, articulating the City’s vision for eight distinct character zones for the greenway with a range of experiences and spatial qualities.
   • Issued a Request for Proposals to deliver the detailed designs for Zone 3 and Zone 8 of the Greenway.
   • Achieved continued high usage of the temporary path for walking, cycling and rolling.

9B. Park Board Concession Renewal
   • Implemented various concession program updates and enhancements resulting in a 22% increase in gross revenue ($617,000) over the 2018 budget target.
   • The Park Board approved a Concession Strategy, that includes various operating models and related recommendations.

9C. City Archives and Central Library Co-Location
   • Opened Levels 8 and 9 of the downtown Central Library, creating 42,000 square feet of new indoor public space and 16,800 square feet of outdoor space, as well as space to accommodate the Vancouver Archives within the Central Library.
   • Completed the functional plan for Level 7 and the Lower Level of the Central Library, describing the planning criteria for situating the Archives within the Central Library.

9D. Public Library Upgrades
   • Added 7,400 square metres of floor space to the Vancouver Public Library Central Branch, including a reading room, an 80-seat theatre and rooftop garden.
   • Completed community consultation for the redevelopment of the Britannia Library Branch, completed functional planning for the Oakridge Library Branch, and initiated planning for the Marpole Library Branch.
   • Supported the Vancouver Public Library Foundation in securing a $5 million donation for the revitalization of the Children’s Library and the Central Library’s main entry level and third floor.

9E. Parks and Recreation Citywide Strategies
   • Launched a city-wide community advisory group for VanSplash, Vancouver’s Aquatic Strategy, to ensure that a diverse range of interests is represented and reflected in the future of Vancouver’s pools and beaches.
   • The Park Board approved the first two components of the Park Board’s Parks and Recreation Services Master Plan: (a) an inventory and analysis of the current state of Vancouver’s parks and recreation system, and (b) ten goals to make parks and recreation more equitable, accessible, inclusive and resilient over the next 25 years.
9F. **Vibrant Public Spaces**

- Hosted the first Symphony at Sunset concert at Sunset Beach park with an estimated 10,000 people in attendance.
- Delivered plaza stewardship and programming pilots, including 135 public space activations delivered by the City, and another 409 public space activations delivered by community partners that were funded by the City’s VIVA Vancouver Program.
- Initiated planning for a Downtown Public Space Strategy.
- Completed the final design for 800 Robson signature plaza and established partnership with provincial government for its construction, delivered a new plaza at Main & East 14th Avenue, and delivered upgrades and advanced future permanent design for the Bute-Robson Plaza.
- Launched the Ackery Alley laneway activation, in partnership with Downtown Vancouver Business Improvement Association and the Vancouver Civic Theatres, and piloted programming in this space.

9G. **Creative City Strategy**

- Initiated development of the Creative City Strategy, which will be a new, comprehensive plan for arts, culture, and creative work and life in Vancouver, and hosted a public launch and public engagement events with over 100 organizations and over 500 people, with early findings presented to City Council.
- Awarded $100,000 in Host Your Own engagement grants to ten organizations with a focus on historically underrepresented voices and communities.
- Launched a new Creative City strategic grant program and invested $500,000 in projects focused on the early findings of the Creative City Strategy.
- Council approved the interim Vancouver Music Strategy with $400,000 funding for a new, one-time Vancouver Music Fund to support Vancouver-based artists and initiatives, and the hiring of a staff member focused on the music community.
10. VANCOUVER’S ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT

10A. Northeast False Creek Planning

- Following the engagement of over 17,000 citizens over two years, City Council adopted the North East False Creek (NEFC) Plan, which advances the development of a substantial new mixed use waterfront neighbourhood.
- Substantially completed engineering design for the replacement of the Georgia and Dunsmuir viaducts.
- Council approved the NEFC Infrastructure Project Implementation and Financial Strategy, as well as the Plaza of Nations site and PavCo/BC Place Tower rezonings.
- Advanced the conceptual design of a NEFC park through additional consultation with Chinatown, area residents, special events and festival organizers, Hogan’s Alley and through workshops with representatives of the Musquem, Squamish and Tsleil-Waututh.

