CORPORATE PLAN 2020

An overview of the City of Vancouver’s citizen and customer service priorities and delivery strategies
The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations.
Each year, through the Corporate Plan the City Leadership Team sets out an integrated roadmap for delivering Council priorities and the City’s core services to Vancouver’s residents, businesses and visitors, and for effectively and creatively responding to the opportunities and challenges facing Vancouver. This 2020 Corporate Plan focuses on advancing City Council’s priorities of addressing housing and affordability challenges, building and protecting our local economy, increasing focus on equity and diversity, and accelerating action to address climate change, alongside the optimal delivery of our core services.

Vancouver is an incredible place—diverse in both nature and culture. As City Council and staff strive to foster a livable, safe, prosperous and vibrant city, we appreciate how important it is to acknowledge the deep and varied diversity of our population. The priority initiatives outlined in this document aim to ensure Vancouver is well-positioned for the future, for everyone.

One of the most exciting priorities in this year’s Corporate Plan is the development of the Vancouver Plan, a city-wide plan that will ultimately set directions to guide the City’s priorities, policies and programs for the next 30 years. We have embarked on a multi-year planning process to support the development of the Vancouver Plan – Planning Vancouver Together – a once-in-a-generation opportunity for everyone to get involved in co-creating the future of our city.

As Vancouver continues to grow and urban issues become more complex, the Vancouver Plan will reflect the needs and diversity of our city by addressing key social, economic, environmental, cultural and land use issues. This work will draw from and align key City programs, including the Housing Vancouver Strategy initiatives, the Broadway Plan and the other Vancouver neighbourhood plans, False Creek South planning, the Climate Emergency Response, and our new Culture|Shift strategy. The ultimate goal of the Vancouver Plan is to collaboratively create a clear and actionable plan that addresses the needs of the present, and ensures future generations can thrive.

I’m proud of the work being done across the City to advance our long-term strategic goals and to deliver the services, facilities and infrastructure that are the foundation of our wonderful city. To achieve all we do requires a dedicated, rigorous and collaborative approach and an inspired, inclusive workforce. I encourage all staff to read this Corporate Plan to understand how your work contributes to achieving our City Council’s priorities and advancing progress on the City’s long-term strategic goals.

Sadhu Aufochs Johnston
City Manager
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Purpose of the Corporate Plan

The City of Vancouver’s Corporate Plan sets out the organization’s highest priorities for 2020. 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.

For this year’s Plan, we have refreshed the City’s long-term strategic goals to align with City Council’s priorities. 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 nine long-term strategic goals. All initiatives included in this Plan will be started, but not necessarily completed, in 2020, 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.
PROGRESS ON 2019 INTERNAL GOVERNANCE GOALS

1,500 HOUSING UNITS delivered through the Social Housing or Rental Tenure (SHORT) pilot program

202 temporary modular homes completed

SAFETY AUDIT PROCESS IMPLEMENTED and three audits conducted – earning a BC Municipal Safety Association award

CITYLAB LAUNCHED

400 CITY STAFF accommodated and relocated at DIFFERENT WORK SITES

Implemented action plans related to the WOMEN’S EQUITY STRATEGY and the TRANS, GENDER DIVERSE AND INCLUSION STRATEGY

EXPANDED the City’s cybersecurity team

Updated the City’s COMMUNITY AMENITY CONTRIBUTION (CAC) POLICY

Developed online dashboard with 60+ CITY-WIDE METRICS TO SHARE PERFORMANCE

Finalized a $33-MILLION MOU with the Province to support delivery of up to 1,300 CHILDCARE SPACES

3% INCREASE in resident satisfaction rating for City services

14 ACTIONS from the Mayor’s OVERDOSE EMERGENCY TASK FORCE completed
PROGRESS ON 2019 EXTERNAL CITY-BUILDING GOALS

**VFRS 2019-2021 Strategic Plan completed**

**$1M** grant approved to support delivery of 100 low-income housing units for those at risk of homelessness

**$22 million** federal funding secured for a local Low Carbon Innovation Centre

**BROADWAY PLAN PHASE 1** approved by Council

**40%** increase in trades shop work requests completed on time

**SUPPORTED INSTALLATION OF 22** new Tesla supercharging stations

**180 NEW FACILITIES PROJECTS DELIVERED**

**140** peer facilitators trained for **HERE4PEERS YOUTH MENTAL HEALTH PROGRAM**

**Culture|Shift** 10-year culture plan approved by Council

**TENANT RELOCATION AND PROTECTION POLICY** approved by Council

**Motion Picture Leadership group formed**

**Conducted a full-scale EARTHQUAKE EXERCISE**

**Completed FIREHALL NO. 5** with 31 new below-market housing units
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>Corporate Value</th>
<th>Description</th>
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<tbody>
<tr>
<td>Responsiveness</td>
<td>We are responsive to the needs of our citizens and our colleagues.</td>
</tr>
<tr>
<td>Excellence</td>
<td>We strive for the best results.</td>
</tr>
<tr>
<td>Fairness</td>
<td>We approach our work with unbiased judgement and sensitivity.</td>
</tr>
<tr>
<td>Integrity</td>
<td>We are open and honest, and honour our commitments.</td>
</tr>
<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.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>We are committed to transparent decision-making, engaging our stakeholders, and measuring and reporting our performance to the public.</td>
</tr>
<tr>
<td>Fiscal responsibility</td>
<td>We serve as responsible stewards of the public’s money, ensuring the best value-for-money for the City’s taxpayers and ratepayers.</td>
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<tr>
<td>Long-term perspective</td>
<td>We integrate financial, social, environmental and cultural sustainability considerations into our decisions and actions.</td>
</tr>
<tr>
<td>Economic perspective</td>
<td>We take into account the impacts on Vancouver’s businesses and economy when making decisions and taking actions.</td>
</tr>
<tr>
<td>Corporate perspective</td>
<td>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.</td>
</tr>
<tr>
<td>Innovation and improvement</td>
<td>We cultivate a progressive and creative approach to our work, incorporating continuous improvements into what we do and how we do it.</td>
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IV. Culture Goals

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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
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<tbody>
<tr>
<td>Think strategically</td>
<td>We align our decision-making and behaviours with our long-term goals, encourage more innovative thinking and enable measured risks.</td>
</tr>
<tr>
<td>Be accountable</td>
<td>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.</td>
</tr>
<tr>
<td>Act as a team</td>
<td>We embrace a one-team mindset, build relationships and access talent across the organization and celebrate together.</td>
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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 citizens’ 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 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.

6. **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.

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 plays an essential role in making Vancouver a healthy, safe and prosperous city.

8. **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.

9. **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.
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**

- Number of housing units approved
- Number of housing units approved that are affordable for households earning less than $80,000 per year
- Number of City-facilitated childcare spaces built or committed to
- Number of low-income residents using a Leisure Access Program subsidized recreation pass
1A. Vancouver Affordable Housing Endowment Fund
Advance the establishment of the Vancouver Affordable Housing Endowment Fund (VAHEF), with a current-year focus on designing and implementing the governance model, operating model and strategic direction of this portfolio, advancing development projects on City land currently underway, and initiating new affordable housing developments on City land to be delivered with not-for-profit agency partners.

