

CORPORATE PLAN 2017

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





Message from the City Manager



Vancouver is an extraordinary city — vibrant and diverse. Every day, we strive to keep it that way by supporting safe, livable, sustainable communities, fostering a thriving economy, providing arts, culture and recreation amenities, and maintaining effective, resilient infrastructure. At the same time, we are

committed to continually reviewing and refining how we work so we can consistently provide the best possible value for our taxpayers.

Developed by the City of Vancouver's Corporate Management Team, this Corporate Plan focuses and aligns priority initiatives for the year ahead. In line with Council's overarching priorities and the roadmap set out in 2017 Budget and Five-Year Financial Plan, the 2017 Corporate Plan is focused on housing needs and affordability; safety, inclusion and social services; financial health and operational effectiveness; the economy; and green initiatives. This Plan's priority initiatives also draw from the City's key long-term service strategies, including the *Digital Strategy*, the *Healthy City Strategy*, the *Housing and Homelessness Strategy*, the *Greenest City Action Plan*, *Transportation 2040* and the *Renewable City Strategy*.

The short-term priorities highlighted in the Plan are selected from the wide range of work underway in the organization. These are key initiatives which advance the City's progress on long-term internal governance and external city-building goals. While this Plan is an important guide, there are many other programs, projects and day-to-day operational work that are also essential to ensuring Vancouver continues to be a livable, sustainable, efficiently-managed and equitable city.

At the City, we all have a role to play in advancing our long-term goals and ensuring we meet the needs of our communities. I encourage all staff members to review this Corporate Plan in order to further understand how your work fits into the larger picture and how it contributes to the success of our great city.

Sadhu Aufochs Johnston
City Manager

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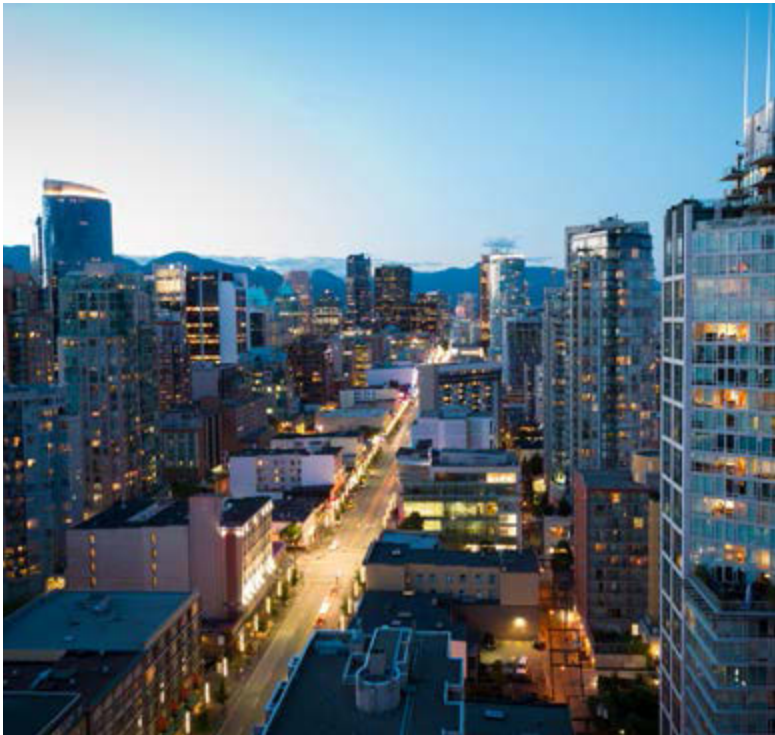
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Purpose of the Corporate Plan

The City of Vancouver's Corporate Plan sets out the organization's highest priorities for 2017. The Plan is used by the City's senior executive – the Corporate Management Team – to ensure Council priorities and regulatory obligations are delivered, the City's core service responsibilities are met, and service delivery and efficiencies are 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 Corporate Management 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 2017, 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 impact,
- be high-risk, associated either with undertaking or with not undertaking the initiative, and/or
- benefit from regular Corporate Management Team focus.

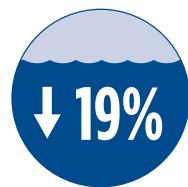
This Corporate Plan is one component of the City's integrated planning and performance measurement process, a cycle that integrates the City's long-term service strategies and policy directions as well as emerging priorities and department service plans and monitors overall performance using performance metrics. 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.

130%

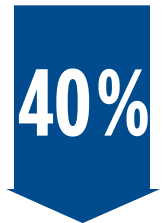
TALK VANCOUVER
membership up by
130%

Implemented new
application tracking
system for City staff
recruitment

60% OF PERMITS
& LICENCES
processed
online



REDUCED CORPORATE WATER
use by 19% since 2006



40% QUICKER RESPONSE
for abandoned waste

40% FEWER CALLS concerning
overfilled litter containers



200+ METRICS TRACKED
quarterly to monitor
performance of City
operations & services



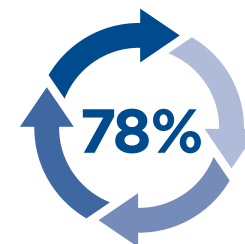
100% RECYCLING of
deconstructed roadway
infrastructure



23%
REDUCTION OF GHG
EMISSIONS from
City-owned buildings
over 2007 levels



6,660
native trees
planted



Peaked at
78% RECOVERY
of Vancouver Landfill gas
(average 74%)



Expanded system
leak detection
resulted in
1.5 BILLION litres
water savings



88
sanitation
vehicles
equipped
with GPS

590+ staff received
ABORIGINAL CULTURAL
COMPETENCY TRAINING



Successfully bid to host the **2019 WORLD JUNIOR HOCKEY CHAMPIONSHIPS**



23%
REDUCTION in solid waste disposed from Vancouver

Established permanent public plaza at **800 ROBSON**



Approximately 1,000 bikes at 100 stations available through Mobi - the City's public bike share program



\$12 MILLION in grants to over **340 LOCAL NON-PROFIT ARTS AND CULTURAL GROUPS**

734 NEW CHILDCARE spaces built and committed since 2015



15%



reduction of overall GHG emissions in Vancouver since 2007



4,500 RESPONSES to Park Board's VanSplash aquatic services survey



110+ STREET ART PROJECTS

Earned **APEGBC'S ORGANIZATIONAL QUALITY MANAGEMENT** certification for capital project management



OVER 1,500 AFFORDABLE HOUSING UNITS under construction or in planning phase enabled by VAHA



27% DECREASE in average km driven per person in Vancouver, exceeding 2020 target



OVER 5,000 BIKES in VPD's Project 529 bicycle registry



Corporate Plan Foundation

I. City of Vancouver's Mission

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

II. Corporate Values

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

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

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 LEADS THE WAY ON GREEN ISSUES:

The City develops and maintains the internal corporate systems, policies, practices and asset-management plans that emphasize 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.

4. 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.

5. THE CITY OPTIMIZES STRATEGIC PARTNERSHIPS

AND COLLABORATIONS: The City cultivates strong intergovernmental relationships and seeks opportunities to leverage benefits from strategic partnerships and collaborations.

6. VANCOUVER IS A SUSTAINABLE, AFFORDABLE, LIVABLE AND INCLUSIVE CITY:

The City strives to make Vancouver a sustainable, affordable, inclusive and livable city with a strong sense of place, through planning that ensures land use, transportation, energy, public realm, community amenities, social services, and food delivery systems are well integrated into our diverse communities and across the city.

