


Director	 CAO
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<i>COUNCIL AGENDA</i>	
Date: <u>June 8, 2026</u>	Item: <u>5.</u>



5.

DISTRICT OF WEST VANCOUVER
 750 17TH STREET, WEST VANCOUVER BC V7V 3T3

COUNCIL REPORT

Date:	June 1, 2026
From:	Scott Findlay, Municipal Manager
Subject:	Council Strategic Plan Update and Innova Strategy Group Presentation

RECOMMENDATION:

THAT the June 1, 2026 report titled Council Strategic Plan Update and Innova Strategy Group Presentation be received for information.

1.0 Purpose

To update Council on the status of their 2024–2026 Strategic Plan with an additional presentation from the Innova Strategy Group (ISG) on their review of the District’s efficiency, capacity, and organizational structure, conducted in Fall/Winter 2025 and delivered in early 2026.

2.0 Background

In 2023 Council concluded the goals and some incomplete objectives from the previous strategic plan should be carried forward and integrated with new objectives and deliverables arising from Council’s elected mandate. Formatting and reporting were largely maintained for consistency.

2026+: Council has scheduled the development of a fresh strategic plan following the 2026 municipal election.

3.0 Executive Summary

This report is intended as a high-level update on the status of the Strategic Plan supported by publicly accessible references in Appendices A and B, which have been maintained on the District’s website: <https://westvancouver.ca/councils-strategic-plan-2024-2026> . A strategic plan is a living document and can be adjusted from time to time to adapt to new priorities and/or issues and may be edited per new information.

Additionally, an executive summary from the Innova Strategy Group (ISG) is included and will be supported by a presentation. ISG is a firm that

specializes in organizational performance, strategic planning, governance reviews, service assessments, change management, leadership development, executive searches and executive coaching. Their methodology combines benchmarking, data analysis, interviews, and implementable recommendations. They have assisted over seventy (70+) public sector organizations inclusive of local governments and the BC government.

Specific to Council's Strategic Plan and as part of the ISG review, the consultants assessed the organization's strategic direction and concluded, in part, that Council's "...*strategic plan is an excellent document with areas of focus that are thoughtful and appropriate for the community...There are 6 key priorities for Council's strategic plan:*

- *Strategic Focus Area #1: The Environment and Climate Change*
- *Strategic Focus Area #2: Housing*
- *Strategic Focus Area #3: Local Economy*
- *Strategic Focus Area #4: Mobility*
- *Strategic Focus Area #5: Municipal Services*
- *Strategic Focus Area #6: Social Well Being*

Within each strategic area of focus there are 5-8 initiatives that are admirably concrete and measurable."

Across all focus areas, the Strategic Plan includes forty-seven objectives and ninety-one deliverables. Appendix A (Council Strategic Plan) provides a status update on deliverables and shows approximately 72% are completed or completed/ongoing, 21% are in progress, with 7% currently paused.

For additional context, Appendix B (Strategic Plan Progress Report) outlines a comprehensive, though not exhaustive list of more than one hundred and eighty completed actions within all the focus areas or goals – inclusive of major permanent parkland expansion, completion of the Ambleside waterfront acquisition plan, and advancement of Cypress Village. For a thorough review of District operations one can access and read the Annual Reports published each year and available on the District website: <https://westvancouver.ca/government-administration/strategies-reports/reports/annual-reports> .

Staff leadership overseeing the respective focus areas are in attendance to respond to any questions regarding specific deliverables.

Efficiency, Capacity, and Organizational Review

As part of Council's Strategic Plan Objective 5.1: *to review current services and staffing levels to ensure District services are appropriate,*

effective, and efficient - the District retained ISG to conduct a comprehensive organizational review. This review examined efficiency, capacity, and overall organizational alignment.

Confidentiality and Disclosure

The ISG report is an integrated document containing strategic analysis and professional advice provided in confidence. While it includes limited references to publicly available data, such information is embedded within broader evaluative content that cannot reasonably be severed without disclosing protected material. Accordingly, the District considers the report to be exempt from disclosure under the *Freedom of Information and Protection of Privacy Act* (FOIPPA), including section 12: disclosure harmful to the substance of deliberations of a public body; and section 17: disclosure harmful to the financial or operational interests of a public body. To support transparency and public understanding, the District has released a high-level executive summary. Any requests for access to the full report will be assessed in accordance with FOIPPA.

Summary of Findings

ISG organized its observations and recommendations into six key areas:

1. People and organizational structure
2. Service delivery
3. Strategy and forward planning
4. Financial management
5. Communications
6. Leadership and supervision

Implementation Status

ISG provided an implementation plan prioritizing recommendations as low, medium, or high. The District has commenced implementation, with members of the senior leadership team assigned accountability for specific actions. Given the scope and complexity of certain recommendations, implementation will extend into the next Council term. Since receipt of the report in January, initial actions - primarily related to organizational restructuring - have resulted in approximately \$1.4 million in ongoing budget reductions.

Related Work – Exempt Compensation Review

In parallel, the District completed an independent review of exempt employee compensation. The review confirmed that approximately 95% of exempt positions are compensated at the 60th percentile of the comparable market, consistent with established District policy.

Next Steps and Reporting

To support continued oversight and alignment with Council priorities, staff will provide bi-annual progress reports outlining:

- Status of implementation actions
- Key outcomes and performance improvements
- Financial impacts and resource implications
- Emerging risks or adjustments required

ISG Executive Summary

The following was presented to all staff and is available for the public. A presentation from ISG will follow.

“The District of West Vancouver commissioned an independent review of the district’s efficiency, capacity and organization structure in the fall / winter of 2025. The review included an examination and assessment of the overall leadership, management and operation of the district in the context of existing and future challenges. Comparisons were made to local government best practices along with the specific economic drivers facing the community.

The Innova Strategy Group, who have conducted over 70 similar reviews of municipalities, completed this review, with a primary focus of aligning resources to achieve optimum performance. In order to understand current practices and operations, Innova interviewed over 45 staff, elected officials, and union officials in the fall of 2025 and undertook a thorough analysis of extensive background data and information provided by the district. This review was intended to provide a broad overview of existing conditions along with recommendations for improvement. This review was not a deep line-by-line review of the budget, although inefficiencies and opportunities for savings were identified.

The Innova Strategy Group determined that one of the greatest strengths of the district is the culture of the organization. The District of West Vancouver has an exceptionally talented management team. The report found that the great majority of the Directors and Managers that were interviewed operated at an elevated level of sophistication, have considerable experience, and are effective managers and leaders.

Key findings in this review:

- *West Vancouver delivers an exceptionally high level of service in a number of areas.*
- *The District is a provincial leader in asset management, setting an example for others.*

- *There are opportunities to refine the organizational structure to work even more efficiently together.*
- *Enhanced collaboration across divisions can be strengthened by improving alignment in certain functions.*
- *The organization is robustly staffed, in large part due to a longstanding municipal commitment to provide a very high quality of services, including extensive recreational programs and facilities.*
- *Some highly specialized services would benefit from an updated, external technical expert review.*
- *Opportunities should be utilized to strengthen succession planning to support career growth and ensure continuity.*
- *Internal support services should continue to build on their strong foundation to strengthen organizational confidence.*
- *A new long-term facilities plan should be prioritized to help guide the District into the future.*

As a general observation, the District of West Vancouver has highly talented and capable staff. They provide good service to the community. Staff are highly engaged, care about each other, care about the community, respect the role of Council, and truly want to make the district the best it can be.