1B. Co-op Housing Leases
Develop and implement a new land lease methodology for the renewal and expansion of non-market co-operative housing on leased City land, with the key objectives of optimizing use of the limited supply of publicly-owned land, and more equitably targeting housing subsidies to those with demonstrated need.

1C. False Creek South Planning
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.

1D. Homelessness Response
Address the challenges of homelessness in our community, with a current-year focus on developing a unified plan for the City’s crisis response to homelessness, including developing the economic case for housing people who are experiencing homelessness, launching HelpSeeker – a federally-funded pilot project to better understand the ecosystem of services that support people experiencing homelessness and those at risk of homelessness, undertaking a homelessness destigmatization campaign, working with partners to increase shelter capacity as a crisis response, and continuing to secure housing, shelter, and support for individuals sleeping outside.

Accountable
City Manager

Accountable
GM, Arts, Culture and Community Services

Accountable
GM, Real Estate and Facilities Management

Accountable
GM, Planning, Urban Design and Sustainability

Accountable
GM, Arts, Culture and Community Services
1E. Senakw Development
Engage with the Squamish Nation to support the development of 5,500 to 6,000 primarily rental housing units on their ancestral lands.

1F. Single Resident Occupancy (SRO) Revitalization Strategy
Undertake a bylaw review and work with senior partners to develop a strategy for privately-owned single resident occupancy buildings, with a focus on providing enhanced support to those living in single room accommodation buildings.

Accountable
City Manager

Accountable
GM, Arts, Culture and Community Services
1G. Modular Housing
Expand the City’s modular housing program, including the relocation of some temporary modular housing (TMH) buildings as required, and completion of a research project to better understand the outcomes of TMH for the residents, the surrounding neighbourhood, and Vancouver and society more broadly.

1H. Renter Protections
Enhance protections for people who rent homes in Vancouver, with a current-year focus on advancing the establishment of the City’s new Renters’ Centre, supporting education to ensure renters know their rights under the Residential Tenancy Act, evaluating the impacts of the new City of Vancouver Tenant Relocation and Protection Policy.

1I. Rental Housing Incentives
Update the City’s suite of rental housing development incentive programs, with the objective of producing more market and non-market rental housing supply via updated rezoning regulation and related policies.

1J. Childcare Delivery
Support the delivery of more childcare spaces in Vancouver, with a current-year focus on finalizing and implementing a delivery plan for an additional 1,300 childcare spaces in partnership with the provincial government, continuing to partner with the Vancouver School Board and BC Housing on childcare space development, responding to Council direction to seek new policy approaches to accelerate the delivery of childcare, and developing a long-term childcare strategy to guide the City’s work in this area.

Accountable
CEO, Vancouver Affordable Housing Agency
GM, Arts, Culture and Community Services

Accountable
GM, Arts, Culture and Community Services

Accountable
GM, Planning, Urban Design and Sustainability

Accountable
GM, Arts, Culture and Community Services
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
• Number of people employed in Vancouver
• Median total income of Vancouver households
• Office vacancy rate
• Number of business licences issued
• Median time to process a minor commercial renovation permit application

2A. Economic Development Service Delivery Review
Refine/affirm the City’s economic development mandate, optimize the City’s existing economic development investments and services, and clarify roles and responsibilities to ensure operational alignment among the Vancouver Economic Commission, Metro Vancouver’s new Regional Economic Prosperity Service, and the various City departments that undertake activities related to economic development and support for small businesses.

Accountable
City Manager

2B. Regulatory Redesign
Advance the regulatory review associated with the City’s development and planning processes, to include bylaws, regulations, policies, 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.

Accountable
GM, Planning, Urban Design and Sustainability
2C. Development Process Improvement Program
Design and implement a program of activities to reduce complexity, improve service and create permit processing efficiency, that groups together projects and initiatives related to process improvements, technology implementation, service design changes and regulatory changes that impact any element of the end-to-end development process.

Accountable
GM, Development, Buildings and Licensing
GM, Planning, Urban Design and Sustainability

2D. Electronic Plan Submission
Advance implementation of technology to replace paper plan submissions for development, building and trades process permits, allowing applicants the ability to submit electronic plans in lieu of paper plans for all application types.

Accountable
GM, Development, Buildings and Licensing

2E. Vancouver Employment Lands and Economy Review
Develop a clear set of policy directions concerning the future of Vancouver’s employment lands, for integration into the Vancouver Plan as well as detailed sub-area planning.

Accountable
GM, Planning, Urban Design and Sustainability

2F. Ride-Hailing Regulation and Policy
Evolve the City’s internal business processes and regional partnerships to appropriately accommodate and regulate vehicle ride-hailing services.

Accountable
GM, Development, Buildings and Licensing

2G. Culture|Shift Implementation
Implement the Year One actions from the City’s recently-completed Culture|Shift 10-year culture plan, including the Making Space for Arts and Culture Plan and the Vancouver Music Strategy, and ensure the integration of arts, culture and creative life priorities into the Vancouver Plan.

Accountable
GM, Arts, Culture and Community Services

2H. Vancouver Plan
Advance work on the Vancouver Plan, with a current-year focus on completing the Listening and Engagement Phase concerning the plan’s guiding values and principles, embarking on the Framing Choices Phase that will identify future long-term scenarios and priorities for the city, and exploring near-term opportunities to improve land use and design policy that emerge from this early work.

Accountable
GM, Planning, Urban Design and Sustainability
The City is investing in alleviating barriers to our citizens’ well-being such as mental health challenges, addictions, social isolation, poverty and racism.

WE’RE INCREASING FOCUS ON DIVERSITY, EQUITY AND SOCIAL ISSUES/OPPORTUNITIES

MEASURED BY

• Dollar value of social grants awarded to non-profit organizations by the City
• Number of overdose deaths
• Number of clients accessing Homelessness Services
• Number of women hired or promoted into senior management positions at the City of Vancouver

3A. Equity Framework

Develop the City’s first-ever equity framework, to integrate the application of an intersectional equity-focused lens that includes race and gender, as well as other factors in all City areas of business and work, and support the development of associated implementation plans across City departments.

Accountable
GM, Arts, Culture and Community Services
3B. Opioid Overdose Crisis Response
Support the Mayor’s Opioid Emergency Task Force, partnering with government, not-for-profit agencies and key stakeholders, to address the widespread harms of the overdose crisis.

3C. Social Infrastructure Planning and Delivery
Finalize the City’s Social Infrastructure Plan, and implement a set of social infrastructure planning tools to support the City’s investment in facilities, and advance a set of social infrastructure projects, with a current-year focus on an Indigenous healing and wellness centre, a Kingsway area sex worker drop-in centre, the Downtown Eastside street market, the Urban Native Youth Association redevelopment, and an Indigenous social enterprise space.

3D. Anti-Racism and Racial Redress
Advance a set of initiatives that relate to historic discrimination and existing racism, with a current-year focus on addressing anti-black racism, redress concerning the impacts of historical discrimination against the South Asian community, continuing efforts to create a plan for Chinatown arising from the Council apology for historic discrimination, and, undertaking renewal planning for Japantown and the Punjabi Market.

