





1.0 HOUSING Significantly expand the diversity and supply of housing, including housing that is more affordable.			
Objectives	Deliverables	2021/22	2023+
1.1 Approve an average of 250 net new housing units each year, including accessible housing, of which approximately 100 are market or non-market rental, approximately 75 are infill or missing middle (such as coach houses, multiplexes, and townhouses), and approximately 75 are strata apartment or mixed-use.	1.1.1 Approval of average of 250 net new housing units each year.	✓	✓
1.2 Work towards an Area Development Plan for a residential mixed-use neighbourhood in the Upper Lands - Cypress Village.	1.2.1 Complete preconditions and subsequent planning phases; working towards Area Development Plan.	✓	
1.3 Create policies and guidelines for single family residential zones with reference to the findings of the Neighbourhood Character Working Group report.	1.3.1 Develop policies and guidelines and obtain Council approval.	✓	
1.4 Complete the Local Area Plan for Horseshoe Bay.	1.4.1 Complete Local Area Plan.	✓	
1.5 Initiate a Local Area Plan for Ambleside Town Centre.	1.5.1 Complete Phase 1 of Local Area Plan.	✓	
1.6 Consider initial scoping for Taylor Way Corridor Local Area Plan.	1.6.1 By Q2 2022, report back to Council with timing, implications, and resource requirements of commencing Taylor Way LAP concurrently during Ambleside LAP.	✓	
1.7 Address the long-term need for approximately 1000 additional seniors housing units/beds by 2041 by approving an average of 250 net new seniors housing units/beds every five years.	1.7.1 Approval of average of 250 net new seniors housing units/beds every five years.	✓	✓



<p>2.0 LOCAL ECONOMY Create vital and vibrant commercial centres.</p>	<p>local economy</p> 		
<p>Objectives</p>	<p>Deliverables</p>	<p>2021/22</p>	<p>2023+</p>
<p>2.1 Collaborate with the business improvement associations and West Vancouver Chamber of Commerce to provide economic development support to local businesses, in conjunction with the Mayor's Economic Recovery Task Force.</p>	<p>2.1.1 Support existing businesses. 2.1.2 Incentivize redevelopment. 2.1.3 Help manage business mix. 2.1.4 Restructure the economic development portfolio. 2.1.5 Support home-based businesses.</p>	<p>✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓ ✓</p>
<p>2.2 Review and update the Economic Development Plan.</p>	<p>2.2.1 Update visitor strategy (including consideration of a West Vancouver brand), commercial area strategy, and emerging opportunities strategies. 2.2.2 Report to Council and the community on progress of the economic development goals and objectives.</p>	<p>✓ ✓</p>	<p>✓ ✓</p>
<p>2.3 Strengthen relationships with the business community.</p>	<p>2.3.1 Council to meet annually with Chamber of Commerce, Ambleside Dundarave Business Improvement Association, Horseshoe Bay Business Association, Caulfeild Business Association and Park Royal.</p>	<p>✓</p>	<p>✓</p>
<p>2.4 Ensure that a vibrant commercial component is included in the neighbourhood development of Cypress Village.</p>	<p>2.4.1 Continue working towards Area Development Plan which incorporates a commercial component.</p>	<p>✓</p>	
<p>2.5 Take measures to support vibrancy, diversity, locality, and charm in commercial centers.</p>	<p>2.5.1 Amend zoning regulations in commercial areas to manage the prevalence of financial services/institutions, nail salons, and real estate offices. 2.5.2 Consider permanent changes to streetscapes initiated by COVID response (i.e. outdoor spaces for seating/pedestrians/cyclists, etc.)</p>	<p>✓ ✓</p>	