Selected Recommendations:

1. *Create a strategic transition plan to implement improvements over time.*
2. *Continue strengthening our labour relations and human resource services.*
3. *Develop a Communications Strategic Plan to enhance how the organization connects with each other and the community.*
4. *Review each business unit to identify opportunities for optimization and ensure the District is resourced appropriately.*
5. *Ensure all staff receive regular, supportive development conversations and coaching.*
6. *Build a robust succession plan that supports career development, especially for senior roles.*
7. *Develop a long-term facilities plan.*
8. *Complete remaining background work on asset management.*
9. *Review all council committees after each election.*

The recommended changes will lead to increased efficiencies in the organization, freeing up capacity to increase service levels. Moreover, these findings and recommendations are typical for a municipality like West Vancouver that is quietly transitioning from a mid-sized municipality to a larger community.” - James Ridge / Kevin Ramsay, Innova Strategy Group

“Council has been briefed on the report and has received copies. The Municipal Manager has been asked to consider the recommendations and create a master implementation plan that will benefit West Vancouver in the future. The implementation will be led by the Municipal Manager and the senior leadership team...with the goal of ensuring efficient delivery of services.” - Mark Sager, Mayor

Presentation to be provided by ISG.

4.0 Options

4.1 Recommended Option

THAT the June 1, 2026 report titled Council Strategic Plan Update and Innova Strategy Group Presentation be received for information.



Author: _____

Concurrence Executive Committee

Appendices:

Appendix A: Council Strategic Plan 2024 - 2026

Appendix B: Council Strategic Plan Progress Report



COUNCIL STRATEGIC PLAN
2024-2026

COUNCIL STRATEGIC GOALS AND OBJECTIVES

the environment and climate change



housing



local economy



mobility



municipality



social well-being



*This strategic plan updates the important objectives from the previous strategic plan with new ones to bring an updated focus going forward. Strategic plans are living documents and subject to change as needed to reflect the needs of the community and the organization.

**Additional resources required (ARR) could include, but is not limited to, requests for new staff, external funding, partnerships, etc. Currently, there are 91 deliverables, 20 of which are noted to include ARR.

MAYOR'S MESSAGE



MARK SAGER | MAYOR

West Vancouver is uniquely situated with few global comparisons. We are blessed with spectacular topography and are beautifully nestled between an expansive ocean and majestic mountains, with a world-class metropolitan city only minutes away. We are a community woven of diverse cultural backgrounds and demographics, with long-standing residents who have proudly lived here for decades, and with outstanding schools and wonderful community amenities and facilities that make it an attractive place for younger families and those wishing to return to the neighbourhoods in which they grew up. It is a very special place, and thanks to the dedicated workforce, our community offers the finest police, fire, library, transit, recreation services, and municipal staff anywhere. We are proud of and respect the people who have chosen to work for the District of West Vancouver.

As the elected leaders of our community, we recognize our responsibility to reflect the goals and aspirations of our existing tax-paying citizens. As a local government, we are primarily a service industry, with the municipality operating approximately 119 different forms of business. These different endeavours serve our existing community members, while at the same

time, anticipate the needs of the people we look to attract in the future. We need to maintain the value of our assets and preserve the ability of the community to pay for those services, and we also need to keep our community vibrant, accessible, and inclusive, and recognize the importance of collaborating with the First Nations who came before us on this land. For 2024/25 we will focus on improving services to our citizens and ensuring we are doing everything we can to protect our capital assets. We will also explore opportunities to expand recreational and cultural facilities with non-municipal resources. We will continue to address the impacts of change to make our community resilient.

A major community goal is to finish the acquisition of our Ambleside waterfront, which started as a centennial project in 1967. It will be an incredible accomplishment, and once completed, will provide the public with free access to approximately eight kilometres of waterfront in West Vancouver. Further, this is tied to roughly three kilometres of riverfront, providing a direct pathway from Capilano Dam to the village of Dunderave, where thousands of people can enjoy this irreplaceable public access. The renovation of the Navy Jack House will offer an additional enhancement to our public waterfront once it is lovingly restored. And directly connected to this world-class waterfront is the village of Ambleside, where we will focus on completing a local area plan which will encourage the revitalization of the village. These pivotal initiatives will help to maintain a place for everyone to enjoy and be proud of and will encourage community building.



1.0 THE ENVIRONMENT AND CLIMATE CHANGE

Our goal is to protect our natural environment, reduce greenhouse gas emissions, and adapt our community to be more resilient in changing climate.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
1.1 Create and implement a Climate Action Plan with a reporting framework to track progress towards greenhouse gas (GHG) emission reduction targets and net zero goal for both community and corporate sectors in alignment with the Clean BC Roadmap.	1.1.1 Climate Action Plan completed.	✓
	1.1.2 Community Wildfire Resiliency Plan completed.	✓
	1.1.3 Reporting and carbon accounting framework and key actions established to achieve 2030 and 2050 GHG emission reduction targets.	⌚
	1.1.4 Adoption of Step 4 building code completed.	✓
	1.1.5 Continue heat pump program.	⌚
	1.1.6 Support transition to EVs, corporately and in the community.	⌚
	1.1.7 Continue to update District buildings with low carbon energy systems. <i>Additional resources required.</i>	⌚
1.2 Establish an Environment Committee.	1.2.1 Committee implemented.	✓
	1.2.2 Participation in deliverable 1.1.1.	✓
1.3 Take steps to protect our foreshore and flooding.	1.3.1 Development Permit Area for Coastal Flooding and Foreshore protection completed.	✓
	1.3.2 Implement Coastal Marine Management Plan recommendations.	⌚
	1.3.3 Continue to adapt waterfront projects for sea level rise and coastal flooding.	⌚
1.4 Take steps to protect against the threat of wildfires.	1.4.1 Implementation of the Community Wildfire Protection Plan is completed.	⌚
	1.4.2 Completion of West Vancouver portion of North Shore fire break.	↗
	1.4.3 Complete five-year review of Community Wildfire Protection Plan and update.	✓
1.5 Implement the District's Urban Forest Management Plan (DUFMP) in partnership with senior government.	1.5.1 DUFMP approved by Council and implemented to achieve the 15-year canopy cover target.	⌚
	1.5.2 Continue tree canopy and tree cover monitoring.	↗*

✓ = completed

⌚ = completed and ongoing

↗ = in progress

|| = paused

* = every five years, to be completed next in 2026



1.0 THE ENVIRONMENT AND CLIMATE CHANGE

Our goal is to protect our natural environment, reduce greenhouse gas emissions, and adapt our community to be more resilient in changing climate.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
1.6 Integrate natural capital assets (NCAs) into the District's regular management and budgeting process.	1.6.1 NCAs included in budget process and financial statements and infrastructure maintenance and replacement plans.	↻
	1.6.2 Complete the inventory and condition assessment of NCAs.	✓*
1.7 Continue to reduce community and corporate waste.	1.7.1 Continue expanded recycling program in the parks.	↻
	1.7.2 Continue to advance the community's zero waste goal.	↻
	1.7.3 Completion of a Demolition Waste Reduction Strategy. <i>Additional resources required.</i>	↗
1.8 Establish a new Storm Water Utility.	1.8.1 Storm Water Utility implemented.	