3E. City of Reconciliation Initiatives
Advance the City’s reconciliation initiatives, with a current-year focus on responding to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls and the Red Women Rising Report, advancing work related to the Year of Indigenous Languages, and scoping work concerning the City’s decolonization audit.
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.

**WE’RE ACCELERATING ACTION TO ADDRESS CLIMATE CHANGE**

**MEASURED BY**
- Greenhouse gas emissions from the Vancouver community
- Greenhouse gas emissions from City operations
- Share of trips in Vancouver undertaken via walking, biking or transit
- Percentage of Vancouver landfill gas collected
- Water consumed per capita
- Tonnes of organic solid waste collected through the City’s residential green bin collection service
- Percentage of energy from renewable sources for all of Vancouver
4A. Climate Emergency Response
In response to City Council’s declaration of a climate emergency, develop an implementation plan for six big moves to reduce Vancouver’s carbon pollution – advancing Vancouver as a walkable city, safe and convenient active transportation and transit, pollution-free cars, trucks and buses, zero emissions space and water heating, lower-carbon construction materials and designs, and, restored forests and coasts.

Accountable
GM, Planning, Urban Design and Sustainability

4B. Electric Vehicle Ecosystem Strategy
Continue to implement the City’s Electric Vehicle Ecosystem Strategy, with a current-year focus on adding more Level 2 and DC fast charging stations to the local public electric vehicle charging network, as well as exploring and implementing where possible, new preferential parking policies for zero emission vehicles.

Accountable
GM, Engineering Services

4C. Food Waste Recovery
Advance a set of initiatives to decrease local food waste, with a current-year focus on developing a communications campaign to build awareness among local residents and businesses regarding the local and global impact of food waste, collaborating with a set of local retail grocery stores to create a plan to encourage behaviour change that leads to the prevention of food waste, and partnering with the Vancouver Economic Commission on a circular economic study of the food sector in Vancouver.

Accountable
GM, Engineering Services

4D. Walkable City
Advance work on creating more complete Vancouver neighbourhoods, in which people can walk or roll – in a wheelchair, scooter or on a bike – to jobs, schools, parks and transit from their homes.

Accountable
GM, Planning, Urban Design and Sustainability
GM, Engineering Services
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**
- Number of fires with damage per 1,000 population
- Fire incident response time
- Police emergency incident response time
- Crime Severity Index

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**5A. Disaster Preparedness and Resilience**
Undertake a set of initiatives to enhance seismic resilience across Vancouver, with a current-year focus on incorporating findings from our 2019 major city-wide earthquake response exercise into the City’s programs and policies and on enhancing neighbourhood resilience in response to disasters and climate change.

**Accountable**
Fire Chief

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**5B. City-Wide Cyber Crime Prevention**
The Vancouver Police Department to undertake work to identify critical infrastructure owned by the City of Vancouver and other entities to protect against cyber threats, develop contingency plans, and participate in tabletop exercises with representatives from both the private and public sectors.

**Accountable**
Chief Constable
5E. Green and Resilient Buildings
Advance work to reduce seismic risk and carbon emissions for privately-owned buildings, with a current-year focus on setting carbon emission limits, formulating a “resilient buildings approach” and comprehensive building policy that considers a broad range of challenges and opportunities – including seismic risk reduction, climate mitigation/adaptation, water management, health and the protection of purpose-built rental units, and, in partnership with the City’s external Seismic Policy Advisory Committee and the provincial government, developing a set of policy options for evaluation.

Accountable
Deputy City Manager

Accountable
Fire Chief

5C. Violent Crime Reductions
Enhance public awareness of sexual offences, particularly those impacting youth and marginalized communities, with the objective of an overall reduction in violent crime in Vancouver.

Accountable
Chief Constable

5D.Reducing Fires and Fire Damage
Develop a community risk assessment to identify the needs of the community and build a comprehensive fire life safety education program, with the goal of reducing the number of fires and fire damage in Vancouver.

Accountable
Fire Chief

5F. Women’s and Girls’ Safety
Advance a set of initiatives related to the safety of women and girls, with a current-year focus on finalizing work on the UN Safe Spaces for Women and Girls Scoping Study, developing a sex workers’ safety plan, and facilitating discussions related to sexual harassment and assault in the hospitality industry.

Accountable
GM, Arts, Culture and Community Services

5G. Corporate Hazard, Risk and Vulnerability Assessment
Develop a corporate governance structure for disaster risk reduction and emergency preparedness that aligns with related initiatives and programs such as the Vancouver Plan, implementation of the Resilient Vancouver Strategy, and climate change adaptation work, and conduct a city-wide hazard, risk and vulnerability assessment to meet legislative requirements.

Accountable
Fire Chief
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

• Number of City-owned cultural spaces leased to the arts and cultural community
• Dollar value of cultural grants awarded by the City per year
• Attendance at Vancouver Civic Theatres facilities
• Number of Vancouver Public Library in-person and website visits
• Registrants in community centre programs
• Percentage of land base within a five-minute walk to green space
6A. Golf Strategy
Undertake a comprehensive review and analysis of the City’s golf courses, pitch and putt facilities and driving ranges, supported by leading practices research as well as public, stakeholder and staff engagement, with the objective of understanding local and regional context, use and demand.

Accountable
GM, Board of Parks and Recreation

6B. New Marpole-Oakridge Community Amenities
Complete the renewal of the Marpole-Oakridge Community Centre, to include fitness areas, seniors and youth spaces, multi-purpose rooms, a gymnasium, an outdoor pool, and a new childcare facility, and renew/expand the Marpole Library and Civic Centre, to include a new 69-space childcare centre, social/cultural non-profit space, and social housing.

Accountable
GM, Board of Parks and Recreation
Chief Librarian
GM, Real Estate and Facilities Management

6C. West End Community Centre and Library Master Plan
Undertake the master planning exercise for the West End Community Centre and library.

Accountable
GM, Real Estate and Facilities Management

6D. Mountain View Cemetery Master Plan
Complete the planning and design of Phase 2 of the Mountain View Cemetery Master Plan.

Accountable
GM, Arts, Culture and Community Services

6E. Public Art Program Refresh
Refresh the City’s public art program, with the objective of optimizing the program’s funding and commissioning strategies, ensuring alignment with the City’s key corporate strategies and priorities, and expanding the breadth of representation of artists who create public art.

Accountable
GM, Arts, Culture and Community Services
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 plays 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

7A. Broadway Subway

Support TransLink and the provincial government in initiating construction of the Broadway Subway from VCC-Clark to Arbutus, and work with TransLink, the University of British Columbia and the Musqueam, Squamish and Tsleil-Waututh Nations to secure funding commitments from the federal and provincial governments for the delivery of the Arbutus to UBC SkyTrain.

Accountable
GM, Engineering Services

7B. City Archives Relocation

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.

Accountable
Chief Librarian
7C. Safely Improve the Management of Building Assets
Advance the City’s 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.

Accountable
GM, Real Estate and Facilities Management

7D. Curbside Power
Develop a plan for undertaking a coordinated approach to addressing the needs for curbside power, including food vendors, special events, digital ads, 5G, and e-bikes, and initiate the development of a strategy to eliminate generator use by the motion picture and special events industries, including installation of power tie-ins and introduction of fee structures that incentivize the use of renewable energy.