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

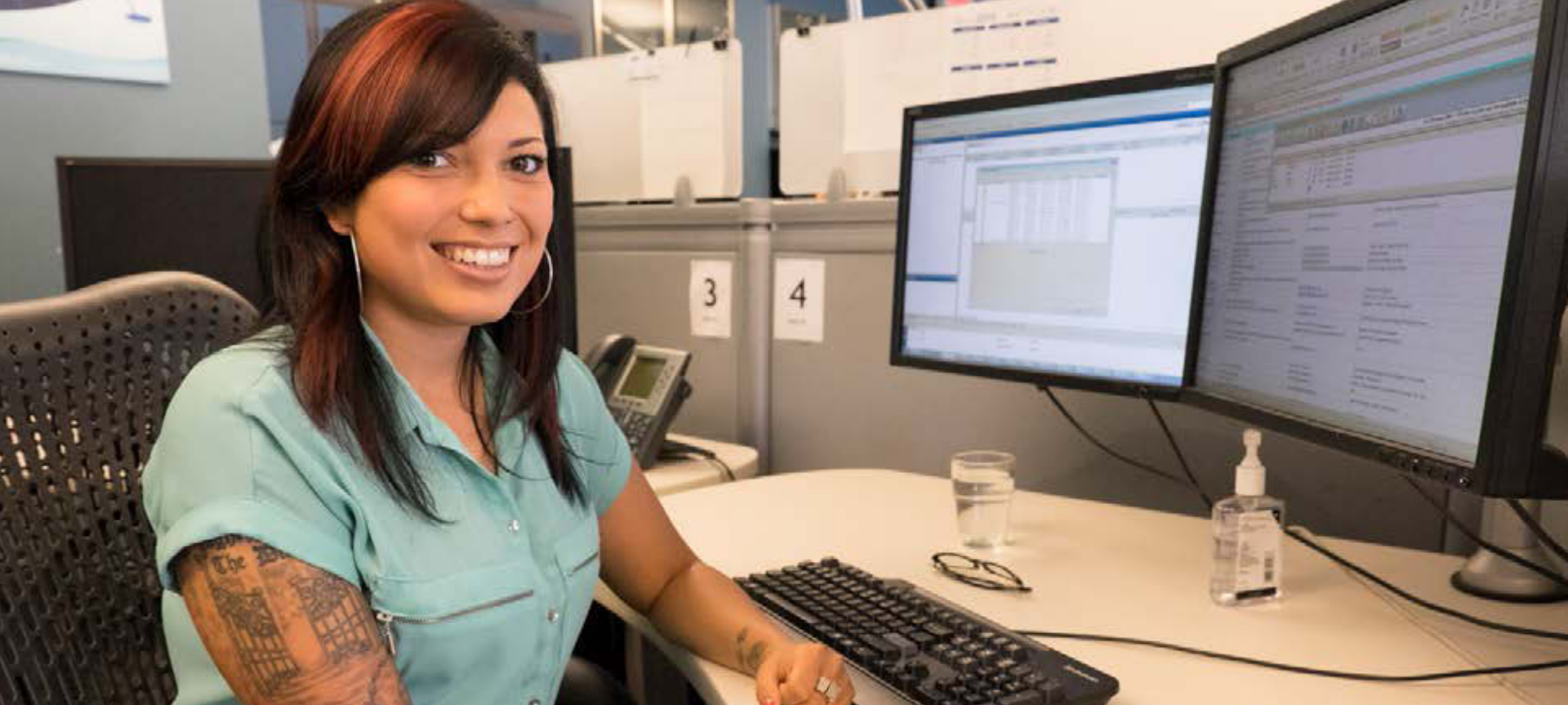
SECURE: The City provides the high-quality and effective police, fire, emergency preparedness and regulatory services that make Vancouver safe and enjoyable for residents, businesses and visitors.

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 to 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.



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.

MEASURED BY

- Percentage of 3-1-1 calls answered in 60 seconds or less
- Percentage of residents very/somewhat satisfied with City of Vancouver services
- Percentage of businesses very/somewhat satisfied with City of Vancouver services
- Percentage of permits applied for online by customers
- Number of vancouver.ca website visits
- Number of vancouver.ca website page views
- Number of people engaged through outreach, online surveys and consultation programs



1A. Data-Driven Decision-Making

Building on performance metrics development and reporting achieved to date, leverage data to gain business insight and optimize management decision-making about service plans, operational management, process improvement and financial investments.

Accountable

GM, Finance, Risk and Supply Chain Management



1B. Development and Building Service Improvements

Streamline the outright development permit process, monitoring progress through performance metric targets with a focus on housing and other key development priorities, and optimizing online services.

Accountable

GM, Development, Buildings and Licensing



1C. Development and Building Regulatory Review

Lead a major review of and investigate potential updates to zoning regulations, as part of the City's commitment to development-related regulatory review.

Accountable

GM, Planning, Urban Design and Sustainability



1D. Public Realm Cleanliness

Improve public realm cleanliness by focusing on litter reduction programs and making targeted improvements in services and infrastructure, communications and education, regulation and enforcement, and partnerships and collaboration.

Accountable

GM, Engineering Services





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.

MEASURED BY

- City of Vancouver credit rating
- Quarterly projection of annual net operating surplus/deficit, in dollars
- Total outstanding debt owed by the City of Vancouver



2A. Long-Term Financial Sustainability Strategy

Develop a strategy to enable ongoing investment in the City's key priorities, while at the same time ensuring sustainable supporting sources of revenue, funding, financing and third party contributions, with a focus on housing, financing growth, and capital renewal/replacement.

Accountable

GM, Finance, Risk and Supply Chain Management



2B. Corporate Revenue Review and Sponsorship Strategy

Optimize the City's strategic approach to revenue generation, undertaking a review of the City's sponsorship and naming rights policies, evaluating new sources of revenue, and initiating the next phase of comprehensive fee reviews.

Accountable

GM, Finance, Risk and Supply Chain Management



2C. Information Technology Performance and Resilience

Enhance the resilience of critical technology and related assets, including improvements for security and disaster recovery.

Accountable

Deputy City Manager



2D. Regulatory Compliance Framework

Develop a corporate regulatory compliance program, with a current-year focus on safety, driver services, Park Board urban forestry, and Engineering Services and Community Services regulatory and policy compliance priorities.

Accountable

GM, Finance, Risk and Supply Chain Management



2E. Development Cost Levy Review

Complete a comprehensive review of the City's development cost levies and allocation criteria.

Accountable

GM, Planning, Urban Design and Sustainability



2F. Corporate Security Plan

Develop a corporate security plan based upon a comprehensive review of the City's service delivery, needs assessment, risk profiles and costs for people and property security services.

Accountable

GM, Real Estate and Facilities Management





3

THE CITY LEADS THE WAY ON GREEN ISSUES

The City develops and maintains the internal corporate systems, policies, practices and asset-management plans that emphasize 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.

MEASURED BY

- Greenhouse gas emissions from City facilities and operations, tonnes CO₂e
- Tonnes of garbage collected from City facilities and operations
- Percentage of Vancouver Landfill gas collected
- Reduction in greenhouse gas emissions associated with the City-owned neighbourhood energy utility, tonnes CO₂e
- Pages of paper used by City of Vancouver operations
- City facility greenhouse gas emissions per square foot, tonnes CO₂e
- Number of units in the City of Vancouver fleet



3A. Zero Emissions Building Policy for City-Owned Buildings

Develop a zero emissions policy for new City-owned buildings and buildings developed by the Vancouver Affordable Housing Agency that is aligned with the City's *Zero Emissions Building Plan*, and create a Zero Emissions Centre of Excellence.

Accountable

GM, Planning, Urban Design and Sustainability
GM, Real Estate and Facilities Management



3D. Biodiversity Strategy

Implement top priority actions of the Park Board's *Biodiversity Strategy*, with a current-year focus on restoring native forests, developing an invasive species action plan, and expanding pollinator habitats in the City's parks system and along the Arbutus Corridor.

Accountable

GM, Park Board



3B. Civic Water Use Reduction

Develop and implement a set of initiatives to reduce the amount of potable water consumed by City operations by 33% by 2020, in alignment with the *Greenest City Action Plan's* Clean Water goal.

Accountable

GM, Engineering Services
GM, Park Board



3E. Zero Waste Strategy

Complete the development of the *Zero Waste 2040 Strategy*, a solid waste management plan with a long-term objective of eliminating Vancouver's solid waste disposal via landfills and incinerators.