✓ = completed

↻ = completed and ongoing

↗ = in progress

|| = paused

* = trees only



2.0 HOUSING

Our goal is to expand a diverse housing supply.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
2.1 Work towards new targets and deliverables mandated by the Province under the <i>Housing Supply Act</i> .	2.1.1 Plan created to meet targets.	✓
	2.1.2 Annual targets met.	↗ *
	2.1.3 Unit category targets met by 2028.	↗ **
2.2 Respond to other new legislation (Bill 44 - 2023: <i>Housing Statutes (Residential Development) Amendment Act, 2023</i>) designed to speed up local government development approvals.	2.2.1 Updated Official Community Plan, Zoning Bylaw, and supplementary bylaws. <i>Additional resources required.</i>	↗
	2.2.2 Updated Marine Drive LAP.	↗
2.3 Finalize the Cypress Village Area Development Plan.	2.3.1 CVADP and any changes completed and approved.	↗
2.4 Complete an Ambleside Local Area Plan.	2.4.1 ALAP completed and approved by Council.	↗
2.5 Complete a Taylor Way Local Area Plan.	2.5.1 TWLAP completed and approved by Council.	↗
2.6 Engage Provincial and Federal government to explore partnerships for additional senior housing and long-term care facilities.	2.6.1 Report provided to Council for potential LTC facilities in West Vancouver.	✓
2.7 Explore creative housing strategies (to include rent-to-own, co-ops, municipal housing authority).	2.7.1 In coordination with 1.1, a report to Council on potential opportunities for implementation.	⌚
2.8 Develop surplus District lands for housing.	2.8.1 Additional housing realized on District lands in coordination with 1.1. <i>Additional resources required.</i>	⌚ ***
2.9 Expand opportunities for selective small scale infill developments in single-family residential zones.	2.9.1 Small scale infill developments realized in SF residential zones. <i>Additional resources required.</i>	⌚ **
2.10 Explore opportunities with partners for the community's work force being able to live within the community.	2.10.1 Focused engagement with report to Council on potential opportunities. <i>Additional resources required.</i>	⌚

✓ = completed

⌚ = completed and ongoing

↗ = in progress

|| = paused

* = not met per market ** = met per market *** = ongoing per market, for profit and not-for-profit developers and operators



3.0 LOCAL ECONOMY

Our goal is to enhance our vital and vibrant commercial centres.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
3.1 Collaborate with business improvement associations and Squamish Nation to provide economic development support.	3.1.1 Support existing businesses.	↗
	3.1.2 Updated service delivery agreement with Squamish Nation. <i>Additional resources required.</i>	↗
	3.1.3 Council to meet annually with business improvement associations (Chamber of Commerce, Ambleside Dundarave Business Improvement Association, Horseshoe Bay Business Association, Caulfeild Business Association, and Park Royal).	↗
3.2 Leverage District assets to generate new revenue streams through new initiatives.	3.2.1 Report back on potential new revenue streams.	
3.3 In coordination with the Ambleside LAP policies, take measures to support vibrancy, diversity, locality, and charm in commercial centres by amending zoning regulations to limit non-retail businesses from Marine Drive street front locations.	3.3.1 Associated zoning and bylaws updated.	✓
3.4 Explore strategic property acquisitions to “Buy Back WV” for priority municipal projects that benefit the community.	3.4.1 Properties acquired and/or sold that benefit the community in housing or social well-being.	
3.5 Explore economic generating ideas along the Sea-to-Sky corridor.	3.5.1 Investigate and report back on the feasibility of a regional Sea-to-Sky bikeway (i.e. Rails to Trails). <i>Additional resources required.</i>	

✓ = completed

= completed and ongoing

↗ = in progress

|| = paused



4.0 MOBILITY

Our goal is to enhance the mobility within the community.

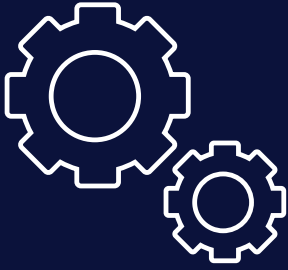
OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
4.1 Collaborate with partners and provincial and federal agencies to manage traffic congestion and introduce new transit services.	4.1.1 Key mobility initiatives and partnerships determined for 2024/25, projects planned and implemented per priority.	✓
	4.1.2 UBC bus route re-instatement—report back on ridership.	✓
	4.1.3 Enhanced access to transit.	↻
	4.1.4 Explore rapid transit options.	↻
4.2 Update the Strategic Transportation Plan to include considerations of the Highway 1/99 North Shore Corridor Study and a more comprehensive, less auto-centric mobility plan.	4.2.1 Updated STP/Mobility Plan. <i>Additional resources required.</i>	
4.3 Diversify, expand, and improve the safety and appeal of active transportation options through infrastructure upgrades and traffic management solutions.	4.3.1 Enhance active transportation safety through additional mobility lanes. <i>Additional resources required.</i>	↻
	4.3.2 Prioritized response to sidewalks and roads. <i>Additional resources required.</i>	↻
	4.3.3 Develop and implement a traffic calming policy.	✓
4.4 Develop a local micro on-demand transit program—Baby Blue—to complement West Van's existing fixed route, high-capacity bus service i.e. Blue Bus.	4.4.1 Report back on feasibility for transit on demand model.	✓

✓ = completed

↻ = completed and ongoing

↗ = in progress

|| = paused



5.0 MUNICIPAL SERVICES

Our goal is to deliver services efficiently.

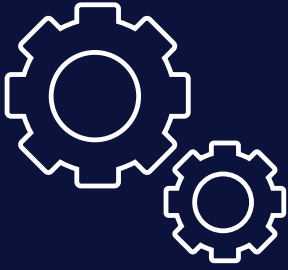
OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
5.1 Review services and staffing levels to ensure District Services are appropriate and delivered in an effective and efficient manner.	5.1.1 Annual reports delivered at end of year that provide comprehensive review of services from all areas of the organization.	⌚
5.2 Pursue excellence in community engagement, consultation, communication, and customer service.	5.2.1 Improved community engagement and effective communication practices.	↗
	5.2.2 Adopt best practices in addressing misinformation and misunderstandings in the community regarding District.	⌚
	5.2.3 Strengthened partnership with NSEM to ensure business continuity and emergency management practices are current.	⌚
5.3 Engage the community in decision-making through participation on Council committees and groups aligned with key Council responsibilities.	5.3.1 Consolidation of appropriate committees.	✓
5.4 Re-animate Municipal Hall as a community hub.	5.4.1 Complete landscaping and interior design for Municipal Hall.	✓
	5.4.2 Display local art.	⌚
	5.4.3 Local business to establish satellite coffee bar at Municipal Hall.	✓
	5.4.4 Review and report back on space efficiencies within the Hall offices.	✓
5.5 Create and/or update policies and bylaws to preserve community liveability.	5.5.1 Bylaws created and/or amended to support social well being initiatives.	⌚
	5.5.2 Updated bylaw regarding fireworks and fire code.	✓
	5.5.3 Derelict homes not sitting unkept for long periods.	↗