Accountable
GM, Engineering Services

7E. LED Street Lighting
Aligned with the City’s Outdoor Lighting Strategy, develop a business case and undertake preparation work for the installation of LED roadway fixtures, and undertake a pilot project for the conversion of street lights to LED light sources.

Accountable
GM, Engineering Services

7F. Residential Home Water Metering
Advance water conservation and user-pay equity by installing water meters on residential properties over 0.4 acres, and by undertaking a pilot project for the installation of water meters on residential properties during water main replacements.

Accountable
GM, Engineering Services

7G. Storm Water Management
Lead a number of interrelated projects concerning storm water management, including advancing the Cambie Corridor and Broadway Integrated Water Management Plans, implementing the highest-priority actions coming out of the recently-completed Rain City Strategy, and, launching the City’s Clean Waters Plan – a long-term sewer and drainage infrastructure master plan that aims to reduce combined sewer overflows and improve ocean and river water quality.

Accountable
GM, Engineering Services
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

- City of Vancouver credit rating
- City of Vancouver net debt per capita
- Median single-family dwelling combined utility rate increase percentage
- Property tax increase percentage
- 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
8A. Transformation and Efficiency Initiatives
Using the EY Building Capacity for the Future report as a starting point, identify and advance a set of initiatives that will significantly enhance the City’s service delivery and cost-effectiveness, and create new revenue sources for the City, to ensure the City continues to meet the expectations of its citizens and customers, in the face of increasing growth and complexity.

Accountable
Deputy City Manager

8B. Cybersecurity and Information Technology Systems Resilience
Advance the City’s cybersecurity practices and capabilities, with a current-year focus on ensuring payment card industry (PCI) compliance, maturing vulnerability management processes, leveraging cybersecurity analytics to support behavioural analysis, and securing a co-location data storage facility outside of the Lower Mainland’s seismic zone.

Accountable
Deputy City Manager

8C. EasyPark Master Agreement Refresh
Complete a review of the City’s master agreement with EasyPark for the provision of off-street parking operations on City-owned property, with the objective of optimizing related financial and non-financial benefits.

Accountable
City Manager

8D. Enhanced Budget Planning Process
Undertake a set of actions to enhance the City’s operating and capital budget process, with a current-year focus on managing to a target property tax increase range for the next three years, promoting a broader understanding of the City’s $1.6 billion base budget, integrating a wellness, equity and gender lens into the budget process, instituting an internal investment decision-making framework, simplifying the City’s budget documents, and, evolving multi-year service planning and budgeting in alignment with the Vancouver Plan.

Accountable
GM, Finance, Risk and Supply Chain Management

8E. Openness and Transparency
Refresh/refine the City’s key regulations, policies and procedures concerning code of conduct, conflict of interest, lobbying and financial disclosure, and evaluate and refine requirements and procedures for the conduct of Council, Committee and other official public meetings.

Accountable
City Solicitor

8F. Property Endowment Fund Strategy Implementation
Develop an implementation plan for the priorities outlined in the recently-completed Property Endowment Fund (PEF) Strategy, with a current-year focus on stabilizing and growing PEF’s net operating income through strategic property acquisition and capital investments to optimize the asset portfolio, and including redevelopment preparations for several key PEF-owned properties.

Accountable
GM, Real Estate and Facilities Management
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.

**WE INSPIRE EXCELLENCE IN OUR WORKPLACE AND AMONG OUR EMPLOYEES**

**MEASURED BY**
- Number of voluntary staff turnovers in under three years
- Average corporate employee absence rate
- Number of City staff that have completed cultural competency training
<table>
<thead>
<tr>
<th>9A. Diverse Workforce Talent</th>
<th>9B. Succession Planning</th>
<th>9C. Learning Management System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake a set of initiatives that will further the City’s ability to attract and retain a diverse workforce.</td>
<td>Increase focus on internal succession planning through the use of a consistent leadership development framework and the development of related programs and tools.</td>
<td>Advance the implementation of a corporate learning management system, to improve efficiency and effectiveness of scheduling, delivery and record-keeping of staff training.</td>
</tr>
</tbody>
</table>

**Accountable**

**GM, Human Resources**

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<table>
<thead>
<tr>
<th>9D. Staff Mental Health and Resilience</th>
<th>9E. Workplace Violence Prevention</th>
<th>9F. Workplace Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further advance the City’s commitment and approach to safety that incorporates operation-specific mental health and resilience policies, processes and tools, and, develop and implement a health and wellness case manager function, responsible for designing and implementing the City’s wellness initiatives and programs, and providing case-specific advice as required.</td>
<td>Refresh and implement a violence prevention program consistent with the City’s occupational health and safety regulations concerning violence in the workplace that addresses workers’ protection from work-related threats and assaults.</td>
<td>Advance the City’s safety management policies and process, with a current-year focus on implementing the City’s safety management system, updating the City’s safety policy, and further promoting a culture of safety among City staff – all with the objective of enhancing management and staff’s commitment to safety, and ultimately to a reduction in safety incidents.</td>
</tr>
</tbody>
</table>

**Accountable**

**GM, Human Resources**

**Accountable**

**GM, Human Resources**

**Accountable**

**GM, Human Resources**
This appendix contains a summary of progress and achievement highlights for the 2019 Corporate Plan’s short-term priorities.

1. THE CITY PROVIDES EXCELLENT SERVICE

1A Residential Development and Building Permit Service Improvements

• Completed the second year of the Social Housing or Rental Tenure (SHORT) pilot program to deliver 1,500 housing units through a cross-departmental expedited process.
• Collaborated with industry representatives to complete the Applicant Supported and Assisted Process (ASAP) pilot program and used lessons learned to speed up all outright low-density housing permits.
• Introduced two pilot projects in response to industry feedback aimed at reducing wait times and touch points for commercial renovation projects.

1B Commercial Development and Building Permit Service Improvements

• Eliminated the building upgrade trigger for moving and removing a demising wall.
• Separated the commercial enquiry line at the Services Centre.
• Expanded the scope and added resources to build on the success of the Commercial Renovation Centre.

1C Regulatory Redesign for City-Building

• Completed a stakeholder engagement and regulation review and made revisions to simplify, enhance, clarify and streamline the Zoning and Development and related by-laws.
• Improved the user-friendliness of the Zoning and Development By-law.
• Launched a new, user-friendly webpage including a zoning and land use document library as part of our work to consolidate all land use policies, regulations and guidelines.

1D Public and Stakeholder Engagement

• Designed and launched CityLab – a dedicated, publicly accessible engagement space.
• Developed a corporate system to inform, manage and track engagement processes across the City.
• Scoped, developed and landed a contract for an innovative digital hub that will allow for improved transparency and thought-sha...
2. THE CITY IS FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFECTIVE

2A Community Amenity Contribution Review
- Updated the City’s Community Amenity Contribution (CAC) policy to improve clarity on the application of CACs and expectations for securing CACs over the long term.

2B Business Commitment Management
- Initiative postponed.