Accountable

GM, Engineering Services



3C. Vancouver Landfill Gas Capture

Determine the best approach to making beneficial use of gas created by the Vancouver Landfill, with the objective of reducing greenhouse gas emissions.

Accountable

GM, Engineering Services





4

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.

MEASURED BY

- Average number of workdays lost to absenteeism
- Employee workplace injury rate
- Percent turnover in first year of employment, excluding VPD and VPL



4A. Decision-Making and Accountability

Improve internal decision-making and accountability by using the DARCI Accountability Matrix to structure roles and responsibilities on all significant projects and initiatives, and update the City's standing delegated authorities.

Accountable

Deputy City Manager



4C. Diversity and Inclusion

Review and revise the City's *Gender Equality Strategy* and implement the Council-approved recommendations concerning the *Trans**, *Gender Variant* and *Two-Spirit Inclusion Report*.

Accountable

Chief Human Resources Officer



4B. Employee Health and Safety

Enhance the City's health, wellness and safety practices and culture, with a current-year focus on improving critical incident management and improving corporate safety management practices.

Accountable

Chief Human Resources Officer



4D. Employee Engagement

Undertake an employee engagement survey and work with senior management to develop and implement a set of actions to respond to survey findings.

Accountable

Chief Human Resources Officer





5

THE CITY OPTIMIZES STRATEGIC PARTNERSHIPS AND COLLABORATIONS

The City cultivates strong intergovernmental relationships and seeks opportunities to leverage benefits from strategic partnerships and collaborations.

MEASURED BY

- Percentage of total capital funding provided by external partners
- Percentage of total operating funding provided by external partners



5A. Mental Health and Addiction

Develop a strategy to address escalating local mental health and addiction issues and implement top priority actions, with a focus on the fentanyl/opioid crisis.

Accountable

GM, Community Services



5B. Senior Government Partnerships

Work with the provincial and federal governments to secure funding for priority City of Vancouver projects, including the Millennium Broadway Line Extension, and advance legislative changes to support our policy objectives.

Accountable

City Manager



5C. City of Reconciliation Initiatives

Work in partnership with Musqueam, Squamish and Tsleil-Waututh First Nations to deliver Canada 150+ program activities, complete redevelopment plans for the Vancouver Aboriginal Friendship Centre and Urban Native Youth Centre, and engage an incremental 300 City employees in Aboriginal cultural competency training.

Accountable

City Manager



5D. Downtown Eastside Economic Initiatives

Implement the top priorities of the *Downtown Eastside Community Economic Development Strategy*.

Accountable

GM, Community Services



5E. Business Relationship Management

Improve collaboration with the City's key strategic business partners and stewardship of these relationships, with a current-year focus on EasyPark, PNE-Hastings Park and the Vancouver Economic Commission.

Accountable

Deputy City Manager



5F. 100 Resilient Cities

Leverage Vancouver's Rockefeller Foundation 100 Resilient Cities award to establish an Office of Resilience and develop a comprehensive resilience strategy, with the objective of making Vancouver more resilient to physical, social, and economic shocks and stresses.

Accountable

Deputy City Manager



Photo: Steve Chou



6

VANCOUVER IS A SUSTAINABLE, AFFORDABLE, LIVABLE AND INCLUSIVE CITY

The City strives to make Vancouver a sustainable, affordable, inclusive and livable city with a strong sense of place, through planning that ensures land use, transportation, energy, public realm, community amenities, social services, and food delivery systems are well integrated into our diverse communities and across the city.

MEASURED BY

- Tonnes of Vancouver residential garbage collected
- Number of City of Vancouver housing units committed and opened
- Number of childcare spaces enabled by the City of Vancouver
- Percentage of trips made using sustainable modes — walking, biking, transit
- Litres of water consumed per capita



6A. Affordable Housing Policy and Programs

Advance key affordable housing programs and policies, with a current-year focus on completing the housing strategy reset and implementing the key priorities.

Accountable

GM, Community Services



6B. Affordable Housing Stock

Through the Vancouver Affordable Housing Agency (VAHA), work with private sector, non-profit and Aboriginal partners to facilitate the delivery of new affordable housing units on both City-owned and third party land.

Accountable

VAHA CEO



6C. Short-Term Residential Rental Policy

Design and implement a policy and compliance framework that balances the regulation of legal short-term residential rentals with the protection of long-term residential rental stock in Vancouver.

Accountable

GM, Development, Buildings and Licensing



6D. Empty Homes Tax

Implement the Empty Homes Tax, with the objective of encouraging conversion to rental use and improving availability of rental homes.

Accountable

**GM, Community Services
GM, Finance, Risk and Supply Chain Management**



6E. Comprehensive City Vision

Undertake the foundational scoping and framing work for the development of a comprehensive city-wide vision process.

Accountable

GM, Planning, Urban Design and Sustainability



6F. Sea Level Rise Planning

Ongoing implementation activities related to sea level rise planning, including the advancement of the Southlands and Fraser River flood protection programs.

Accountable

GM, Planning, Urban Design and Sustainability



6G. False Creek South Long-Term Planning

Initiate a community planning process for the False Creek South neighbourhood, closely coordinating with work being done to address lease-end issues for properties on City-owned land in this neighbourhood.

Accountable

GM, Planning, Urban Design and Sustainability



6H. Zero Emissions Building Plan

Continue implementation of the City's *Zero Emissions Building Plan*, requiring the majority of new buildings in Vancouver to use 100% renewable energy and have no operational greenhouse gas emissions by 2025, and that all new buildings achieve these outcomes by 2030.

Accountable

GM, Planning, Urban Design and Sustainability



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.

MEASURED BY

- Square feet of floor area from approved building permits
- Number of business licences issued, excluding vehicles for hire
- Number of green jobs



7A. City Core 2050

Develop a City Core 2050 Vision to inform policy directions to ensure that Vancouver's central area has the capacity and qualities to thrive as the commercial, employment and cultural core of our growing city and region.

Accountable

GM, Planning, Urban Design and Sustainability



7D. Street Rights-of-Way and Public Realm Activation

Support local business, jobs and a vibrant public realm by enabling activations such as patios and plazas, filming and events, vending, food trucks and active store fronts, the VIVA Vancouver program that transforms road spaces into vibrant pedestrian spaces, and third party utility street use.

Accountable

GM, Engineering Services



7B. Employment Lands

Undertake policy work to ensure the beneficial use of all employment lands across the city is maximized, to include consideration of several neighbourhoods, including the Eastern Core/False Creek Flats, Northeast False Creek and South False Creek neighbourhoods.

Accountable

GM, Planning, Urban Design and Sustainability



7E. Playland Redevelopment

Undertake detailed planning and evaluation to transform Hastings Park into a greener, year-round destination, with a current-year focus on implementing the Council-approved *Hastings Park Master Plan* priorities, and on developing an expansion strategy for Playland.

Accountable

GM, Park Board



7C. Sign and Billboard Regulations

Enact an updated *Sign Bylaw* to inform signage on private property, and align with work being done concerning digital signage on City-owned property and street rights-of-way.

Accountable

GM, Planning, Urban Design and Sustainability





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.

MEASURED BY

- Response time to fire emergency (priority 1) calls
- Average dollar loss per fire
- Number of medical incidents, including motor vehicle incidents
- Response time of Vancouver Police Department to emergency (priority 1) calls
- Number of property crimes reported per 1,000 population
- Number of violent crimes reported per 1,000 population
- Number of traffic collisions per capita
- Number of Emergency Operations Centre staff trained



8A. Seismic Preparation and Mitigation

Develop a post-earthquake building damage assessment program and evaluate options to encourage and support seismic retrofits for at-risk buildings on private property.

Accountable

Deputy City Manager



8B. At-Risk Building Preservation and Enforcement

Proactively enhance protection of at-risk buildings by improving and better coordinating inspection and enforcement functions and coordinating activities with those single room occupancy building operators that have ongoing operating issues.

Accountable

GM, Development, Buildings and Licensing



8C. Property Crime Prevention

Address recent increases in local property crime by enhancing the VPD's analytical capabilities, and by coordinating among the VPD and relevant City departments to better regulate the installation of crime prevention devices during residential construction and renovation.