✓ = completed

⌚ = completed and ongoing

↗ = in progress

|| = paused



5.0 MUNICIPAL SERVICES

Our goal is to deliver services efficiently.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
5.6 Drive continuous improvement in the delivery of services to residents.	5.6.1 Ongoing commitment to efficient permit issuance of between 4-8 weeks on average for SFD.	🔄 *
	5.6.2 Communications plan updated and implemented.	✓
	5.6.3 Vacancies filled to support service delivery.	🔄
5.7 Establish Park zone pay parking.	5.7.1 Pay parking established in Council approved park zones.	🔄
5.8 Enhance the workplace for increased staff engagement.	5.8.1 Foster a work environment that enhances employee engagement.	🔄
	5.8.2 Review current recognition programs and create enhancement plan. <i>Additional resources required.</i>	🔄
	5.8.3 Review current employee engagement programs and create enhancement plan.	✓
	5.8.4 Implement Diversity, Equity, and Inclusion training; and form a DEI committee.	✓
5.9 Establish policy that secures sustainable funding for asset management and maintenance.	5.9.1 Deferred maintenance funding gap is shrunk.	↗

✓ = completed

🔄 = completed and ongoing

↗ = in progress

|| = paused

* = average staff review time is 4–8 weeks; final permit issuance timelines may be longer depending on applicant response times and submission completeness



6.0 SOCIAL WELL-BEING

Our goal is to enhance the social well-being of our community.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
6.1 Enhance relations with local First Nations governments.	6.6.1 Increased engagements, educational opportunities, and truth and reconciliation participation.	⌚
6.2 Develop an arts and culture centre adjacent to a waterfront park anchored by a combined new art museum and other multi purpose program and studio spaces.	6.2.1 New arts and culture centre developed that includes a new Art Museum, multi-purpose program and studio spaces. <i>Additional resources required.</i>	↗
6.3 Complete the 1976 Waterfront Acquisition Plan.	6.3.1 Ambleside Waterfront Park fully realized completing a 47+ year endeavour.	✓
6.4 Expand recreational opportunities for residents and visitors of all ages.	6.4.1 Collaborate with WVSD to complete a Place for Sport.	✓
	6.4.2 Collaborate with partners to pursue a tennis and pickleball centre. <i>Additional resources required.</i>	*
	6.4.3 Collaborate with stakeholders to complete an outdoor fitness gym.	✓
	6.4.4 Rehabilitate the Capilano River trail. <i>Additional resources required.</i>	
6.5 Work with senior levels of government, non-profits, and private sector providers to enable supports for aging in place.	6.5.1 Conduct outreach and facilitate supports for senior residents to remain in their homes as they age. <i>Additional resources required.</i>	⌚
	6.5.2 Council to advocate at provincial level for funding and supports. <i>Additional resources required.</i>	⌚
	6.5.3 Work with Provincial health authorities to provide adult day care facility supports.	↗**
6.6 Foster knowledge about gardening and growing food/food security.	6.6.1 Increased education and awareness of how to grow own food.	⌚

✓ = completed

⌚ = completed and ongoing

↗ = in progress

|| = paused

* = ongoing exploration to enhance/add pickleball; currently in design phase to add pickleball courts at Gleneagles Adventure Park

** = ongoing exploration by Council



6.0 SOCIAL WELL-BEING

Our goal is to enhance the social well-being of our community.

OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
6.7 Select a permanent home for the Youth Hub.	6.7.1 Report to Council on feasibility, costing estimates, and options for a permanent Youth Hub facility.	✓
6.8 Develop a District vision, framework, and costing for the collection of historical objects and designation of historical sites.	6.8.1 Engage the community and complete the vision, framework, and costing for the potential collection of historical objects and designation of sites. <i>Additional resources required.</i>	
6.9 Address the health impacts of noise and/or air pollution on livability for residents.	6.9.1 Develop a plan on a phased approach to banning District gas-powered leaf blowers that considers both the financial costs and environmental benefits.	^{***}
	6.9.2 Explore measures to limit gas-powered gardening equipment for community members. <i>Additional resources required.</i>	^{***}
6.10 Pursue the restoration of the Navy Jack House and redevelopment of the Klee Wyck property for community use.	6.10.1 Navy Jack House restored.	↗
	6.10.2 Klee Wyck redeveloped. <i>Additional resources required.</i>	
6.11 Explore the feasibility of an urgent care centre in WV.	6.11.1 Report received for potential development of UCC.	↗

✓ = completed

⌚ = completed and ongoing

↗ = in progress

|| = paused

*** = waiting for Metro Vancouver update

PROGRESS REPORT

COUNCIL'S 2024-2026 STRATEGIC PLAN

This document highlights some of the services, projects, and initiatives delivered by the District between 2024 and 2026, as they advance Council's Strategic Plan priorities: climate and environment, housing, local economy, mobility, municipal services, and social wellbeing. It provides a high-level summary of various District work in areas that support West Vancouver as an exceptional place to live, work, recreate, and do business. It does not outline the day-to-day operations or all the staff annual workplan tasks that have been completed to maintain the numerous services.