2C Information Technology Resilience
- Expanded the City’s dedicated cybersecurity team by four people and implemented enhanced tools for vulnerability scanning and analytics.
- Advanced the options analysis and business case for migration to a co-located data centre outside the seismic zone.
- Completed comprehensive assessments and remediation plans for high-priority operating technology systems.
- Completed major upgrades of core Microsoft products (servers, databases, computers and email) ensuring the City has modern, efficient and secure systems to provide services to residents and businesses.

2D Public-Facing Dashboard
- Designed and developed a City-wide public-facing dashboard on the open data platform with the objective to share the City’s performance and achievements in an accessible and user-friendly format.
- Internally launched the dashboard with approximately 60 City-wide metrics.
2E Baseline Financial Review
- Delivered Phase A of the report to Council in June.
- Identified and incorporated quick wins into the budget for the upcoming year.

2F Asset Planning, Management and Optimization
- Initiative postponed.

3. THE CITY INSPIRES EXCELLENCE IN THE WORKPLACE AND IN ITS EMPLOYEES

3A Employee Health and Safety
- Developed a formalized Safety Approach to reflect our commitment to health and safety.
- Implemented a formal safety audit process and conducted three audits. Received a BC Municipal Safety Association Safety Improvement Award for this work.

3B Equity, Diversity and Inclusion
- Implemented action plans related to the Women’s Equity Strategy and the Trans, Gender Diverse and Two-Spirit Inclusion Strategy.

3C Collective Bargaining
- Completed a City-wide consultation process.
- Developed a strategy and identified priorities.
- Commenced bargaining with CUPE 1004 and the Vancouver Police Union.

3D Office Accommodation Strategy
- Accommodated and relocated approximately 400 City staff at six different work sites.
- Developed telecommuting and flexible work space office guidelines and implemented a pilot project for IT staff.
- Advanced City Hall Campus planning through coordinated public engagement with the Broadway Corridor planning project.
4. THE CITY OPTIMIZES STRATEGIC PARTNERSHIPS AND COLLABORATIONS

4A  Senior Government Relationships and Partnerships

- Strengthened relationships with regional, provincial, federal and First Nations governments through federal and provincial 2020 pre-budget submission packages and staff meetings in Ottawa, Victoria and Vancouver.
- Continued to work closely with regional and federal partners, including the Mayors’ Council on Regional Transportation, Metro Vancouver, the Union of BC Municipalities, the Lower Mainland Government Association, and the Federation of Canadian Municipalities to advocate for local and regional goals.
- Participated in the facilitation of MOUs and official partnership agreements.

4B  Smart Cities Challenge

- Put forward a joint submission with the City of Surrey to develop Canada’s first two collision-free corridors, using autonomous shuttles and smart technologies for multi-modal transportation.
- Applied learnings from the submission to new projects to improve our Smart City capabilities.

4C  Opioid Crisis Mitigation

- Completed 14 actions from the Mayor’s Overdose Emergency Task Force recommendations, with the remaining 17 actions in progress.
- Co-chaired the Vancouver Community Action Team (VCAT) which provided grants to two community-based organizations working on front lines of the overdose crisis, and established three working groups focused on safe supply, peer wellness and Indigenous peer advocacy.
- Developed the safe supply statement in collaboration with VCAT, which was approved by Council, posted publicly on the City website, and adopted by the Federation of Canadian Municipalities.
- Completed Phase 1 of the washroom strategy and secured budget approval from Council to implement changes in City-owned washrooms identified as high-risk sites for overdose deaths.
- City Planning and Licensing departments consulted with VCAT members on the use of cannabis in the Downtown Eastside to inform city planning relating to cannabis.
4D  Building a Healthy and Equitable City for All

• Completed directions for the emerging poverty reduction plan to accelerate impact on people living in deep poverty and those struggling to make ends meet and help them feel a sense of safety and belonging in Vancouver.

• Launched the development of an equity framework for the City, including shared definitions and principles to pursue equitable outcomes across all City business units.

• Updated Council on progress implementing Healthy City Strategy to date; scoped strategy governance renewal process with recommendations for adaptive, collaborative leadership on social sustainability goals.

4E  Downtown Core Homelessness

• Secured operating funding from BC Housing to extend approximately 240 temporary shelter beds to March 2020.

• Developed and implemented a two-stage warning process for large, illegally parked vehicles, enabling parking enforcement staff to proactively offer housing support prior to enforcement actions being taken.

• Established additional reporting functions for discarded needles through 3-1-1 and VanConnect, and worked with Vancouver Coastal Health (VCH), Engineering and the Park Board to identify new locations for needle-disposal boxes in parks and public spaces.

• Continued City-wide coordination of response efforts for encampments.

• Led an interagency working group between the City of Vancouver, BC Housing, VCH and the VPD to develop response strategies for high-priority cases.

4F  Chinatown Renewal

• Established a Legacy Stewardship Group and completed a cultural assets inventory.

• Completed a background analysis and stakeholder consultation to advance policy directions for Chinatown and efforts to establish it as a UNESCO World Heritage Site.
5. VANCOUVER IS A LIVABLE, AFFORDABLE AND INCLUSIVE CITY

5A CityPlan (“Vancouver Plan”)

- Initiated a community and stakeholder engagement process to identify values and principles for a long-range city-wide plan (“Vancouver Plan”) to be developed over a three-year period.
- Council approved the scope for the city-wide plan including general policy area objectives, an engagement process, project governance and resource needs.

5B Broadway Corridor Community Plan

- Completed a comprehensive area profile for the Broadway Plan study area.
- Council approved Phase 1 of the Broadway Plan study including an engagement summary and draft guiding principles for further study.

5C False Creek South

- Advanced internal development of resolution mechanisms for end-of-lease issues, to be presented to Council for approval in 2020.
- Refined the advanced prepayment program for Harbour Terrace.
- Collected additional information and undertook further analysis required for developing a long-range strategy.
- Initiated a realtor engagement program to educate advisors on leasehold strata transaction related issues.
5D  Central Waterfront Review

- Completed Phase 1 including a focused review of the northern shore of Vancouver’s downtown waterfront, building on the Central Waterfront Hub Framework (2009) and exploring the broader waterfront interface with the Port Lands and Vancouver Convention Centre activities.
- Worked with the Port of Vancouver and TransLink to review and align with the current opportunities and constraints within the area.
- Completed required technical consultancies as the basis for future planning. The completion of this preliminary work may lead to a larger master planning process.

5E  Vancouver Affordable Housing Endowment Fund (VAHEF)

- Established an external stakeholder panel to provide input into the City’s draft strategies and governance options for VAHEF and held two working sessions.
- Drafted preliminary objectives, measures of success and strategies for VAHEF as well as resource projections for the fund which are being continually refined with the VAHEF external stakeholder panel and staff working group.
- Secured a specialist consultant to review governance and operating model options and complete a current state and jurisdictional scan.

5F  Housing Vancouver Strategy

- Council approved a new Tenant Relocation and Protection Policy that enhances protection for renters, including a significant increase to the financial compensation and improvements to re-housing requirements for renters displaced by redevelopment.
- Presented the rental incentive review update and report to Council. The report assesses rental incentive programs, including Rental 100, the Affordable Housing Choices Interim Rezoning Policy, and the Moderate Income Rental Housing Pilot Program.