Accountable

Chief Constable



8D. VPD Mental Health Support and Advocacy

Work with community partners to strengthen local mental health programs and processes and address gaps in service delivery, and focus on police officer training aimed at better understanding mental illness and effective responses.

Accountable

Chief Constable



8E. Road Safety

Develop a strategy to accelerate movement toward zero transportation-related fatalities and serious injuries across all transportation modes, with a focus on the most vulnerable road users.

Accountable

GM, Engineering Services



8F. Fire Prevention Services

Enhance the City's fire prevention services with a current-year focus on the City's risk-based fire inspection program, updating the Fire Safety Plan and Operational Manual, developing an emergency building access program, and amending the fire and building bylaws.

Accountable

Fire Chief





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.

MEASURED BY

- Number of Vancouver Public Library in person and website visits
- Number of trees planted
- Attendance at Vancouver civic theatres and museums
- Number of registrants in community centre programs operated by the Park Board



9A. Parks and Recreation Master Plan

Through a comprehensive community engagement process, develop a City of Vancouver Parks and Recreation Master Plan, designed to guide the development and renewal of parks and recreation amenities and facilities over the next ten years.

Accountable

GM, Park Board



9B. City Archives and Central Library Co-Location

Develop and initiate implementation of a plan to co-locate the City of Vancouver Archives at the VPL Central Library, to include the design of an optimized service model and operating space, and modernizing the archives location management system.

Accountable

Chief Librarian



9C. Arbutus Greenway

Supported by a robust public engagement process, establish the vision and complete a conceptual design for the Arbutus Greenway, 42 acres of open space over nine linear kilometres, to be developed as a corridor for walking, cycling and future streetcar.

Accountable

GM, Engineering Services



9D. Arts and Culture Strategy

Develop and implement top priorities of an updated City of Vancouver arts and culture strategy.

Accountable

GM, Community Services



9E. Public Art Boost

Create opportunities for artists and other partners to support Vancouver's art scene through public art events and projects that contribute to lively streetscape, including murals and light and media-based activities.

Accountable

GM, Community Services



9F. Social Infrastructure Plan

Develop a social infrastructure plan to support proactive planning and development of City-owned and City-supported social infrastructure.

Accountable

GM, Community Services





Photo: Steve Chou

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.

MEASURED BY

- Percentage of major public works assets in poor condition
- Number of 3-1-1 engineering asset service requests
- Percentage of demand maintenance orders completed



10A. Northeast False Creek Planning

Advance Northeast False Creek (NEFC) planning and design, with a current-year focus on the development of a *NEFC Area Plan*, detailed design for Georgia and Dunsmuir Viaduct replacement, conceptual design of the Creekside Park extension and open spaces.

Accountable

GM, Engineering Services



10B. Property Endowment Fund Strategy

Develop a strategy for the Property Endowment Fund (PEF) – the City's real estate investment portfolio – to allow the PEF to achieve a reasonable rate of return while supporting the City's priority policy objectives.

Accountable

GM, Real Estate and Facilities Management



10C. City Hall Campus Planning

Advance the City Hall Campus planning exercise to meet the objectives of enhancing service to the public, addressing seismic risks and reducing the City's reliance on leased work space.

Accountable

GM, Real Estate and Facilities Management



10D. Millennium Line Broadway Extension

Coordinate with key partners to advance progress on the Millennium Line Broadway rapid transit extension, with a current-year focus on establishing a City of Vancouver project office and advancing the project to the point of being procurement-ready.

Accountable

GM, Engineering Services



10E. Non-Profit Lease Management

Establish a centralized structure and process for negotiation and ongoing management of short- and long-term leases for City property leased to non-profit agencies.

Accountable

GM, Real Estate and Facilities Management



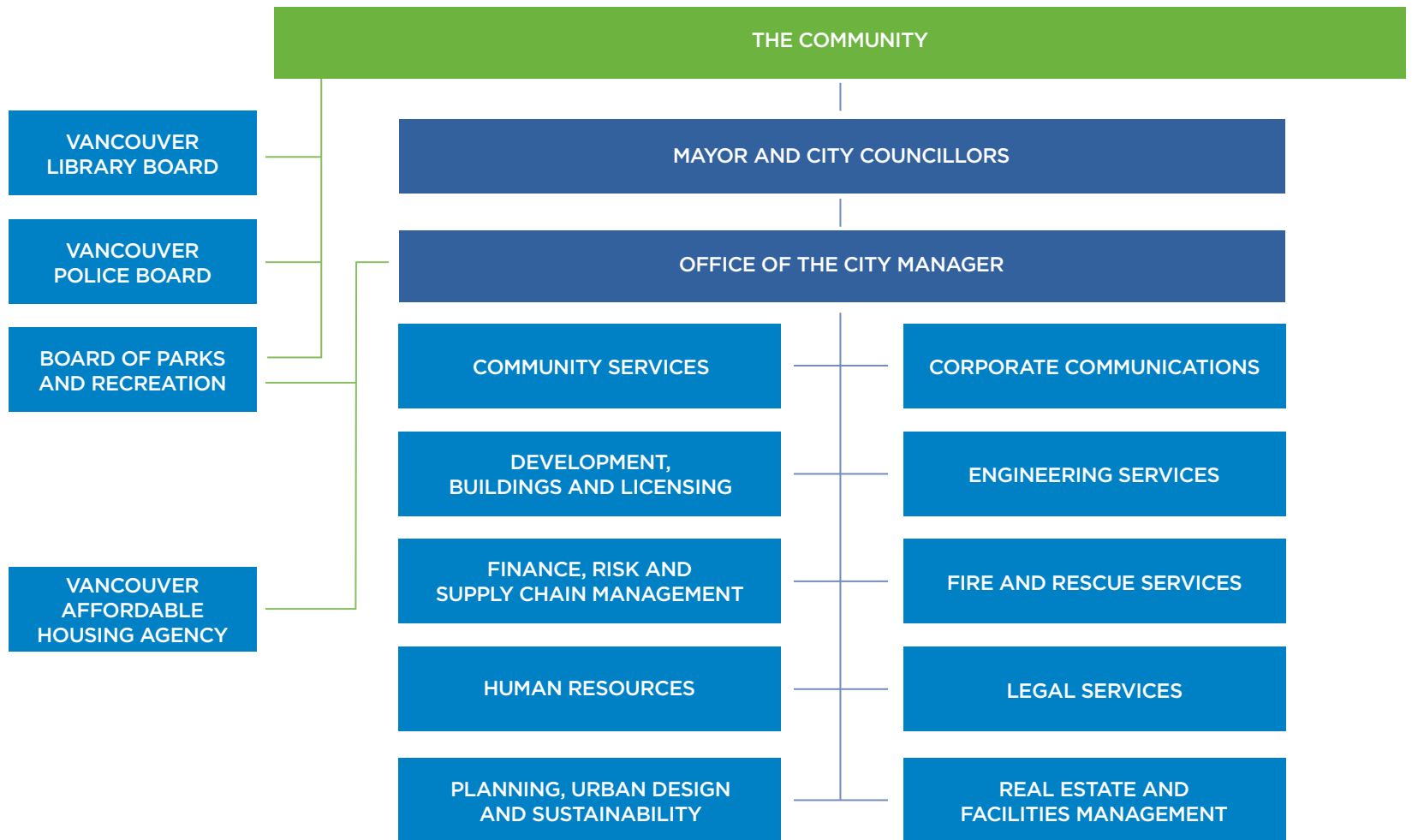
10F. District Energy Expansion

Enable the low-carbon conversion of existing steam heat systems, and evaluate options for district energy versus zero energy buildings in various neighbourhoods, including the Cambie Corridor, the River District and downtown.

Accountable

GM, Engineering Services





Shown here is a summary of progress and achievement highlights for the 2016 Corporate Plan's short-term priorities.