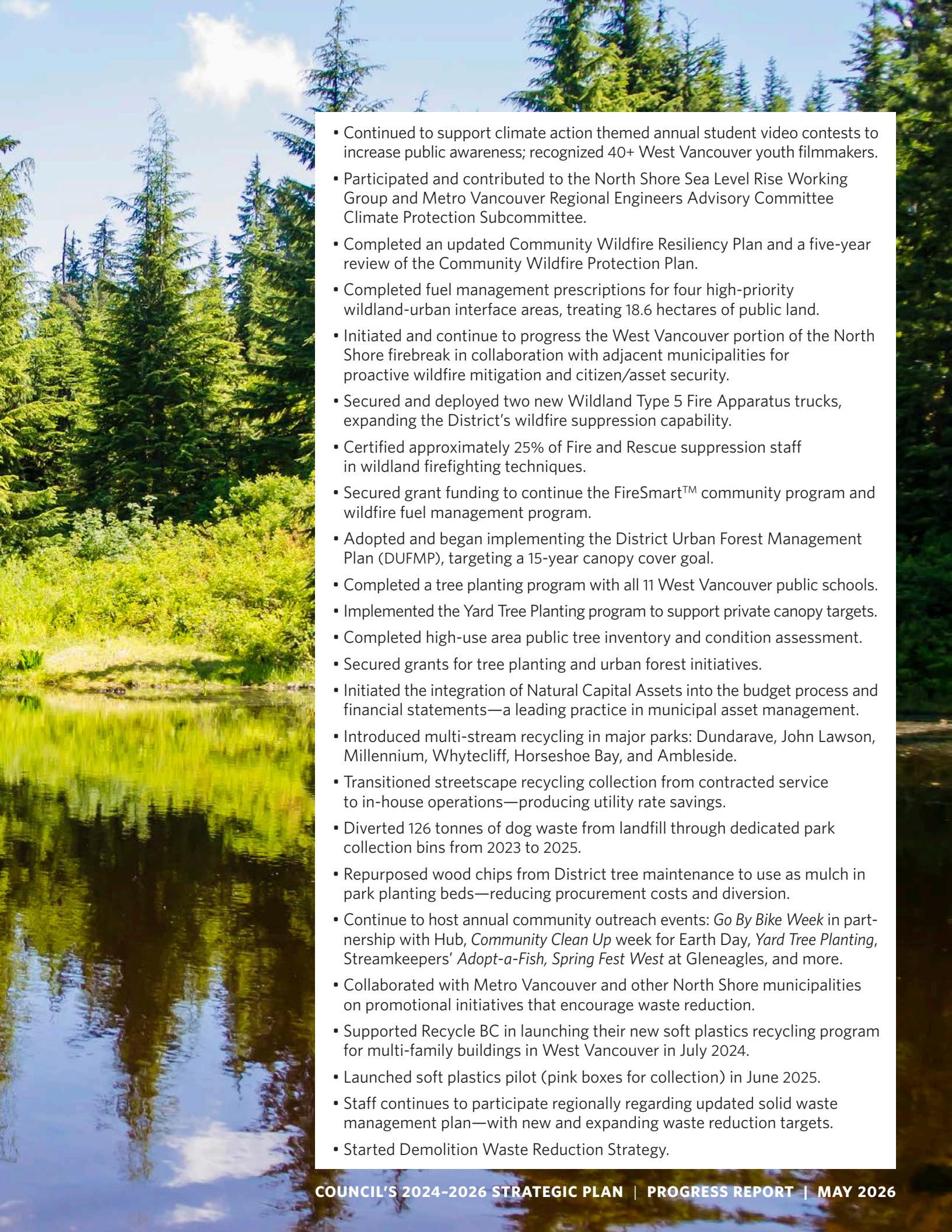
GOAL

1 CLIMATE AND ENVIRONMENT

Protect our natural environment, reduce greenhouse gas emissions, and build our climate resilience

West Vancouver made climate action one of its defining commitments for this term. Work spanned strategic planning, wildfire risk reduction, energy transition, coastal protection, urban forestry, and waste reduction.

- Dedicated the Upper Lands Park—a 1,932-acre park, one of the largest near an urban setting in the world—in partnership with the BC Parks Foundation and with a \$3M matching gift from the Wilson 5 Foundation.
- Transferred and dedicated 262 acres of Eagleridge Lands, including lands around Eagle Lake, into protected parkland in collaboration with British Properties.
- Completed the District Climate Action Strategy, establishing GHG reduction targets for 2030 and 2050, aligned with the CleanBC Roadmap, and set up a carbon accounting and reporting framework.
- Adopted Step 4 of the BC Energy Step Code and the Zero Carbon Step Code—among the most rigorous building standards in Canada—applicable to all new construction in the District.
- Monitored and reported annually on the Environmental Levy, ensuring transparency in dedicated climate funding.
- Continued and expanded the Jump on a Heat Pump program, extending eligibility to multi-unit residential buildings.
- Electrified the heating systems at West Vancouver Memorial Library, all four fire halls, and are in the process of electrifying heating at the Operations Centre, to reduce corporate GHG emissions.
- Added 12 electric vehicles, two plug-in hybrids, and five hybrids to the District fleet (2023–2025), replacing conventional gas vehicles.
- Installed four public Level 2 EV chargers at Municipal Hall and introduced user fees for cost recovery.
- Installed four additional Level 2 chargers at the Operations Centre using CleanBC grant funding.
- Entered a service agreement with BC Hydro to install Level 3 DC Fast Chargers at John Lawson Park at no cost to the District.
- EV fleet infrastructure maximized to current capacity level and market availability.
- Established the Environment Committee in 2023 to provide citizen policy input.
- Integrated the Climate Action and Environment department functions within the Planning and Development division for coordinated policy delivery.
- Advanced Coastal Marine Management Plan recommendations, including sewer infrastructure review for foreshore areas, and adaption planning for public areas.
- Updated the Tree Bylaw to improve tree protection on private lands.

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- Continued to support climate action themed annual student video contests to increase public awareness; recognized 40+ West Vancouver youth filmmakers.
 - Participated and contributed to the North Shore Sea Level Rise Working Group and Metro Vancouver Regional Engineers Advisory Committee Climate Protection Subcommittee.
 - Completed an updated Community Wildfire Resiliency Plan and a five-year review of the Community Wildfire Protection Plan.
 - Completed fuel management prescriptions for four high-priority wildland-urban interface areas, treating 18.6 hectares of public land.
 - Initiated and continue to progress the West Vancouver portion of the North Shore firebreak in collaboration with adjacent municipalities for proactive wildfire mitigation and citizen/asset security.
 - Secured and deployed two new Wildland Type 5 Fire Apparatus trucks, expanding the District's wildfire suppression capability.
 - Certified approximately 25% of Fire and Rescue suppression staff in wildland firefighting techniques.
 - Secured grant funding to continue the FireSmart™ community program and wildfire fuel management program.
 - Adopted and began implementing the District Urban Forest Management Plan (DUFMP), targeting a 15-year canopy cover goal.
 - Completed a tree planting program with all 11 West Vancouver public schools.
 - Implemented the Yard Tree Planting program to support private canopy targets.
 - Completed high-use area public tree inventory and condition assessment.
 - Secured grants for tree planting and urban forest initiatives.
 - Initiated the integration of Natural Capital Assets into the budget process and financial statements—a leading practice in municipal asset management.
 - Introduced multi-stream recycling in major parks: Dundarave, John Lawson, Millennium, Whytecliff, Horseshoe Bay, and Ambleside.
 - Transitioned streetscape recycling collection from contracted service to in-house operations—producing utility rate savings.
 - Diverted 126 tonnes of dog waste from landfill through dedicated park collection bins from 2023 to 2025.
 - Repurposed wood chips from District tree maintenance to use as mulch in park planting beds—reducing procurement costs and diversion.
 - Continue to host annual community outreach events: *Go By Bike Week* in partnership with Hub, *Community Clean Up* week for Earth Day, *Yard Tree Planting*, *Streamkeepers' Adopt-a-Fish*, *Spring Fest West* at Gleneagles, and more.
 - Collaborated with Metro Vancouver and other North Shore municipalities on promotional initiatives that encourage waste reduction.
 - Supported Recycle BC in launching their new soft plastics recycling program for multi-family buildings in West Vancouver in July 2024.
 - Launched soft plastics pilot (pink boxes for collection) in June 2025.
 - Staff continues to participate regionally regarding updated solid waste management plan—with new and expanding waste reduction targets.
 - Started Demolition Waste Reduction Strategy.



GOAL 2 HOUSING

Expand a diverse housing supply

Housing was among the most complex and legislatively active policy areas of the term. The District responded to sweeping provincial mandates while advancing its own long-term planning and affordable housing commitments under challenging market conditions.