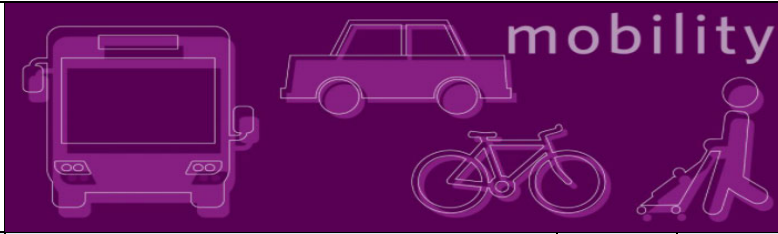


<p>3.0 CLIMATE CHANGE AND NATURE Protect our natural environment, reduce our impact on it, and adapt to climate change.</p>				
Objectives	Deliverables	2021/22	2023+	
3.1 Create a reporting framework to reduce energy use and carbon emissions by the community and in District operations.	3.1.1 Prepare metrics, modeling and projections for 2030 and 2050 in accordance with IPCC targets.	✓	✓	
3.2 Address the threats of wildfires and floods.	3.2.1 Complete the Development Permit Area for Coastal Flooding and Foreshore Protection. 3.2.2 Consider the recommendations of the Coastal Marine Management Plan Working Group. 3.2.3 Continue implementation of the Community Wildfire Protection Plan.	✓ ✓ ✓	✓ ✓	
3.3 Develop an Urban Forest Management Plan.	3.3.1 Complete the Urban Forest Management Plan.	✓	✓	
3.4 Integrate natural capital assets into the District's regular management and budgeting process.	3.4.1 Develop workplan for inclusion of natural capital assets inventory in annual budgeting process and annual Financial Statements, and for inclusion of natural capital assets in infrastructure maintenance and replacement decision-making. 3.4.2 Review the creation of a stormwater utility and report back to Council on the findings. Additional resources required.	✓ ✓	✓ ✓	




Objectives	Deliverables	2021/22	2023+
3.5 Reduce community and corporate waste.	3.5.1 Address the reduction of single-use plastics, including by assessing the introduction of recycling in District parks and working with businesses to reduce waste. Additional resources required.	✓	
	3.5.2 Continue to advance corporate waste metrics.	✓	✓
	3.5.3 Continue to advance community zero waste goal.	✓	✓
	3.5.4 Research and report back on single use plastics with updates on recent legislation, actions done by other North Shore municipalities, options and recommendations, and requesting additional direction regarding implementation.	✓	
	3.5.5 Report back on the feasibility and implementation of introducing disposal bins for cigarette butts.	✓	



<p>4.0 MOBILITY Improve mobility and reduce congestion for people and goods.</p>			
<p>Objectives</p>	<p>Deliverables</p>	<p>2021/22</p>	<p>2023+</p>
<p>4.1 Collaborate with the North Shore municipalities, First Nations, and regional, provincial and federal agencies to reduce traffic congestion and improve transit options on the North Shore, to include investigation of integrating a Sea to Sky bus system.</p>	<p>4.1.1 Work through North Shore Connects and TransLink to improve mobility. Additional resources required.</p>	<p>✓</p>	<p>✓</p>
<p>4.2 Modernize the District's transportation objectives to focus on transit and active transportation (in alignment with the District's existing Transportation Hierarchy), and as part of the District's update to its Strategic Transportation Plan.</p>	<p>4.2.1 Completed Strategic Transportation Plan.</p>	<p>✓</p>	<p>✓</p>
<p>4.3 Diversify, expand, and improve the safety and appeal of active transportation options.</p>	<p>4.3.1 Implement the 30 km/hour slow streets initiative. Additional resources required.</p> <p>4.3.2 Implement dedicated cycling infrastructure. Additional resources required.</p>	<p>✓</p> <p>✓</p>	<p></p> <p>✓</p>




<p>5.0 MUNICIPAL SERVICES Deliver municipal services efficiently.</p>			
<p>Objectives</p>	<p>Deliverables</p>	<p>2021/22</p>	<p>2023+</p>
<p>5.1 Review current services and staffing levels in order to ensure District services are appropriate and delivered in an effective and efficient manner.</p>	<p>5.1.1 Chief Administrative Officer to prepare, in conjunction with the annual report, a summary that identifies organizational changes, accomplishments, and challenges over the past year.</p>	<p>✓</p>	<p>✓</p>
<p>5.2 Continue to attract and retain high quality employees.</p>	<p>5.2.1 Implement best practices in keeping with the designation of being an 'Employer of Choice'. 5.2.2 Create a Living Wage Policy.</p>	<p>✓ ✓</p>	<p>✓</p>
<p>5.3 Continue to pursue excellence in community engagement, consultation and communication, leveraging technology.</p>	<p>5.3.1 Implement the recommendations for improved accessible online content as envisioned in the Young Citizens' Forum Report. 5.3.2 Implement website regeneration, including website best practices, accessible content and design, and integration with other District online services and digital platforms. 5.3.3 Adopt best practices in addressing misinformation and misunderstandings circulating in the community regarding District matters. 5.3.4 Explore virtual and in-person meetings balance, including retaining efficiencies of the virtual world.</p>	<p>✓ ✓ ✓ ✓</p>	