5G  Priority Co-op Program

- Advanced development of the co-operative housing methodology and discussion paper for lease renewal negotiations, based on feedback from stakeholders.
6. VANCOUVER IS AN ENVIRONMENTALLY SUSTAINABLE CITY

6A Renewable City Action Plan

- Completed a report back to Council on the Climate Emergency Motion.

6B Zero Emissions Building Plan

- Continued updating the Building Code to ensure new and renovated buildings are greener, healthier, more comfortable and resilient.

6C Electric Vehicle Ecosystem Strategy

- Supported Tesla in installing 22 fast charging stations at CF Pacific Centre in downtown Vancouver—the largest installation of fast charging stations in Canada. This will relieve pressure on the City’s very busy public charging network.
- Began converting 10 per cent of all parking stalls in EasyPark lots on City-owned land to spots reserved for zero-emissions vehicles (ZEV). These stalls make driving a zero-emission vehicle more convenient and discourage electric vehicle (EV) drivers from using charging infrastructure when they don’t require it.

6D Climate Action Plan

- Council approved the Climate Emergency Response report including six big moves to reduce Vancouver’s carbon pollution by building and expanding on existing work to fight climate change.
- Identified 53 accelerated actions to ramp-up local action immediately, set targets to reduce carbon pollution by 50 per cent from 2007 levels by 2030, and achieve carbon neutrality before 2050.
- Secured $22 million in federal funding to establish a local Low Carbon Innovation Centre, with a mandate to aggressively reduce carbon emissions while supporting the growth of green jobs. The centre will operate independently but in close collaboration with local government, with the aim of helping cities and the region achieve their climate targets.
7. VANCOUVER’S BUSINESS CLIMATE IS DYNAMIC AND ROBUST

7A  Employment Lands and Economy

- Completed an employment land capacity model, a trend analysis to determine future demand, and a 2016 Census data analysis for fact sheets.

7B  Supporting Local Retail and Small Business

- Hosted a small business roundtable discussion with 40 small business owners, operators and association representatives, and issued a summary report.
- Enhanced the small business webpage to provide information on current initiatives and opportunities to get involved.

7C  Hastings Park-PNE Master Plan

- Developed a phasing strategy that enables Playland to be redeveloped in parallel with the renewal of the PNE Amphitheatre within a $113 million budget.
- Determined Phase 1 of Playland’s redevelopment will generate approximately $4 million in annual cash flows for the Hastings Park-PNE organization.

7D  Supporting the Motion Picture Industry

- Formed a Motion Picture Leadership Group with eight industry and seven City and Park Board representatives.
- Established a quarterly external and internal meeting cycle. Met twice externally and twice internally in 2019.
- Identified and prioritized nine strategic opportunities and actively began implementing five of these initiatives: engage in City processes shaping land use and infrastructure, develop a communications strategy, streamline the permitting process, develop a film pricing strategy, and develop a greenest production centre.
8. VANCOUVER IS A SAFE CITY IN WHICH PEOPLE FEEL SECURE

8A Single Resident Occupancy Revitalization Plan

- Led a cross-departmental working group to create a project scope and study that supported a unanimous decision by Council to approve the expropriation of the Balmoral and Regent single resident occupancy (SRO) hotels.
- Initiated productive early discussions with provincial partners on the need for coordinated actions and investment in SRO revitalization.
- In partnership with the Development, Buildings and Licensing department, reviewed the 2017 SRO Strategy, developed a draft organizational framework and coordinated work plans to better support the proactive implementation of the strategy.
- Council approved a $1 million five-year grant to the Metson to ensure ongoing delivery of 100 units of low-income housing for those at risk of homelessness. Outreach with existing SRO owners has resulted in opportunities for distributing more upgrade grants in 2020.
- Received several applications for the new Renter Services Grants Program from non-profits working directly with SRO residents. Grant allocations will be presented to Council for approval in early 2020.

8B Earthquake Preparation and Resilience

- Increased emergency coordination capacity by developing department operations centre guidelines and training, installing resilience disaster communications infrastructure, and rolling out pilot tools and training for rapid building damage assessment.
- Conducted a full-scale earthquake exercise, including activation of the City’s Emergency Operations Centre, department operations centres, group lodging facilities, and other site-level disaster response functions.
• Identified and prioritized corrective actions following the earthquake exercise. Began implementation on quick wins, and developed a long-term implementation plan for other actions.
• Conducted a strategic business review of the emergency management function and began implementing priority actions identified in the review.
• Completed a comprehensive seismic risk assessment, released new risk mapping and initiated a process with the Seismic Policy Advisory Committee to identify and model a range of risk reduction options to enable recovery of our community after earthquakes.

8C Fire Prevention Services

• Increased communication of incident outcomes and education initiatives with regular post-incident press releases.
• Increased social media presence through the Vancouver Fire and Rescue Services website and fire safety messaging through the public service announcement campaign—Wake Up Vancouver.
• Completed an extensive review of the current Fire By-Law and updated it to align with major changes in the Vancouver Building By-Law and the BC Fire Code.

8D Vancouver Fire and Rescue Services Accreditation

• Completed and published the Vancouver Fire and Rescue Services 2019-2021 Strategic Plan.
• Initiated a city-wide risk assessment.

8E VPD Support for Opioid Crisis and Homelessness

• Completed a large-scale investigation in April disrupting an organized crime group involved in the sale of fentanyl. Charges are pending. Fentanyl was seized among other significant drug and asset seizures.
• Participated in a number of committees with partners and community stakeholders including the Drug Overdose and Alert Partnership chaired by the BC Centre for Disease Control, the Mayor’s Opioid Task Force, and the Vancouver Community Action Team chaired by Vancouver Coastal Health and the City of Vancouver.
• Continued to advocate for a diverse treatment plan for addicts and updated the Need for Treatment on Demand discussion paper.
• Continued to work with the BC Centre for Disease Control on their hydromorphone distribution project led by Dr. Mark Tyndall and Dr. Mark Gilbert. The project provides those with an opioid use disorder with a free and clean alternative to contaminated street drugs, thereby saving lives while reducing criminal activity.
• Completed the VPD-affiliated Odd Squad Productions’ three-part series on understanding fentanyl. The series is now available free of charge to schools and First Nations communities throughout B.C.
• Created a working group to collaboratively explore options to support people who are experiencing homelessness, particularly the most vulnerable.
• Continued to work with the City on Vancouver’s temporary modular housing program.
8F VPD Health and Wellness

- Trained 140 peer facilitators at three Vancouver School Board (VSB) secondary schools as part of the Here4Peers youth mental health program.
- Worked with the Vancouver General Hospital (VGH) to implement the Psychiatric Emergency Assessment and Triage (PEAT) program to maximize efficiencies between VPD officers and VGH staff. The PEAT has been a model for effective partnerships between hospital emergency and psychiatric departments to manage the complex needs of those living with mental illness who require hospital care in a more appropriate environment.
- Continued to collaborate with hospital security personnel at quarterly meetings and, as needed, ensure sufficient resources exist in hospital emergency departments.
- Continued to hold weekly teleconferences with the Vancouver Coastal Health (VCH) management team as the community crisis assessment model of the VCH/VPD Car 87/88 partnership program undergoes changes in hours of service.