- Completed zoning amendments implementing Bill 44 (Small-Scale Multi-Unit Housing), allowing increased unit allowances in residential zones as required by the Province.
- Prepared a new Housing Needs Report in accordance with provincial legislation, providing current evidence-base for a housing policy.
- Completed Housing Targets Progress Reports at six months, one year, and two years as required under the new *Housing Supply Act*.
- Responded to the provincially-appointed Housing Advisor and incorporated provincial directives with technical support for Council.
- Conducted community consultation to develop zoning for the expiring Caulfeild Land Use Contract, resulting in adoption of a new area zone.
- Adopted the Cypress Village Area Development Plan (CVADP), established a dedicated implementation team. Site preparation is underway for West Vancouver's largest mixed-use development.
- Worked with Council on the Ambleside Local Area Plan (LAP), including completion of the Apartment Stream and Commercial Centre LAP, with extensive community engagement; public hearing directed to proceed in April 2026 to honour local public engagement despite Provincial Order.
- Completed public engagement on Official Community Plan (OCP) Housing Policies Refresh, with Council adoption of revised policies.
- Prepared the District's first Accessibility Plan, adopted by Council.
- Developed the District's first Council-approved Rental Replacement and Tenant Assistance Policy.
- 156 affordable housing units completed and occupied at Kiwanis Village West, supported by District financial assistance including Development Cost Charge waivers.
- Filled remaining vacancies at Gateway Residences and secured a childcare operator to support young families.
- Rezoned the Fulton Avenue lands and issued a Request for Proposals for affordable housing development on the 1500 block of Fulton Avenue, enabling redevelopment for additional affordable housing.
- Senior housing and long-term care planning advanced with partners with review of the Inglewood Campus of Care project, which proposes 364 long-term care beds, 200 independent living units, and 161 seniors' rental units (anticipated Council consideration Q2 2026).



GOAL 3 LOCAL ECONOMY

Enhance our vital and vibrant commercial centres

The District worked to strengthen local commercial areas through regulatory updates, strategic property acquisitions, and new economic development activities.

- Amended zoning regulations to limit non-retail businesses from Marine Drive street-front locations, protecting the commercial character and pedestrian appeal of Ambleside.
- Completed public engagement on the Ambleside LAP Commercial Centre policies, aligning land use with community priorities for vibrancy and local retail.
- Extended the temporary outdoor business area program until December 31, 2026, supporting patio and street-front activity.
- Implemented bylaw amendments to enable alcohol consumption in designated park areas.
- Maintained engagement with the Business Improvement Associations and other groups.
- Continued support for the Ambleside & Dundarave Business Improvement Association (ADBIA) operations and prepared updated ADBIA bylaw for Business Improvement Area renewal.
- Supported a pilot business activation at the Ferry Building Landing (Batch pop-up) providing beverage and food truck service at the waterfront.
- Piloted an outdoor sauna in Ambleside Park, expanding wellness amenities along the waterfront.
- Acquired the former Horseshoe Bay Boathouse facility at below BC Assessment value for potential future cultural or community amenity opportunity.
- Acquired and/or sold strategic properties to benefit the community: Argyle Avenue, Brissenden properties, the Boathouse facility, and 3000 Park Lane.
- Explored the feasibility of a Sea-to-Sky regional bikeway (Rails to Trails) as an economic and tourism corridor initiative.
- Introduced EV charging station fees at District facilities, generating cost-recovery revenue from public infrastructure.
- Filming activity in West Vancouver generated over \$716,000 in combined revenue across 2023, 2024, and 2025 (195 permits, 251 filming days, 222 locations).

GOAL 4 MOBILITY

Enhance mobility within the community

Mobility improvements spanned road infrastructure, active transportation, transit access, and traffic safety—with an explicit shift toward less car-centric, more multi-modal options.

- Installed 2,300 metres of new bike lanes on Mathers Avenue, 31st Street, and Marine Drive (26th to 31st Street).
- Completed the Lions Gate Bridge to Capilano Road multi-use pathway (District portion: 180 m).
- Planned 600 m multi-use pathway on Taylor Way (Hadden Drive to Westcot Road) for 2026 construction.
- Installed 220 m of new sidewalk along Marine Drive and advanced design for a further 480 m on Mathers Avenue (21st to 23rd Street).
- Completed the Wildwood Lane pedestrian pathway, and upgraded sidewalks on the 1800 block of Marine Drive and 1400 block of Bellevue Avenue.
- Implemented sidewalk smoothing in Horseshoe Bay.
- Opened the Cypress East Climb Trail—an uphill mountain biking and two-way hiking trail—in partnership with the North Shore Mountain Bike Association and British Properties.
- Developed and implemented a new Traffic Calming Policy and Procedure, processing approximately 50 requests.
- Installed speed humps on Glenmore Drive, Westport Road (Eagle Harbour Montessori School), and Mathers Avenue (Rockview Place).
- Installed Rapid Rectangular Flashing Beacons at 15 new locations, improving pedestrian safety at key crossings.
- Completed intersection safety upgrades and launched design for Marine Drive/31st Street full signalization with pedestrian, cycling, and transit improvements.
- Coordinated the School Mobility Advisory Round Table (SMART) with annual school safety assessments.
- Completed a comprehensive Network Screening Study identifying high-collision areas across the road network.
- Completed paving of 9,021 m of roadway (arterial, collector, local residential, and low-volume roads).
- Completed road reconstruction on Eyremount Drive (1,100 m), Duchess Avenue (210 m), Eastmont Drive (450 m), and Chartwell Drive (295 m).
- Completed a detailed structural and seismic assessment of Nelson Canyon Bridge, with safety upgrades designed for 2026 construction.
- Completed a structural analysis of the 26th Street pedestrian bridge with a demolition plan 95% finalized.

- Completed the Marine Drive 14th to 16th Street Settlement Mitigation Study and a Traffic Signal Asset Assessment Replacement Plan.
- Redeveloped foot traffic bridge in Eagle Harbour.
- Reinstated the UBC bus route and reported to Council on ridership outcomes.
- Explored on-demand micro-transit (Baby Blue) as a complement to the fixed-route Blue Bus service, with feasibility assessment completed.
- Participated in regional rapid transit planning discussions and confirmation of BRT reaching West Vancouver, including the Highway 1/99 North Shore Corridor Study.





GOAL 5 MUNICIPAL SERVICES

Delivering Municipal Services efficiently

The District undertook a significant program of internal modernization—from organizational restructuring to technology transformation—while maintaining award-winning financial management and expanding public-facing services.

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the 15th consecutive year and the Canadian Award for Financial Reporting for the 20th consecutive year.
- Maintained operational tax rate increases of 2.00% in 2025 and a projected 2.43% in 2026—well below regional averages.
- \$48M investment income earned between 2023 and 2025.
- New public-sector accounting standards implemented for long-term asset obligations and revenue recognition.
- Achieved 0% increase to 2026 solid waste utility rate.
- Implemented new web-based budgeting software for improved financial planning and transparency.
- Annual reporting maintained to provide a comprehensive review of District services.
- The District was recognized as a provincial leader by Innova Strategies in asset management which is a critical component of a municipal government's financial services and long-term financial planning.
- Leadership was restructured through new appointments across key positions.
- Staff restructured and reduced for greater efficiencies and budgetary savings.
- Municipal Manager conducted an efficiency, capacity, and organizational review to assist strategic planning and decisions for continued efficiencies and improvements in public service.
- Integrated Corporate Services, Facilities and Assets, and IT departments under the Financial Services Division for coordinated asset and resource management.
- Staff engagement and HR systems advanced through survey, committee, and strategic planning.
- Corporate technology modernization: migrated over 1.5 million documents to SharePoint Online across all District departments, replacing a legacy on-premises system and eliminating substantial subscription costs.
- Commenced an Enterprise Resource Planning system replacement, modernizing Finance, HR, and Payroll systems.
- Implemented a professional outsourced Security Operations Centre, strengthening cybersecurity posture.
- Achieved \$250,000 per year in IT infrastructure savings by moving to cloud platforms, with savings reinvested in cybersecurity.