1. THE CITY PROVIDES EXCELLENT SERVICE

1A. Public Engagement and Outreach

- Increased Talk Vancouver panel membership by 130% and expanded recruitment among younger audiences. Delivered over 60 surveys with over 120,000 complete responses.
- Created more Pop-Up City Hall outreach opportunities focused on engaging under-represented groups, specifically youth ages 18-35, newcomers, and urban Aboriginals. Completed 66 outreach opportunities (27% increase over 2015) and reached an estimated 14,000 people (57% increase over 2015).
- Developed a draft translation framework to give a focus and clarity to translation needs at the City.
- Trained more than 45 staff on public participation and collaborative planning and problem-solving practices.

1B. Development and Building Permit Process

- Processed approximately 60% of the annual 200,000 permits and licences online.
- Migrated over 40 permits and licences to a single cross-departmental workflow platform.
- Unsupported legacy systems have been taken offline.
- Building, trade, property use, and engineering field inspections are now completed using a mobile application.

1C. Sanitation Services Realignment

- Transitioned recycling services to Multi-Material BC and successfully placed all staff affected by the change in other positions at the City.
- Completed Phase 1 of the City's GPS program and installed GPS systems in 88 sanitation vehicles.
- Improved street cleaning services, achieving 40% quicker response times for abandoned waste calls (from 10 days in 2015 to six days in 2016), and 40% fewer calls concerning overfilled litter containers (from 2,100 in 2015 to 1,300 in 2016).
- Implemented a ticketing program for commercial waste containers to reduce unlicensed containers in public spaces.
- Initiated pilot programs for streetscape recycling in the West End, collection of cigarette butts along the Broadway corridor from Commercial Drive to Granville St. and collection of pet waste from parks.

2. THE CITY IS FINANCIALLY HEALTHY AND ADMINISTRATIVELY EFFECTIVE

2A. Long-Term Financial Strategy

- Conducted a series of workshops with the Corporate Management Team to review ways that the City can continue to deliver quality services over the next five years, while keeping property tax and fee increases in line with inflation, and enable investment in public priorities.
- Progressed on the development of the 10-year Capital Strategic Outlook and worked with senior government on sustainable funding programs.

2B. Corporate Revenue Review

- Completed the final phase of the comprehensive fee review for the City's planning and development related permits, which included an adjustment to existing fees to better reflect cost recovery.
- Developed a corporate framework for ongoing fee reviews and identified and advanced progress on opportunities for revenue generation, including furthering the development of a city-wide sponsorship and naming rights policy.

2C. Performance Measurement and Data Analytics

- Significant focus in working with departments to advance the City's performance measurement culture in addition to delivering a performance measurement program and metrics management strategy.
- Over 200 metrics tracked quarterly, with results being used to inform management decision-making and action items, including opportunities for continuous process improvement.
- Established short-term focus metrics reporting for operational areas with a current continuous improvement emphasis: permit processing wait times and street cleaning.

2D. Business Continuity Planning

- Completed a comprehensive assessment of all City Hall Campus business units to determine each unit's risk of unavailability and restoration priority.
- Designed escalation procedures, risk assessment tools, and communication plans for business continuity coordinators.
- Prepared alternate worksite space for more than 250 staff to continue corporate support and public-facing services in the event of a business continuity incident.
- Completed a business continuity toolkit for local businesses and a plan to roll out the tools to small- and medium-sized businesses in 2017.

2E. Equipment Services Review

- Completed a needs assessment and developed the scope for a new fleet management information system.
- Issued a request for proposals for a new fleet management information system.
- Replaced the existing budgeting process that was primarily based on historical trends with demand-based budgeting that takes into consideration key business drivers and requirements for 2017.
- Developed and implemented a process for ongoing measurement and tracking of key operational metrics to support decision making and operational optimization.

2F. Non-Profit Lease Management

- Developed a set of process improvements concerning lease negotiations and ongoing tenant management, including a business process for lease renewals with renewal options.

2G. Development Cost Levy Review

- Completed Phase 1 of the review which included a best practice review and financing framework, both of which will be used to guide ongoing, more detailed work.
- Started Phase 2 which includes preparation of growth-related capital forecasts to feed into and help develop new development cost levy rates.

3. THE CITY LEADS THE WAY ON GREEN ISSUES**3A. Green Operations Plan Priorities**

- Averaged 74% recovery of Vancouver Landfill gas in 2016, peaking at 78%.
- Recycled 100% of deconstructed City roadway infrastructure, including concrete, asphalt and gravels, into standardized reusable construction materials.
- Contributed to UBC's Sustainability Scholars Program for 2016, a detailed green scholar report was completed for Engineering Services' Kent Services Branch, *Improving Sustainability Practices by Repurposing City Construction Waste*.
- Achieved a 23% reduction in greenhouse gas (GHG) emissions from City-owned buildings compared to 2007.
- Developed a *Renewable Energy Strategy* for City-owned buildings with the target of 100% renewable energy and 100% GHG reduction by 2040, 10 years ahead of the city-wide target in the *Renewable City Strategy*.

3B. Civic Water Use Reduction

- Reduced corporate water use by 19% over 2006 levels.
- Installed water meters at 16 civic facilities and integrated water-use data into existing energy tracking system (over 200 properties).
- Performed water audits on 12 civic facilities and identified water savings opportunities estimated to be 50,000 cubic metres per year with cost savings of \$123,000.
- Installed a level detector at Trout Lake to regulate potable water inflow which resulted in roughly 80% water savings since 2014.
- Expanded water system leak detection to cover all of the City's residential areas each year, resulting in water savings of 1.5 billion litres.

3C. City Fleet and Trip Optimization

- Supported the City's *Green Fleet Strategy* by decommissioning 26 recycling vehicles, transitioning heavy equipment to hybrid powertrains through the City's bulldozer fleet, and commissioning the replacement fire apparatus with an auxiliary power system.
- Began exploring a new fuel strategy by researching market access to alternative fuels and cleaner burning fuel blends.
- Reviewed the City's tandem fleet operations to better optimize use of City fleet, including a pilot to explore the application of GPS to track fuel consumption.

3D. Biodiversity Strategy

- Completed the first phase (excavation and grading) of the New Brighton Park salt marsh project in partnership with Vancouver Fraser Port Authority.
- Planted 6,660 native trees (about 30% of the total tree planting in 2016) as part of an effort to restore native forests in Vancouver parks for birds and other biodiversity.
- Completed the Fifth and Pine Pop-Up Park which uses pollinator enhancement as a central focus of the park program.
- Expanded the City's partnerships with stewardship groups with support from the Park Board's new environmental stewardship coordinator.

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

4A. Talent Attraction and Retention

- Implemented a new applicant tracking system which streamlined the City's recruitment processes and enhanced the ability to attract quality candidates.
- Implemented a full service recruitment model in Engineering Services.
- Built a learning and leadership model which incorporates essential leader knowledge through a blended learning approach resulting in time efficient training and quality leadership experiences.

4B. Approval Processes

- Improved the performance of Council report concurrences from 17% on time to City Manager to 75% on time.
- Streamlined and simplified the process for City Manager approvals via "City Manager Minutes."
- Clarified internal business advisory and project management support project gating and resource deployment through merging two business units to create the new Business Planning and Project Support office.

4C. Collective Bargaining

- Renewed CUPE 1004 collective agreement. This was the first Metro municipal settlement and set the pattern for wages in the Lower Mainland over the period covered.
- Concluded collective bargaining with the Vancouver Police Department (VPD)/Vancouver Police Union (VPU) and an interest arbitration award has renewed the collective agreement. Bargaining with VPD /Vancouver Police Officers Association has yet not commenced. An interest arbitrator has not yet been selected for the Vancouver Fire and Rescue Services/Vancouver Firefighter's Union renewal.
- Reached tentative agreement for renewal of the collective agreement with CUPE 15.

5. THE CITY OPTIMIZES STRATEGIC PARTNERSHIPS AND COLLABORATIONS

5A. Healthy City Strategy

- Adopted the *Healthy City Implementation Plan* and a *Settlement & Integration Strategy* and held a refugee forum.
- Council approved the City pursuing Living Wage Employer certification.
- Launched the first phase of *Healthy City Strategy* dashboard on vancouver.ca.
- Established a temporary mental health hub at St. Paul's Hospital.
- Achieved 73% of the 2015–2018 target for new childcare spaces.