9. VANCOUVER OFFERS EXTRAORDINARY CIVIC AMENITIES

9A Creative City Strategy

- Council approved Culture|Shift: Blanketing the City in Arts and Culture, the new, overarching 10-year cultural plan that includes the Making Space for Arts & Culture report and the Vancouver Music Strategy.
- Engaged with 3,000 Vancouverites in-person and across over 4,000 virtual touchpoints.
- Partnered with the Musqueam, Squamish, and Tsleil-Waututh Nations to develop leading-edge work to prioritize and advance their cultural presence across the city.

9B Children’s Library Service Enhancements

- Procured a feasibility study for the revitalization of the Children’s Library at the Vancouver Public Library Central Branch.
- Installed an enhanced early literacy space at the Renfrew Branch location.
9C Social Infrastructure Plan

- Work delayed due to medical absence of a key staff member.

9D City Archives and Central Library Co-Location

- Approved the governance structure for co-locating the Archives and Vancouver Central Library.
- Completed a detailed schematic design of the new Archives.

9E New and Renewed Civic Facilities

- Delivered approximately 180 new facilities projects, ranging from capital maintenance and replacement projects to renovations, additions, structural and non-structural seismic upgrades and new buildings. Example projects include a renewed Firehall No. 5 with 31 new below-market housing for women-led families, a new VPD safe drug processing facility, and 16 new artist studios at 1265 Howe St.
- Started a consultant procurement process for the West End Community Centre, Library Master Planning and the Marpole-Oakridge Community Centre Renewal.
10. VANCOUVER’S ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT

10A Property Endowment Fund Strategy
   • Completed the Property Endowment Fund Strategy, to be presented to Council for approval in Q1 2020.

10B Non-Profit Lease Management
   • Developed a governance structure with clear roles and responsibilities.
   • Implemented improvements to the Capital Assets Non-Profit Portfolio Dashboard.
   • Implemented improvements to leasing and procurement processes.
   • Conducted an initial review of the Property Maintenance Oversight Program.
   • Completed an interjurisdictional review to inform the decision framework approach.

10C Broadway Subway to UBC
   • Supported the provincial government in evaluating the Request for Qualifications for the Broadway Subway to create a shortlist of proponents and the release of the Request for Proposals.
   • Achieved Council and Regional Mayors’ Council approval of SkyTrain Technology for the Millennium line extension from Arbutus to UBC and selected a consultant for the analysis on alignment and station locations.

10D Granville Bridge Connector
   • Completed two rounds of public and stakeholder engagement, with some of the highest participation rates of any City transportation project. The engagement results showed a high level of support for the project.
10E  Integrated Water Resource Planning

• Resourced and launched the new Integrated Strategy and Utility Planning Division within Engineering, with strong integration with other departments.
• Established a One Water steering committee, terms of reference and directors’ forum, and consistently advanced One Water initiatives across the City.
• Delivered successful outcomes on all One Water initiatives including the Rain City Strategy, blue-green systems scoping, Clean Water Plan (CSO elimination), Broadway and Cambie integrated water management plans, sewer and drainage model and the integrated water resource planning framework.
• Working with an external consultant (Deloitte) and other City staff, conducted and delivered a participatory gap analysis, opportunity assessment, and prioritized action plan to guide the integration of the Water Resource Planning practice, define a service model, and scope 23 priority actions for the next 18 months.

10F  Shoreline Flood Protection

• Recognized with an Excellence in Planning Award (Gold): Research and New Direction Planning for the Coastal Adaptation Plan - Fraser River Foreshore project, from the Planning Institute of British Columbia.
• Partnered with Deltares, a leading Dutch think tank on adaptation planning and flood management, to pilot the Circle Tool at Waterfront Road.
• Brought together approximately 25 stakeholders to inventory critical infrastructure, determine how infrastructure is connected to each other and understand the cascading impacts of a major flood in the Waterfront Road area. This information will help prioritize adaptation measures for the flood hazard area.

10G  Safely Improve the Management of Building Assets

• Consolidated planning functions for existing facilities into a centralized team to deliver expertise on an integrated building systems lifecycle strategy, planning and risk management.
• Increased trades shop on-time completion rate for work requested by approximately 40 per cent.
• Launched a customer-facing work order status inquiry tool, and sustained an 86 per cent customer satisfaction rate for work requested.
• Transformed our data into useable information by categorizing over 65,000 work orders into asset and root cause categories.
This appendix lists the City’s key longer-term strategy direction documents, along with the top-level goals or areas of focus for each.

**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

**CLIMATE CHANGE ADAPTATION STRATEGY, 2018-2023**

- Increase the resilience of City infrastructure, programs and services to anticipated local climate change impacts
- Improve, centralize, promote and facilitate the incorporation of climate change data and information into City business
- Improve awareness, knowledge, skills and resources of City staff
- Enhance opportunities for coordination and cooperation through the development of networks and partnerships
CLIMATE EMERGENCY RESPONSE, 2019-2030

• Walkable and complete communities
• Safe and convenient active transportation and transit
• Pollution free cars, trucks and buses
• Zero emission space and water heating
• Lower carbon construction
• Restored forests and coast

COMMUNITY PLANS, APPROVED AND UNDER DEVELOPMENT

• Broadway Plan
• Cambie Corridor Plan
• Central Waterfront Plan
• Downtown Eastside Plan
• East Fraser Lands Official Development Plan
• False Creek Flats Plan
• False Creek South Neighbourhood Plan
• Grandview-Woodland Community Plan
• Jericho Lands
• Joyce Collingwood Station Area Plan
• Marpole Community Plan (approved)
• Mount Pleasant Community Plan (approved)
• Northeast False Creek Area plan (approved)
• Norquay Village Neighbourhood Centre Plan (approved)
• West End Community Plan (approved)
CULTURE|SHIFT: VANCOUVER CULTURE PLAN, 2020-2029

- Support for art and culture
- Champion creators
- Build on our commitments to reconciliation and equity
- Introduce bold moves to advance community-led cultural infrastructure
- Position Vancouver as a thriving hub for music

EARTHQUAKE PREPAREDNESS STRATEGY, 2016 UPDATE

- Volunteers and community
- Critical services
- Buildings
ELECTRIC VEHICLE ECOSYSTEM STRATEGY, 2016-2021

- Expand the electric vehicle charging options in the city
- Increase access to home and workplace charging
- Improve the public charging network
- Integrate electric vehicle charging infrastructure into core City planning processes

ENGINEERING SERVICES 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, 2015-2020

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

HEALTHY CITY STRATEGY, 2014-2025

- Healthy people - taking care of the basics
- Healthy communities - cultivating connections
- Healthy environments - ensuring livability now and into the future
HOUSING VANCOUVER STRATEGY, 2017-2027