- Installed fibre optic link between Municipal Hall and Operations Centre, avoiding an estimated \$10M capital cost.
- Migrated enterprise VoIP telephony to a cloud/SaaS model.
- Digital service information improved (bylaws/policies web updates; development application mapping tools advanced).
- Implemented Council Highlights publication and published public Council meeting agendas and references earlier for greater public access to Council proceedings.
- Municipal Hall atrium coffee bar opened in 2024, activating the atrium as a public gathering space.
- Local art displayed in Municipal Hall (rotating exhibits featuring North Shore artists).
- Transitioned Council meetings and public hearings to Zoom and YouTube streaming for expanded public access.
- Completed landscaping and interior improvements at Municipal Hall, transforming it into a welcoming community hub.
- Average single-family permits issued in 4 to 8 weeks, assuming complete submission.
- Processed approximately 2,000 building and trade permits per year.
- Conducted approximately 11,000 building and trade inspections per year.
- Implemented digital tools for streamlined permit applications and established collaboration with the Province's Digital Permitting Hub.
- Implemented a new building permit stream under the Certified Professional Program, increasing processing capacity.
- Achieved WorkSafeBC Certificate of Recognition in November 2024, receiving a \$250,000 WorkSafeBC premium rebate applied in 2025.
- Successfully bargained with multiple District unions to reach Collective Agreements in various years that balance financial challenges with maintaining desired services in West Vancouver.
- Completed pay transparency reporting compliance and compensation reviews for responsible labour relations and appropriate retention.
- Achieved near-zero paper use in Fire and Rescue Services through digital process implementation.
- Modernized Fire and Rescue Services equipment (Jaws of Life, chainsaws, digital incident management), and completed Fire Hall #1 upgrades.
- Updated bylaw regarding fireworks and fire code.
- Initiated a Fire and Rescue Services review for continued best practice and efficiency planning.
- Developed a Privacy Policy and Procedure approved by Council, as recommended by the Office of the Information and Privacy Commissioner's Report for Local Governments.
- Processed approximately 130 to 150 substantive Freedom of Information requests per year, in compliance with privacy legislation.
- Completed an organization-wide policy review and advanced District policy updates across divisions.

- Implemented a Short-Term Rental Accommodation program with clear enforcement policy and procedures and received provincial grant funding to support the program.
- Implemented automated privacy training for all District staff.
- Key bylaws updated (Building Bylaw; utility regulation bylaws).
- Continue to respond to Provincial downloaded costs and responsibilities regarding mental health and homelessness within legal authority.
- Committee governance improved through updated procedures, recruitment, and streamlined terms of reference.
- Conducted School Trustee by-election.
- Developed and adopted District's first Accessibility Plan.
- Pay parking established in several District destination parks, with free access for residents; revenues contribute to park maintenance.
- Completed annual Water System Capital Replacement and Renewal programs, including approximately 10.3 km of watermain upgrades.
- Initiated five-year water meter replacement program, ahead of schedule and on budget.
- Conducted annual assessments of approximately 58 km of sanitary main, 47 km of storm main, and 1,835 manholes. Rehabilitated approximately 1.1 km of sanitary and 2.4 km of storm mains per year.
- Completed multiple creek culvert upgrades and drainage improvements across the District, including the Five Creeks Stormwater Flood Protection project.
- Delivered a new Lookout Reservoir, improving water storage capacity and future servicing.
- Sewer and drainage renewal delivered through asset management planning, monitoring, rehabilitation, and targeted upgrades.



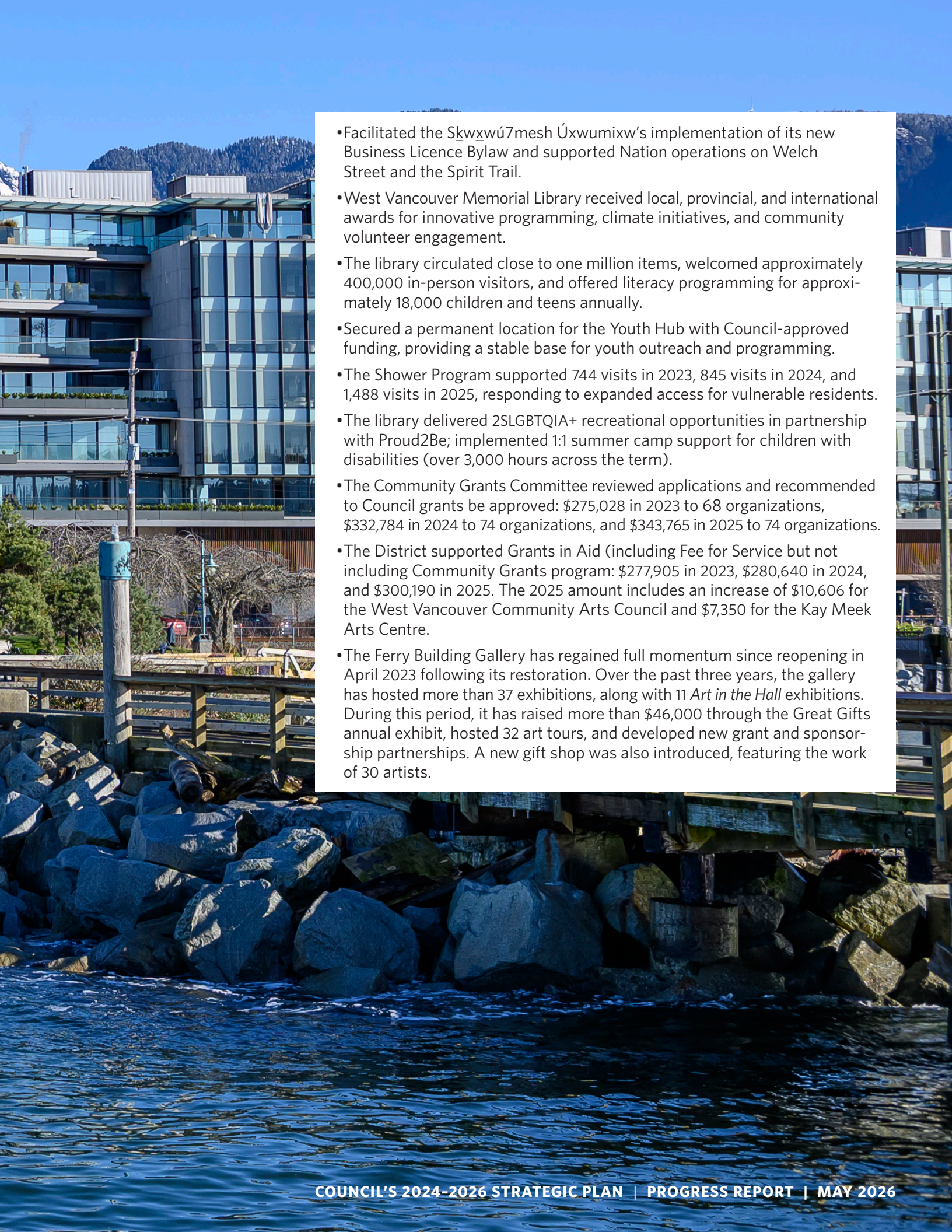
GOAL 6 SOCIAL WELL-BEING

Enhance the social well-being of our community

Social well-being investments ranged from historic park acquisitions and world-class recreation facilities to expanded seniors' services, youth programs, cultural programming, and reconciliation initiatives.