5B. Senior Government Partnerships

- Over \$24 million approved in funding by the federal and provincial governments and Federation of Canadian Municipalities to support City of Vancouver projects.
- Submitted budget packages to the federal and provincial governments outlining the City's priority projects and programs for funding and policy support.

5C. City of Reconciliation Initiatives

- Provided Aboriginal cultural competency training to more than 590 City staff, including Council members and senior managers.
- Secured partnerships with three First Nations to develop Canada 150+ 2017 celebration that includes a canoe journey, the Drum is Calling festival and a Walk for Reconciliation.
- Installed artwork from Musqueam, Squamish and Tsleil-Waututh First Nations in the City Council Chamber.
- Signed a memorandum of understanding with Metro Vancouver Aboriginal Executive Council (MVAEC) to work in partnership providing services and engagement with urban Aboriginal people.
- Supported MVAEC's Urban Aboriginal Housing Strategy with a commitment to build 600 units of affordable housing.

5D. Downtown Eastside and Chinatown Economic Initiatives

- Approved \$556,000 in grants through the Downtown Eastside (DTES) Capital Grant program to non-profits for job creation, upgrades to community assets and neighbourhood improvements.
- Completed the *DTES Chinatown Economic Initiatives Strategy*, identifying further initiatives and actions to lay a foundation for longer-term economic development in the DTES.
- Approved \$496,000 in grants through the Chinese Society Matching Grants program for Chinese societies to complete critical upgrades.
- Approved \$3.6 million of City funds through the Chinese Legacy program to kick start fundraising to support the rehabilitation of 12 society heritage buildings in Chinatown.

6. VANCOUVER IS A SUSTAINABLE, AFFORDABLE, LIVABLE AND INCLUSIVE CITY

6A. Affordable Housing

- Approved development permits for the first three East Fraser Land sites, creating 250 new homes.
- Secured 18 City-owned and optioned sites that have committed to deliver 2,500 units over the next few years.
- Approved the City's first movable modular project delivering 40 homes.
- Progressed towards 10-year housing strategy targets, with more than 1,500 affordable housing units under construction or in planning phases enabled by the Vancouver Affordable Housing Agency.
- City Council approved a framework for an Affordable Home Ownership Program.

6B. Childcare Spaces

- With 734 childcare spaces built and committed since the beginning of 2015, the City is 73% of the way toward the 2015-2018 Council target to facilitate the creation of 1,000 new childcare spaces in Vancouver.
- Three childcare centres for children 0 to 4 years old are currently under development in schools operated by the Vancouver School Board that are undergoing seismic upgrade or replacement (Fleming, Nelson and Tennyson).
- With the childcare and family service hub model, three childcares currently under development will be co-located with social facilities, adding 143 childcare spaces in combination with two neighbourhood houses and a family place.

6C. South False Creek Long-Term Planning

- Significantly advanced progress toward a new community plan for the False Creek South, and toward resolving end-of-lease issues for properties in this neighbourhood with long-term leases on City-owned land.
- Advanced work on various supporting work elements, including the draft False Creek Engagement Principles, building condition assessments, land governance options, and developing affordable options for current residents to remain in the neighbourhood.

6D. Community Planning

- Council adopted the *Grandview-Woodland Community Plan*.
- Completed the *Joyce-Collingwood Station Precinct Plan* in one year.

6E. District Energy Expansion

- Completed Southeast False Creek utility expansion to Great Northern Way Campus lands which now provides heating service to the first building and pipes connected to Emily Carr University building.

6F. City-wide Renewable Energy Strategy

- Council adopted the *Zero Emission Building Plan*.
- Council adopted the *Electric Vehicle Ecosystem Strategy*.
- Council adopted the *Green Building Rezoning Policy*.
- Reduced city-wide greenhouse gas emissions by 15% since 2007.

7. VANCOUVER'S BUSINESS CLIMATE IS DYNAMIC AND ROBUST

7A. Municipal Sharing Economy Strategy

- Completed the Sharing City Framework and started a one-year Framework pilot.
- Completed Phase 1 of the development of policy and licensing options to regulate short-term rentals in residential properties.
- Worked collaboratively with Airbnb to shut down illegal short-term rentals in unsafe buildings.

7B. Employment Lands

- Proposed amendments to the zoning in Railtown to facilitate growth of Vancouver's innovation economy.
- Nearing completion of the *False Creek Flats Plan*, supporting intensification of jobs and the innovation economy.
- Continuing to work with Providence Health Care to create a policy statement for the new St. Paul's Hospital campus.

7C. Sign and Billboard Regulations

- Drafted an updated *Sign Bylaw* for business identification signs on private property. Received feedback from stakeholders including the sign industry, BIAs, Vancouver Heritage Commission and from residents through a Talk Vancouver survey with 3,200 responses.
- Currently developing a framework for identifying, vetting and prioritizing advertising and sponsorship initiatives in the public realm, including billboards, a digital sign program, transit shelter ads, and digital interactive kiosks.

7D. Filming and Special Events

- Worked collaboratively with all City and Park Board departments that issue filming- and special event-related permits and licences to map current state permitting processes and identify areas for improvement.
- Consolidated two Park Board filming and special event units into one under the office of the Park Board Deputy General Manager.

7E. Sport Hosting

- Developed and launched the inaugural Vancouver Rugby Festival to coincide with the Canada Sevens Rugby Tournament.
- Successfully hosted the 2016 Americas Masters Games with 5,000 participants from 45 nations participating in 22 sports.
- Won bids for four major international sport events: the 2017 World Indigenous Basketball Championships, 2018 Skate Canada National Championships and Olympic Qualifier, 2018 ISU Grand Prix Final, and the 2019 World Junior Hockey Championships.
- Hosted the 2018 FIFA World Cup Qualifier Canada with Team Canada vs. Team Mexico and broke record home attendance for a Canadian men's soccer team game with 55,000.
- Distributed 12 Community Sport Hosting Grants.

8. VANCOUVER IS A SAFE CITY IN WHICH PEOPLE FEEL SECURE

8A. Emergency Preparedness

- Developed city-wide damage assessment model to support initial response in a flood or earthquake emergency. Trained building staff on hazard mitigation, emergency management and command, and ran two functional exercises.
- Updated the City's Emergency Social Services (ESS) plan to include refined procedures for notification and deployment of ESS volunteers, Emergency Management and Parks and Recreation staff to support the public during an emergency.
- Revised ESS plans for six key community centres that will serve as go-to locations in the event of a major disaster, and identified ESS staff support teams at these centres.

8B. Firefighting Capacity

- Approximately half of the new apparatus fleet is being prepared for deployment, and one of the two new fireboats has been delivered, with the associated marine firefighting training completed.
- Initiated testing of the new firefighter scheduling system (Telestaff).
- Deployed Rapid Intervention teams as part of rescue units strategically located throughout the city with special equipment to respond to structure fires.
- Commenced replacement of Firehall No. 5.

8C. Fire Prevention Services

- Created and implemented a risk-based fire prevention pilot project.
- Successfully transitioned fire permits into the City's new permit processing system (POSSE).

8D. Property Crime Prevention

- Registered over 5,000 bicycles in Vancouver with the VPD's Project 529 bicycle registry.
- Successfully deployed bait bicycles in Patrol District 1, resulting in a number of arrests of bicycle thieves.
- Expanded the Safer Parking program to two additional parking lots located in Patrol District 2.
- Deployed bait cars outfitted with GPS and RFID technology in Patrol Districts 1 and 2 to target theft from auto suspects, resulting in several arrests.
- Rolled out a media campaign to raise public awareness on how to prevent theft from autos, including partnering with car rental agencies and YVR airport to provide mirror hangers reminding visitors to lock rental cars and remove all valuables.

