



# COUNCIL STRATEGIC PLAN 2024-2026

*westvancouver*

## COUNCIL STRATEGIC GOALS AND OBJECTIVES

the environment and climate change



housing



local economy



mobility



municipal services



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

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↗ = 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
<b>3.1 Collaborate with business improvement associations and Squamish Nation to provide economic development support.</b>	<b>3.1.1</b> Support existing businesses.	↗
	<b>3.1.2</b> Updated service delivery agreement with Squamish Nation. <i>Additional resources required.</i>	↗
	<b>3.1.3</b> 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).	↗
<b>3.2 Leverage District assets to generate new revenue streams through new initiatives.</b>	<b>3.2.1</b> Report back on potential new revenue streams.	
<b>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.</b>	<b>3.3.1</b> Associated zoning and bylaws updated.	✓
<b>3.4 Explore strategic property acquisitions to “Buy Back WV” for priority municipal projects that benefit the community.</b>	<b>3.4.1</b> Properties acquired and/or sold that benefit the community in housing or social well-being.	
<b>3.5 Explore economic generating ideas along the Sea-to-Sky corridor.</b>	<b>3.5.1</b> 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.

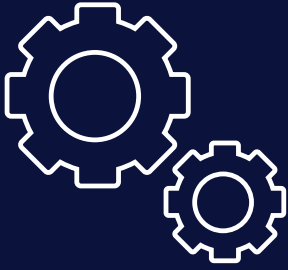
OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
<b>4.1 Collaborate with partners and provincial and federal agencies to manage traffic congestion and introduce new transit services.</b>	<b>4.1.1</b> Key mobility initiatives and partnerships determined for 2024/25, projects planned and implemented per priority.	✓
	<b>4.1.2</b> UBC bus route re-instatement—report back on ridership.	✓
	<b>4.1.3</b> Enhanced access to transit.	↻
	<b>4.1.4</b> Explore rapid transit options.	↻
<b>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.</b>	<b>4.2.1</b> Updated STP/Mobility Plan. <i>Additional resources required.</i>	
<b>4.3 Diversify, expand, and improve the safety and appeal of active transportation options through infrastructure upgrades and traffic management solutions.</b>	<b>4.3.1</b> Enhance active transportation safety through additional mobility lanes. <i>Additional resources required.</i>	↻
	<b>4.3.2</b> Prioritized response to sidewalks and roads. <i>Additional resources required.</i>	↻
	<b>4.3.3</b> Develop and implement a traffic calming policy.	✓
<b>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.</b>	<b>4.4.1</b> Report back on feasibility for transit on demand model.	✓

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# 5.0 MUNICIPAL SERVICES

Our goal is to deliver services efficiently.

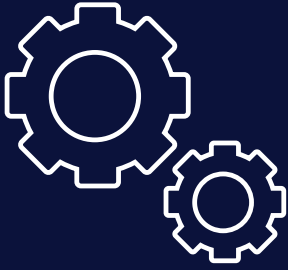
OBJECTIVES	DELIVERABLES	STATUS AS OF MAY 2026
5.1 Review services and staffing levels to ensure District Services are appropriate and delivered in an effective and efficient manner.	5.1.1 Annual reports delivered at end of year that provide comprehensive review of services from all areas of the organization.	⌚
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

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↗ = in progress

|| = paused



# 5.0 MUNICIPAL SERVICES

Our goal is to deliver services efficiently.

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