10B. Property Endowment Fund Strategy

- Have advanced the current state, research and leading practices work that will create the foundation of the Property Endowment Fund Strategy, to be completed in 2019.

10C. City Hall Campus Planning

- Completed a feasibility analysis for the City Hall Campus Master Plan, and have developed a community engagement plan for the City Hall Campus and the upcoming Broadway Area planning processes.
10D. Non-Profit Lease Management

- Invested in new staff resources to improve end-to-end management of non-profit leases.
- Launched a new Non-Profit Lease Maintenance Oversight Program to improve oversight of tenant maintenance in City-owned facilities.
- Designed and implemented a dashboard to improve non-profit lease tracking.
- Developed standardized templates for lease documentation, including standard leases, renewal letters and public service requirements that will be appended to new and renewed leases.

10E. Millennium Line Broadway Extension

- Council approved the City’s municipal requirements that will guide City involvement in the Broadway Subway Project.
- Reached agreement with TransLink and the Mayors’ Council on the City’s contribution towards the Broadway Subway Project.
- Completed a fully funded Phase 2 investment plan for regional transportation, including Broadway Subway.

10F. Climate Change Adaptation Strategy

- Completed public engagement on shoreline protection along the Fraser River with residents, industry and First Nations.
- Council approved a long-term sea level rise response plan – Phase 3 of the Vancouver Coastal Flood Risk Assessment – to ensure projects to protect Vancouver against sea level rise will be initiated when needed.
- Council approved the update to the Climate Change Adaptation Strategy to ensure Vancouver is planning for the most current threat assessment associated with sea level rise, increased heat and increased storms.
This appendix lists the City’s key longer-term strategy direction documents, along with the top-level goals or areas of focus for each.

A HEALTHY CITY FOR ALL: VANCOUVER’S HEALTHY CITY STRATEGY, 2014-2025

- A good start
- A home for everyone
- Feeding ourselves well
- Healthy human services
- Making ends meet and working well
- Being and feeling safe and included
- Cultivating connections
- Active living and getting outside
- Lifelong learning
- Expressing ourselves
- Getting around
- Environments to thrive in
- Collaborative leadership for A Healthy City for All

BIODIVERSITY STRATEGY, 2016

- Restore habitats and species
- Support biodiversity within parks, streets, and other City-owned lands
- Protect and enhance biodiversity during development
- Celebrate biodiversity through education and stewardship
- Monitor biodiversity to track change and measure success
CITY OF VANCOUVER DIGITAL STRATEGY, 2013
• Engagement and access
• Infrastructure and assets
• Economy
• Organizational digital maturity

CLIMATE CHANGE ADAPTATION STRATEGY, 2018
• Preparing for anticipated impacts from climate change
• Mainstreaming adaptation into City business
• Climate resilient infrastructure and buildings, natural areas and green space
• Prepared communities
• Coastline protection
COMMUNITY PLANS, COMPLETED AND UNDER DEVELOPMENT

- Cambie Corridor plan
- Downtown Eastside Plan
- East Fraser Lands Official Development Plan
- False Creek Flats Plan
- False Creek South Neighbourhood Plan
- Grandview-Woodland Community Plan
- Joyce Collingwood Station Area Plan
- Marpole Community Plan
- Mount Pleasant Community Plan
- Northeast False Creek Area Plan
- Norquay Village Neighbourhood Centre Plan
- West End Community Plan

EARTHQUAKE PREPAREDNESS STRATEGY, 2013 UPDATED 2016

- Assess risk
- Reduce risk
- Prepare to respond and recover

ELECTRIC VEHICLE ECOSYSTEM STRATEGY, 2016

- Expand the electric vehicle charging options in the City
- Accessibility
- Affordability
- Economic opportunity
ENGINEERING STRATEGIC PLAN, 2017 - 2020