8E. VPD Mental Health Support

- As of December 2016, achieved a 52% reduction in negative police contacts, 54% reduction in criminal justice system involvement (charges, conditions), 65% drop in violence offences, 58% drop in substance use, 54% drop in street disorder offences, 66% drop in victimization, and a 60% drop in mental health apprehensions by police, for 435 Assertive Community Treatment Team clients.
- As of December 2016, achieved an 84% reduction in negative police contacts, 84% reduction in criminal justice system involvement (charges, conditions), 90% drop in violent offences, 76% drop in substance use, 85% drop in street disorder offences, and a 92% drop in mental health apprehensions, for 503 Assertive Outreach Team clients.

9. VANCOUVER OFFERS EXTRAORDINARY CIVIC AMENITIES

9A. Parks and Recreation Services

- Launched public engagement for *VanSplash Aquatics Services Strategy* with an online survey which received over 4,500 responses and workshops with representatives from aquatic groups, community organizations, people with disabilities and other interested groups.
- Completed initial consultation for the city-wide *People, Parks and Dogs: A strategy for sharing Vancouver's Parks*, which included 108 small group meeting attendees, 135 open house attendees and almost 4,000 survey responses.
- Optimized recreation business processes through ActiveNet by streamlining customer communication for online facility booking and program improvements including payment plan changes for childcare.
- Introduced a new beach chair and umbrella rental service at English Bay Beach.

9B. Public Realm Activation

- Completed the Jim Deva plaza, a street to plaza project and established a stewardship oversight committee.
- Established a permanent public plaza at 800 Robson and initiated the engagement and concept design for the iconic square.
- Completed over 110 street art projects, including 76 murals, 36 wraps, two painted planters and three artist benches.
- Launched a parklet program, to convert parking spaces to public seating.
- Supported innovative conversions of laneways to public space.

9C. Central Library Upgrades

- Completed the design development, and submitted the development permit and permit application.
- Completed the functional planning process for situating the Vancouver Archives at the Central Library.

9D. Public Bike Share

- Completed negotiations and signed a contract with preferred vendor (Vancouver Bike Share Inc.) and selected the name Mobi for the public bike share (PBS) system.
- Launched in July, the PBS system surpassed 130,000 trips and has approximately 100 stations and 1,000 bikes in operation with stations continuing to be added within the coverage area (Downtown, Arbutus Street, 16th Avenue, Main Street).
- Shaw Communications entered a five-year sponsorship agreement with Vancouver Bike Share Inc.

9E. Public Art

- Received Council approval for \$1.5 million for the Public Art Boost and allocated \$200,000 toward the Vancouver Mural Festival for the creation of more than 56 murals and four other community public art projects.
- Celebrated the 25th anniversary of the Public Art Program with 15 new temporary artworks for transit shelters and outdoor video and print venues around the theme of Vancouver as a “Coastal City”.
- Provided grants to six organizations through New Community Public Art Grants.
- Unveiled 10 new artworks as a result of requirements for major rezonings in the city.
- Established the City’s first Artist in Residence through a partnership between Public Art and the Sustainability Group. The 18-month residency with Justin Langlois started in July 2016.

10. VANCOUVER'S ASSETS AND INFRASTRUCTURE ARE WELL-MANAGED AND RESILIENT

10A. Capital Asset Planning and Management

- Selected a consultant, who will provide services to Vancouver and 11 other municipalities participating in the Federation of Canadian Municipalities (FCM) Leadership in Asset Management Program (LAMP).
- A multi-disciplinary team (from Facilities, Engineering, Sustainability and Finance) participated in FCM LAMP workshop in Toronto.
- Completed a current state review of Vancouver's Capital Asset Planning and Management program.

10B. Capital Project Management

- Obtained APEGBC's Organizational Quality Management (OQM) certification for capital project management.
- Launched the Engineering PMO's Project Management Framework (PMF) with standards and processes to govern cost, risk, schedule and stakeholder management of all Engineering capital projects.
- Trained 400+ Engineering staff on OQM and PMF, audited 67 projects for conformance with OQM and PMF, and provided support through the Engineering PMO website which had 50,000+ visits.
- Completed over 70 initiatives to improve PMF and OQM processes through continuous improvement process review.

10C. Northeast False Creek Planning

- Established NEFC Project Office with 22 staff from Planning, Parks and Engineering.
- Launched NEFC planning program with a highly successful event at the Plaza of Nations.
- NEFC Stewardship Group and Park Design Advisory Group appointed by City Council and the Park Board.
- Secured internationally-renowned park design consultants for park design.

10D. Broadway Corridor Rapid Transit

- Completed the preliminary engineering for the Millennium Line Broadway Extension (MLBE) required as an input to the business case.
- Completed the business case required for the Senior Government Funding Application.
- Dedicated funding for further planning, design, and other activities related to prepare MLBE for procurement included in the approved \$2 billion regional transit and road improvements plan to be implemented as Phase 1 of the Mayors' Council's Plan. The plan includes approved federal and provincial funding of \$370 million and \$244 million respectively.

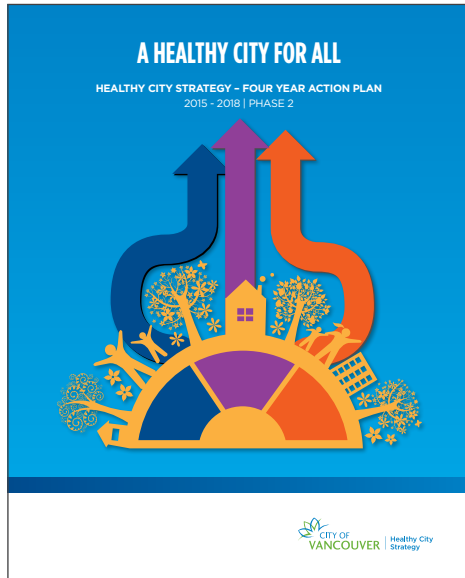
10E. Civic Building Seismic Upgrades

- Structural seismic upgrade for West Annex building is under construction as scheduled.
- Deconstruction of East Wing of City Hall is being carried out as scheduled.
- Level 2 seismic reports are in progress and on track.

10F. Zero Waste Strategy

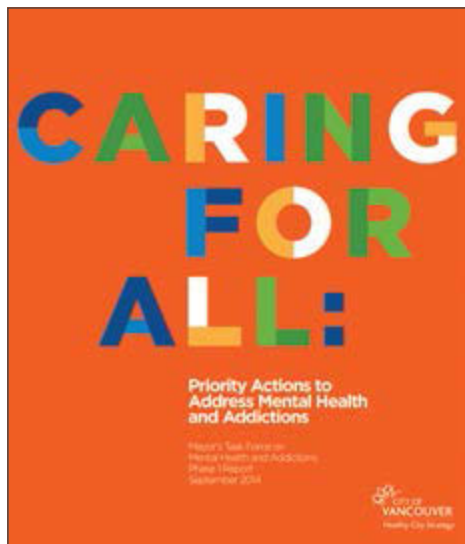
- Completed five external workshops with over 250 organizations and individuals to identify key areas for eliminating waste.
- Received over 2,000 responses to our Zero Waste focused Talk Vancouver survey about zero waste behaviours and ideas.
- Connected with over 6,500 people in our Pop-Up City Hall events held throughout 2016.
- On two occasions, assembled an external advisory panel of more than 20 subject matter experts in zero waste to guide the development of the zero waste strategy.