COUNCIL'S STRATEGIC PLAN 2021-2022



Objectives	Deliverables	2021/22	2023+
5.4 Address systemic racism in the organization (equity, diversity, and inclusion).	5.4.1 Provide education and training to build awareness of systemic racism in the organization. Additional resources required.	✓	✓
	5.4.2 Determine and implement appropriate metrics for assessing organizational equity, diversity and inclusion. Additional resources required.	✓	
	5.4.3 Develop a policy to address systemic racism and improve organizational equity, diversity and inclusion. Additional resources required.	✓	



<p>6.0 SOCIAL WELL-BEING Enhance the social well-being of our community.</p>			
<p>Objectives</p>	<p>Deliverables</p>	<p>2021/22</p>	<p>2023+</p>
<p>6.1 Continue with Arts and Culture Facility planning by engaging with the community and developing plans for governance and fundraising.</p>	<p>6.1.1 Develop 'working vision', governance model and fundraising plan for the proposed Arts and Culture Facility and report back to Council.</p>	<p>✓</p>	
<p>6.2 Complete the 1976 Waterfront Acquisition Plan as soon as possible but no later than 2023.</p>	<p>6.2.1 Implement the Brissenden Park Court Judgement, including the land sale.</p> <p>6.2.2 Acquire the two remaining waterfront properties on Argyle Avenue using the proceeds of the land sale.</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
<p>6.3 Improve outdoor recreational opportunities for residents and visitors of all ages and abilities.</p>	<p>6.3.1 Improve recreational cycling opportunities. Additional resources required.</p> <p>6.3.2 Improve walking and hiking trails. Additional resources required.</p> <p>6.3.3 Initiate stewardship programs for cycling and hiking trails. Additional resources required.</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>
<p>6.4 Work with senior levels of government, non-profits, and private sector service providers to enable supports for healthy ageing in place.</p>	<p>6.4.1 Conduct outreach and facilitate supports for senior residents to remain in their homes as they age. Additional resources required.</p> <p>6.4.2 Council to advocate at provincial level for funding and supports. Additional resources required.</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
<p>6.5 Foster knowledge about gardening and growing own food.</p>	<p>6.5.1 Increase education and awareness of how to grow own food.</p> <p>6.5.2 Ensure that the vulnerable have nutritional support (including the Feed the Need program).</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>



Objectives	Deliverables	2021/22	2023+
6.6 Implement the Child Care Plan.	6.6.1 Create an action plan implementation group. 6.6.2 Create an inventory of lands for potential inclusion of child care during development. 6.6.3 Achieve 2022 numbers for childcare spaces. 6.6.4 Consider community amenity contribution policy regarding childcare. 6.6.5 Consider permissive tax exemption for non-profit child care operators.	✓ ✓ ✓ ✓ ✓	
6.7 Select a permanent home for the Youth Hub.	6.7.1 Report back to Council on options for a permanent Youth Hub facility.	✓	
6.8 Strengthen relationships with First Nations based on respect, equality and meaningful engagement by exploring new pathways to reconciliation, such as increased engagement, dialogue and collaboration.	6.8.1 Request an annual meeting with members of the Squamish, Tsleil-Waututh, and Musqueam Nation Councils to discuss matters of mutual interest. 6.8.2 Work towards implementing Truth and Reconciliation Commission recommendations that are within local government's ability to affect; and advocate for the implementation of Truth and Reconciliation Commission recommendations outside of local government's control in accordance with the priorities of indigenous communities. Additional resources required.	✓ ✓	✓ ✓
6.9 Develop a District Vision and Framework for the collection of historical objects.	6.9.1 Assess costs for preservation and protection of historical artifacts, conditions required for storage for the artifacts and the long-term cost and space implications to the community. Additional resources required.	✓	✓

COUNCIL'S STRATEGIC PLAN 2021-2022



Objectives	Deliverables	2021/22	2023+
6.10 Address the health impacts of noise and/or air pollution on livability for residents.	6.10.1 Advocate for quieter and less polluting aftermarket mufflers. Additional resources required.	✓	
	6.10.2 Ban gas-powered leaf blowers. Additional resources required.	✓	
	6.10.3 Explore measures to limit gas-powered gardening equipment. Additional resources required.	✓	