- Completed the 1976 Ambleside Waterfront Acquisition Plan by acquiring the final residential waterfront lots on Argyle Avenue (2024 and 2025), fulfilling a 50-year community vision.
- Purchased four residential lots along the Seaview Trail and plan to dedicate them as parkland.
- Accepted the donation of West Grebe Islet in Howe Sound, dedicated as protected parkland in perpetuity.
- Officially dedicated 24 parks across the community in 2025 and 2026.
- Delivered the West Vancouver Place for Sport and Harry Jerome Oval—a world-class multi-sport facility with artificial turf, a six-lane running track, renovated bleachers, upgraded lighting, and new public washrooms—completed under budget.
- Constructed and opened four new dedicated pickleball courts at Ambleside Park, designated permanent courts at Normanby Park, approved further expansion at Gleneagles Adventure Park—which is currently in the design phase.
- Restored three tennis courts at Ambleside Park; renovated Burley and Caulfeild recreation courts; completed a 10-year tennis club agreement.
- Installed the Keen Lau Outdoor Fitness Circuit and an accessible We-Go-Round playground feature at Ambleside Park.
- Achieved record annual rounds of play at Gleneagles Golf Course, and successfully re-certified the course as an Audubon Cooperative Sanctuary.
- Completed the revitalization of Horseshoe Bay Park, including a complete overhaul and installation of new public washrooms.
- Opened a new waterfront pathway between the Ferry Building and Millennium Park.
- Replaced three park bridges: Marr Creek Bridge, Cypress Falls Park Bridge, and Eagle Creek Bridge.
- Replaced the Whyte Lake boardwalk and the Shields Dam boardwalk.
- Enhanced Brissenden Waterfront Park following the property acquisition of 2517 Rosebery Avenue.
- Completed rock scaling and fencing improvements along the Seaview Trail for improved safety.
- Installed a power kiosk in Horseshoe Bay to support community events.
- The Feed the Need food security program delivered approximately 325 meals per week: 13,495 meals in 2023, 15,928 in 2024, and 16,932 meals in 2025.

- Expanded food services at the Seniors' Activity Centre (SAC), achieving record lunch and dinner sales and reintroducing Tuesday and Thursday evening service.
- Established a Seniors' Advisory Roundtable and developed an updated the SAC strategic plan.
- Introduced onsite mobile health services (monthly Ears to You partnership) and expanded the Cycling for Life (trishaw) pilot project.
- Launched the Western Connector pilot shuttle service to support seniors in the western communities with transportation challenges.
- Collaborated with the Seniors Volunteer Committee to enhance orientation and programming for volunteers.
- Increased staffing at SAC for greater support.
- Revitalized the historic Navy Jack House (restoration nearing completion); hosted Navy Jack Spirit/Brushing Ceremony with community and Nation participation.
- Between 2023 and 2025, the West Vancouver Art Museum has curated 17 exhibitions, had record attendance at the West Coast Modern Week Home Tour, and Art Museum volunteers raised over \$624,000 through annual fundraising dinners.
- The annual Harmony Arts Festival has achieved record evening concert attendance each year. Over the past three years, the festival welcomed approximately 450,000 attendees and secured \$770,836 in sponsorships, donations, and grants. Each year, the festival featured 130 art market vendors, 60 free live music performances, and 10 local restaurants. It has also generated more than 1,400 volunteer hours annually and included a bike valet service.
- West Vancouver Community Cultural Festival achieved record attendance with 19 pavilions and significant school and community engagement.
- Created a new public art mural at the Peter Sullivan Skatepark in Ambleside Park.
- The Communications and Community Relations Division was retitled Communications, Indigenous and Community Relationships, to affirm the District's commitment to continue to build on the relationship with the Skwxwú7mesh Úxwumixw (Squamish Nation) and sə́ilwətaʔ (Tsleil-Waututh Nation).
- Staff continue to build relationships with Skwxwú7mesh Úxwumixw and sə́ilwətaʔ through ongoing engagement at all levels, educational opportunities, and Truth and Reconciliation participation.
- Organized Cultural Safety and Humility Training and Indigenous Relations corporate training for District executive and senior managers.
- Organized the Orange Shirt Day / National Day for Truth and Reconciliation flag raising event in collaboration with Skwxwú7mesh Úxwumixw members.
- Partnered with knowledge keeper Tsitsáyxemaat Rebecca Duncan (West Vancouver Memorial Library) to create Skwxwú7mesh Sníchim language kits, recognized with a Provincial innovation award.
- Hosted the Witness Blanket—a 40-foot installation on loan from the Canadian Human Rights Museum—drawing more than 50,000 visitors.

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- Facilitated the Skwxwú7mesh Úxwumixw's implementation of its new Business Licence Bylaw and supported Nation operations on Welch Street and the Spirit Trail.
 - West Vancouver Memorial Library received local, provincial, and international awards for innovative programming, climate initiatives, and community volunteer engagement.
 - The library circulated close to one million items, welcomed approximately 400,000 in-person visitors, and offered literacy programming for approximately 18,000 children and teens annually.
 - Secured a permanent location for the Youth Hub with Council-approved funding, providing a stable base for youth outreach and programming.
 - The Shower Program supported 744 visits in 2023, 845 visits in 2024, and 1,488 visits in 2025, responding to expanded access for vulnerable residents.
 - The library delivered 2SLGBTQIA+ recreational opportunities in partnership with Proud2Be; implemented 1:1 summer camp support for children with disabilities (over 3,000 hours across the term).
 - The Community Grants Committee reviewed applications and recommended to Council grants be approved: \$275,028 in 2023 to 68 organizations, \$332,784 in 2024 to 74 organizations, and \$343,765 in 2025 to 74 organizations.
 - The District supported Grants in Aid (including Fee for Service but not including Community Grants program: \$277,905 in 2023, \$280,640 in 2024, and \$300,190 in 2025. The 2025 amount includes an increase of \$10,606 for the West Vancouver Community Arts Council and \$7,350 for the Kay Meek Arts Centre.
 - The Ferry Building Gallery has regained full momentum since reopening in April 2023 following its restoration. Over the past three years, the gallery has hosted more than 37 exhibitions, along with 11 *Art in the Hall* exhibitions. During this period, it has raised more than \$46,000 through the Great Gifts annual exhibit, hosted 32 art tours, and developed new grant and sponsorship partnerships. A new gift shop was also introduced, featuring the work of 30 artists.

DISCLAIMER: These updates are accurate as of May 2026; many will continue to evolve. This list does not capture all actions but provides reference for some of the work completed in various services under Council's Strategic Plan. The strategic plan is a living document and may change to adapt to new challenges. Council chose to keep the format from the previous strategic plan and blended it with updated objectives. Council has directed staff to schedule a completely new strategic plan after the October 2026 municipal election. This information has been collected from various published and internal reports, and staff updates.