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. 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



B. CARING FOR ALL: PRIORITY ACTIONS TO ADDRESS MENTAL HEALTH AND ADDICTIONS, 2014

- Work better together and address gaps in service
- Peer-informed system
- De-stigmatization
- Focus on youth
- Focus on wellness for Aboriginal peoples



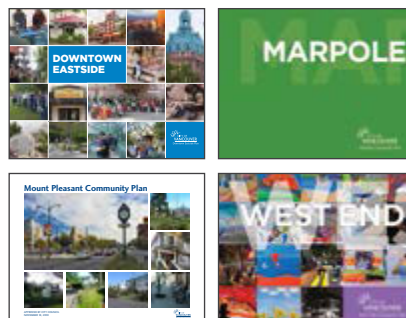
C. CITY OF VANCOUVER DIGITAL STRATEGY, 2013

- Engagement and access
- Infrastructure and assets
- Economy
- Organizational digital maturity



D. CLIMATE CHANGE ADAPTATION STRATEGY, 2012

- Increase resilience of City infrastructure, programs and services to anticipated local climate change impacts
- Promote and facilitate incorporation of climate change information into City business
- Improve awareness, knowledge, skills and resources of City staff
- Enhance opportunities for coordination and cooperation through development of networks and partnerships



E. COMMUNITY PLANS, COMPLETED AND UNDER DEVELOPMENT

- Downtown Eastside Local Area Plan
- Marpole Community Plan
- Mount Pleasant Community Plan
- Norquay Village Neighbourhood Centre Plan
- West End Community Plan
- Grandview-Woodland Community Plan
- Northeast False Creek Area Plan
- False Creek Flats Area Plan



F. CULTURE PLAN FOR VANCOUVER, 2008-2018

- Innovation
- Learning
- Connecting people, ideas and communities
- Neighbourhoods



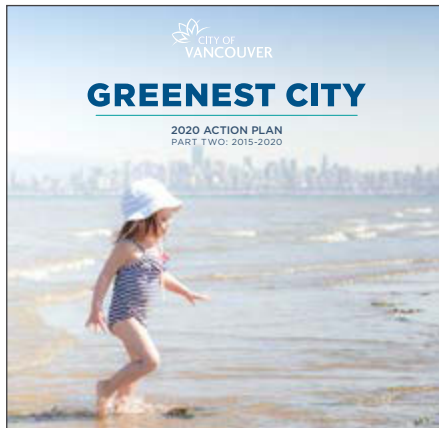
G. EARTHQUAKE PREPAREDNESS STRATEGY, 2013 UPDATED 2016

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



H. FINAL REPORT OF THE VANCOUVER MAYOR'S ENGAGED CITY TASK FORCE, 2014

- Annual "civic engagement report card"
- Build knowledge
- Build capacity
- Build trust
- Build power



I. 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



J. RENEWABLE CITY STRATEGY, 2015-2050

- Renewable buildings
- Renewable transportation
- Green economic opportunities



K. TRANSPORTATION 2040, 2012

- Land use
- Walking
- Cycling
- Transit
- Motor vehicles
- Goods, services and emergency response
- Education, encouragement and enforcement



L. VANCOUVER BOARD OF PARKS AND RECREATION STRATEGIC FRAMEWORK, 2012

- Parks and recreation for all
- Leader in greening
- Engaging people
- Excellence in resource management



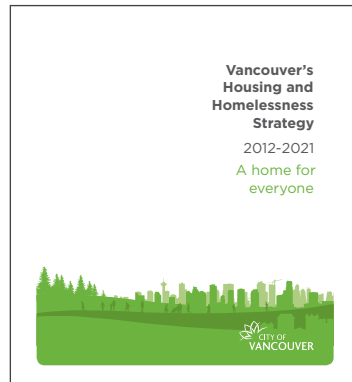
M. VANCOUVER ECONOMIC ACTION STRATEGY, 2011

- A healthy climate for growth and prosperity
- Support for local business, new investment and global trade
- Attracting and retaining human capital



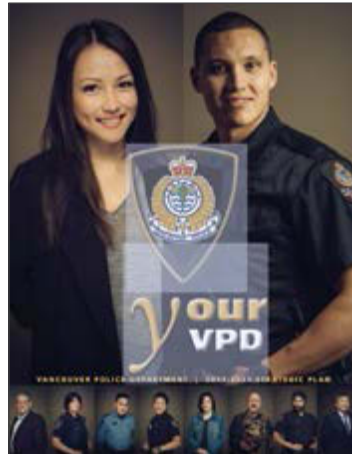
N. VANCOUVER FOOD STRATEGY, 2013

- 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



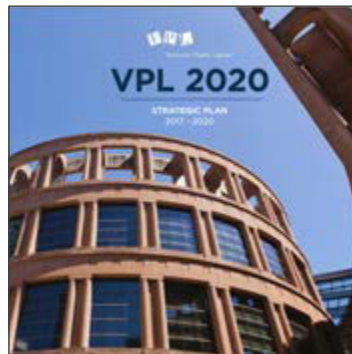
P. VANCOUVER'S HOUSING AND HOMELESSNESS STRATEGY, 2012-2021

- Increase the supply of affordable housing
- Encourage a housing mix across all neighbourhoods that enhances quality of life
- Provide strong leadership and support partners to enhance housing stability



Q. VANCOUVER POLICE DEPARTMENT 2017-2021 STRATEGIC PLAN

- Support our people
- Engage our community
- Enhance public safety
- Fight crime



R. VANCOUVER PUBLIC LIBRARY STRATEGIC PLAN, 2017-2020

- Learning, creativity, and innovation
- Access and equity
- Sharing and collaboration
- Organizational strength



CITY OF VANCOUVER 2017 CORPORATE PLAN OVERVIEW

CITY OF VANCOUVER 2017 CORPORATE PLAN OVERVIEW

GOAL 1. EXCELLENT SERVICE <ul style="list-style-type: none"> A. Data-Driven Decision-Making B. Development and Building Service Improvements C. Development and Building Regulatory Review D. Public Realm Cleanliness 	GOAL 2. FINANCIALLY HEALTHY <ul style="list-style-type: none"> A. Long-Term Financial Sustainability Strategy B. Corporate Revenue Review and Sponsorship Strategy C. Information Technology Performance and Resilience D. Regulatory Compliance Framework E. Development Cost Levy Review F. Corporate Security Plan 	GOAL 3. LEADS THE WAY ON GREEN ISSUES <ul style="list-style-type: none"> A. Zero Emissions Building Policy for City-Owned Buildings B. Civic Water Use Reduction C. Vancouver Landfill Gas Capture D. Biodiversity Strategy E. Zero Waste Strategy 	GOAL 4. WORKPLACE AND EMPLOYEE EXCELLENCE <ul style="list-style-type: none"> A. Decision-Making and Accountability B. Employee Health and Safety C. Diversity and Inclusion D. Employee Engagement 	GOAL 5. PARTNERSHIPS AND COLLABORATIONS <ul style="list-style-type: none"> A. Mental Health and Addiction B. Senior Government Partnerships C. City of Reconciliation Initiatives D. Downtown Eastside Economic Initiatives E. Business Relationship Management F. 100 Resilient Cities
GOAL 6. SUSTAINABLE, AFFORDABLE, LIVABLE, INCLUSIVE CITY <ul style="list-style-type: none"> A. Affordable Housing Policy and Programs B. Affordable Housing Stock C. Short-Term Residential Rental Policy D. Empty Homes Tax E. Comprehensive City Vision F. Sea Level Rise Planning G. False Creek South Long-Term Planning H. Zero Emissions Building Plan 	GOAL 7. DYNAMIC BUSINESS CLIMATE <ul style="list-style-type: none"> A. City Core 2050 B. Employment Lands C. Sign and Billboard Regulations D. Street Rights-of-Way and Public Realm Activation E. Playland Redevelopment 	GOAL 8. SAFE CITY WHERE PEOPLE FEEL SECURE <ul style="list-style-type: none"> A. Seismic Preparation and Mitigation B. At-Risk Building Preservation and Enforcement C. Property Crime Prevention D. VPD Mental Health Support and Advocacy E. Road Safety F. Fire Prevention Services 	GOAL 9. EXTRAORDINARY CIVIC AMENITIES <ul style="list-style-type: none"> A. Parks and Recreation Master Plan B. City Archives and Central Library Co-Location C. Arbutus Greenway D. Arts and Culture Strategy E. Public Art Boost F. Social Infrastructure Plan 	GOAL 10. WELL-MANAGED ASSETS AND INFRASTRUCTURE <ul style="list-style-type: none"> A. Northeast False Creek Planning B. Property Endowment Fund Strategy C. City Hall Campus Planning D. Millennium Line Broadway Extension E. Non-Profit Lease Management F. District Energy Expansion



For More Information:

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