- Achieve excellence in public works and engineering services
- Drive service efficiency through continuous improvement
- Deliver creative solutions through innovation
- Provide excellent service to residents
- Foster continuous and transparent communication and collaboration with partners

GREENEST CITY 2020 ACTION PLAN, PART TWO: 2015-2020

- Climate and renewables
- Green buildings
- Green transportation
- Zero waste
- Access to nature
- Clean water
- Local food
- Clean air
- Green economy
- Lighter footprint
HOUSING VANCOUVER STRATEGY, 2017

- Shift toward the right supply
- Action to address speculation and support equity
- Protect and support diversity
- Protect our existing affordable housing for the future
- Renew our commitment to partnerships for affordable housing
- Increase supports and protections for renters and people who are homeless
- Align City processes with housing targets

INTEGRATED RAIN WATER MANAGEMENT PLAN, 2016

- Maintain clean water from watersheds to receiving environments
- Reduce potable water demand
- Connect people to urban and natural ecosystem functions
NEIGHBOURHOOD ENERGY STRATEGY, 2012
• Establish and expand new neighbourhood energy systems
• Convert existing steam heat systems to low carbon energy sources

PEOPLE, PARKS AND DOGS: A STRATEGY FOR SHARING VANCOUVER’S PARKS, 2017
• Access
• Design
• Stewardship
• Enforcement

RAIN CITY STRATEGY, 2017
• Water quality
• Resilient and healthy urban ecosystems
• Urban rainwater management and combined sewer overflow mitigation
• Divert rainwater from the pipe system to preserve pipe capacity, reduce flooding and reduce potable water consumption
RENEWABLE CITY STRATEGY, 2015-2050

- Renewable buildings
- Renewable transportation
- Green economic opportunities

RENEWABLE ENERGY STRATEGY FOR CITY-OWNED BUILDINGS, 2015-2040

- Zero emission new construction
- Zero emission renewal
- Neighbourhood renewable energy systems
- Energy retrofits & optimization
- Gas conversion to high efficiency electric heating
- Low thermal demand retrofits
- On-site renewables
- Renewable natural gas
SEISMIC STRATEGY FOR CITY OF VANCOUVER FACILITIES, 2017

- Risk-based approach to mitigate seismic risk for City-owned buildings

TRANSPORTATION 2040, 2012

- Land use
- Walking
- Cycling
- Transit
- Motor vehicles
- Goods, services and emergency response
- Education, encouragement and enforcement
TRANS*, GENDER VARIANT AND TWO SPIRIT INCLUSION AT THE CITY OF VANCOUVER, 2016

- Public space, facilities and signage
- Programs and services
- Human resources
- Communications and data
- Community consultation and public partnerships

VANCOUVER BIRD STRATEGY, 2015

- Be a world leader in supporting diverse assemblage of native birds
- Create conditions for native birds to thrive
- Protect and enhance habitat
- Reduce threats
- Enhance access to nature
- Increase awareness of the importance of birds
- Grow bird related tourism
APPENDIX 3 – LONG-TERM SERVICE STRATEGIES

VANCOUVER FOOD STRATEGY, 2013

- Support food-friendly neighbourhoods
- Empower residents to take action
- Improve access to healthy, affordable, culturally diverse food for all residents
- Make food a centrepiece of Vancouver’s green economy
- Advocate for a just and sustainable food system with partners and at all levels of government

VANCOUVER POLICE DEPARTMENT 2017-2021 STRATEGIC PLAN

- Support our people
- Engage our community
- Enhance public safety
- Fight crime
APPENDIX 3 – LONG-TERM SERVICE STRATEGIES

VANCOUVER PUBLIC LIBRARY STRATEGIC PLAN, 2017-2020
- Learning, creativity, and innovation
- Access and equity
- Sharing and collaboration
- Organizational strength