• 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

MAKING SPACE FOR ARTS AND CULTURE, 2020-2029

• Optimize City policies, tools, programs and investment priorities to secure, enhance, and develop vibrant, affordable, and accessible arts, and cultural spaces
• Set cultural space targets
• Prioritize cultural heritage, equity and access
• Prioritize self-determined Musqueam, Squamish, Tsleil-Waututh and urban Indigenous space
• Remove regulatory barriers
• Expand tools to prevent displacement and secure spaces
• Expand community partnerships
• Increase community ownership and support a cultural land trust
PEOPLE, PARKS AND DOGS: A STRATEGY FOR SHARING VANCOUVER’S PARKS, 2017-2027

- Design
- Access
- Stewardship
- Enforcement

RAIN CITY STRATEGY, 2019

- Improve and protect Vancouver’s water quality
- Increase resilience through sustainable water management
- Enhance Vancouver’s livability by improving natural and urban ecosystems
RECONCILIATION FRAMEWORK, 2014

- Strengthen local First Nations and urban Indigenous relations
- Promote Indigenous Peoples arts, culture, awareness, and understanding
- Incorporate First Nations and urban Indigenous perspectives for effective City services

RENEWABLE CITY STRATEGY, 2015-2050

- Renewable buildings
- Renewable transportation
- Green economic opportunities
RESILIENT VANCOUVER STRATEGY, 2019-2021

- Thriving and prepared neighbourhoods
- Proactive and collaborative community
- Safe and adaptive buildings and infrastructure

SINGLE-USE ITEM REDUCTION STRATEGY, 2018-2025

Reduce the impact of:
- Foam cups and foam take-out containers
- Plastic and paper shopping bags
- Disposable hot and cold drink cups
- Take-out food containers
- Plastic straws
- Single-use utensils
APPENDIX 3 – LONG-TERM SERVICE STRATEGIES

TRANS, GENDER DIVERSE 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

TRANSPORTATION 2040, 2012

• Land use
• Walking
• Cycling
• Transit
• Motor vehicles
• Goods, services and emergency response
• Education, encouragement and enforcement
APPENDIX 3 – LONG-TERM SERVICE STRATEGIES

URBAN FOREST STRATEGY, 2018 UPDATE

• Protect the urban forest during development
• Plant trees to grow the urban forest
• Manage trees for health and safety
• Engage citizens in the urban forest
• Monitor the status and condition of the urban forest

VANCOUVER BIRD STRATEGY, 2015

• Protect, enhance and create habitats for a diversity of native birds
• Reduce threats to birds in the urban environment
• Enhance access to nature for Vancouver residents and visitors to the city
• Increase awareness of the importance of birds and their needs
• Encourage birding tourism and economic development opportunities related to birding
APPENDIX 3 – LONG-TERM SERVICE STRATEGIES

VANCOUVER FIRE RESCUE SERVICES STRATEGIC PLAN, 2019-2021

- Service excellence
- Advance partnerships
- Increase public engagement
- Enhance culture
- Safety and wellness a priority

VANCOUVER FOOD STRATEGY, 2013-2020

- 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 MUSIC STRATEGY, 2019

- Creating jobs and increasing local revenue taxes
- Stimulating tourism
- City building
- Cultural development and artistic growth
- Retaining and attracting talent and investments
- Strengthening the social fabric and supporting urban infrastructure

VANCOUVER POLICE DEPARTMENT STRATEGIC PLAN, 2017-2021

- 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

VANPLAY: VANCOUVER’S PARKS AND RECREATION SERVICES MASTER PLAN, 2019

- Grow and renew assets
- Protect existing parks and spaces
- Prioritize delivery of resources
- Focus on core responsibilities
- Adapt to climate change
- Create a green network
- Restore wild spaces
- Foster safety and welcome
- Seek truth and reconciliation
- Secure funding
VANSPORT: VANCOUVER AQUATICS STRATEGY, 2018
- Indoor pools
- Outdoor pools
- Beaches
- Spray parks and wading pools
- Innovation

WOMEN’S EQUITY STRATEGY, 2018-2028
- Intersectional lens
- Women’s safety
- Childcare
- Housing
- Leadership and representation
APPENDIX 3 – LONG-TERM SERVICE STRATEGIES

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 standards
- Support private sector leaders to develop near zero emissions buildings
- Develop industry capacity through the Zero Emissions Building Exchange (ZEBx)

ZERO WASTE 2040, 2018
- Avoid and reduce
- Reuse
- Recycle and recover
# CITY OF VANCOUVER 2020 CORPORATE PLAN OVERVIEW

## 1. HOUSING AND AFFORDABILITY
- A. Vancouver Affordable Housing Endowment Fund
- B. Co-op Housing Leases
- C. False Creek South Planning
- D. Homelessness Response
- E. Senakw Development
- F. Single Resident Occupancy (SRO) Revitalization Strategy
- G. Temporary Modular Housing
- H. Renter Protections
  - I. Rental Housing Incentives
  - J. Childcare Delivery

## 2. BUILD AND PROTECT THE VANCOUVER ECONOMY
- A. Economic Development Service Delivery Review
- B. Regulatory Redesign
- C. Permit Processing Improvements
- D. Electronic Plan Submission
- E. Vancouver Employment Lands and Economy Review
- F. Ride-Hailing Regulation and Policy
- G. Culture|Shift Implementation
- H. Vancouver Plan

## 3. DIVERSITY, EQUITY AND SOCIAL ISSUES/OPPORTUNITIES
- A. Equity Framework
- B. Opioid Overdose Crisis Response
- C. Social Infrastructure Planning and Delivery
- D. Anti-Racism and Racial Redress
- E. City of Reconciliation Initiatives

## 4. ACCELERATING ACTION TO ADDRESS CLIMATE CHANGE
- A. Climate Emergency Response
- B. Electric Vehicle Ecosystem Strategy
- C. Food Waste Recovery
- D. Walkable City

## 5. SAFETY AND SECURITY
- A. Disaster Preparedness and Resilience
- B. City-Wide Cyber Crime Prevention
- C. Violent Crime Reductions
- D. Reducing Fires and Fire Damage
- E. Green and Resilient Buildings
- F. Women’s and Girls’ Safety
- G. Corporate Hazard, Risk and Vulnerability Assessment

## 6. EXTRAORDINARY CIVIC AMENITIES
- A. Golf Strategy
- B. New Marpole-Oakridge Community Amenities
- C. West End Community Centre and Library Master Plan
- D. Mountain View Cemetery Master Plan
- E. Public Art Program Refresh

## 7. WELL-MANAGED ASSETS AND INFRASTRUCTURE
- A. Broadway Subway
- B. City Archives Relocation
- C. Safely Improve the Management of Building Assets
- D. Curbside Power
- E. LED Street Lighting
- F. Residential Home Water Metering
- G. Storm Water Management

## 8. FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFICIENT
- A. Transformation and Efficiency Initiatives
- B. Cybersecurity and Information Technology Systems Resilience
- C. EasyPark Master Agreement Refresh
- D. Enhanced Budget Planning Process
- E. Openness and Transparency
- F. Property Endowment Fund Strategy Implementation

## 9. WORKPLACE AND EMPLOYEE EXCELLENCE
- A. Diverse Workforce Talent
- B. Succession Planning
- C. Learning Management System
- D. Staff Mental Health and Resilience
- E. Workplace Violence Prevention
- F. Workplace Safety