VANSPLASH: VANCOUVER AQUATICS STRATEGY, 2018
- Indoor pools
- Outdoor pools
- Beaches
- Spray parks and wading pools
- Innovation

VANPLAY – PARKS AND RECREATION SERVICES MASTER PLAN, 2019
- Provide a 100-year vision, 25-year outlook and a 10-year implementation plan
- Develop strategies to respond to increased demand on parks and recreation, as these services continue to increase in demand
- Build a comprehensive policy framework regarding parks and recreation to advance health, wellness and social inclusion
- Prioritize the development and renewal of parks, recreation facilities and amenities.
WOMEN’S EQUITY STRATEGY, 2018 - 2028
- Intersectional lens
- Women’s safety
- Childcare
- Housing
- Leadership & representation

ZERO EMISSIONS BUILDING PLAN, 2016
- Establish GHG and heat loss limits for new buildings
- Build new City facilities to Passive House or other near zero emission building standard
- Support private sector leaders to develop near zero emissions buildings
- Develop industry capacity through the Zero Emissions Building Exchange (ZEBx)
### GOAL 1. EXCELLENT SERVICE
- A. Residential Development and Building Permit Service Improvements
- B. Commercial Development and Building Permit Service Improvements
- C. Regulatory Redesign for City-Building
- D. Public and Stakeholder Engagement

### GOAL 2. FINANCIALLY HEALTHY
- A. Community Amenity Contribution Review
- B. Business Commitment Management
- C. Information Technology Resilience
- D. Public-Facing Dashboard
- E. Baseline Financial Review
- F. Asset Planning, Management and Optimization

### GOAL 3. WORKPLACE AND EMPLOYEE EXCELLENCE
- A. Employee Health and Safety
- B. Equity, Diversity and Inclusion
- C. Collective Bargaining
- D. Office Accommodation Strategy

### GOAL 4. PARTNERSHIPS AND COLLABORATION
- A. Senior Government Relationships and Partnerships
- B. Smart Cities Challenge
- C. Opioid Crisis Mitigation
- D. Building a Healthy and Equitable City for All
- E. Downtown Core Homelessness
- F. Chinatown Renewal

### GOAL 5. AFFORDABLE, LIVABLE, INCLUSIVE
- A. CityPlan
- B. Broadway Corridor Community Plan
- C. False Creek South
- D. Central Waterfront Review
- E. Vancouver Affordable Housing Endowment Fund
- F. Housing Vancouver Strategy
- G. Priority Co-op Program

### GOAL 6. ENVIRONMENTALLY SUSTAINABLE
- A. Renewable City Action Plan
- B. Zero Emissions Building Plan
- C. Electric Vehicle Ecosystem Strategy
- D. Climate Action Plan

### GOAL 7. DYNAMIC BUSINESS CLIMATE
- A. Employment Lands and Economy
- B. Supporting Local Retail and Small Business
- C. Hastings Park-PNE Master Plan
- D. Supporting the Motion Picture Industry

### GOAL 8. SAFE CITY WHERE PEOPLE FEEL SECURE
- A. Single Resident Occupancy Revitalization Plan
- B. Earthquake Preparation and Resilience
- C. Fire Prevention Services
- D. Vancouver Fire and Rescue Services Accreditation
- E. VPD Support for Opioid Crisis and Homelessness
- F. VPD Health and Wellness

### GOAL 9. EXTRAORDINARY CIVIC AMENITIES
- A. Creative City Strategy
- B. Children’s Library Service Enhancements
- C. Social Infrastructure Plan
- D. City Archives and Central Library Co-Location
- E. New and Renewed Civic Facilities

### GOAL 10. WELL-MANAGED ASSETS AND INFRASTRUCTURE
- A. Property Endowment Fund Strategy
- B. Non-Profit Lease Management
- C. Broadway Subway to UBC
- D. Granville Bridge Upgrades
- E. Integrated Water Resource Planning
- F. Shoreline Flood Protection
- G. Safely Improve the Management of Building Assets