

An aerial photograph of West Vancouver, British Columbia, Canada. The image shows a large suspension bridge with green towers and white cables spanning across a wide body of water. In the background, there are rolling hills and a residential area with many houses. The sky is blue with some light clouds. The overall scene is bright and clear.

MAY 2026

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.



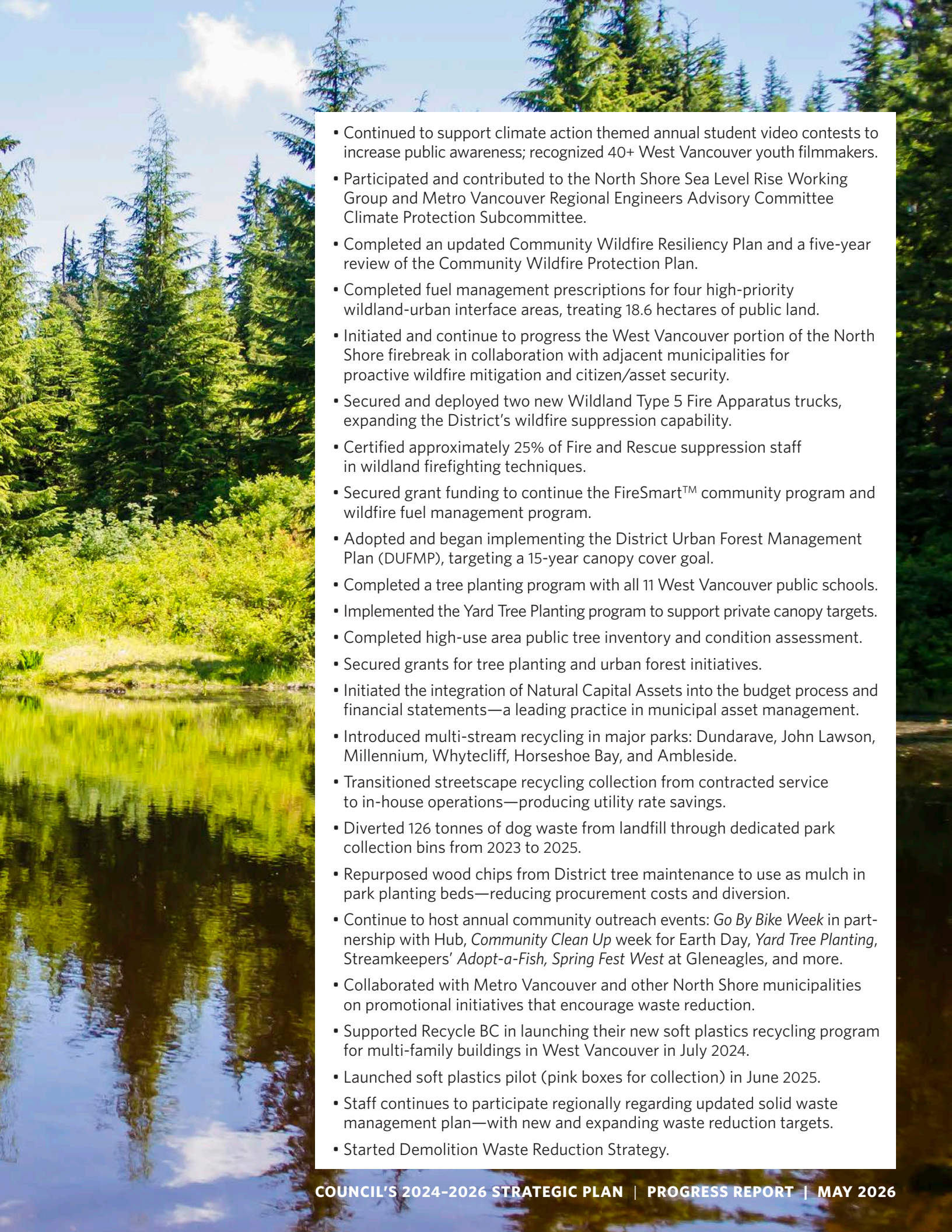
GOAL

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.



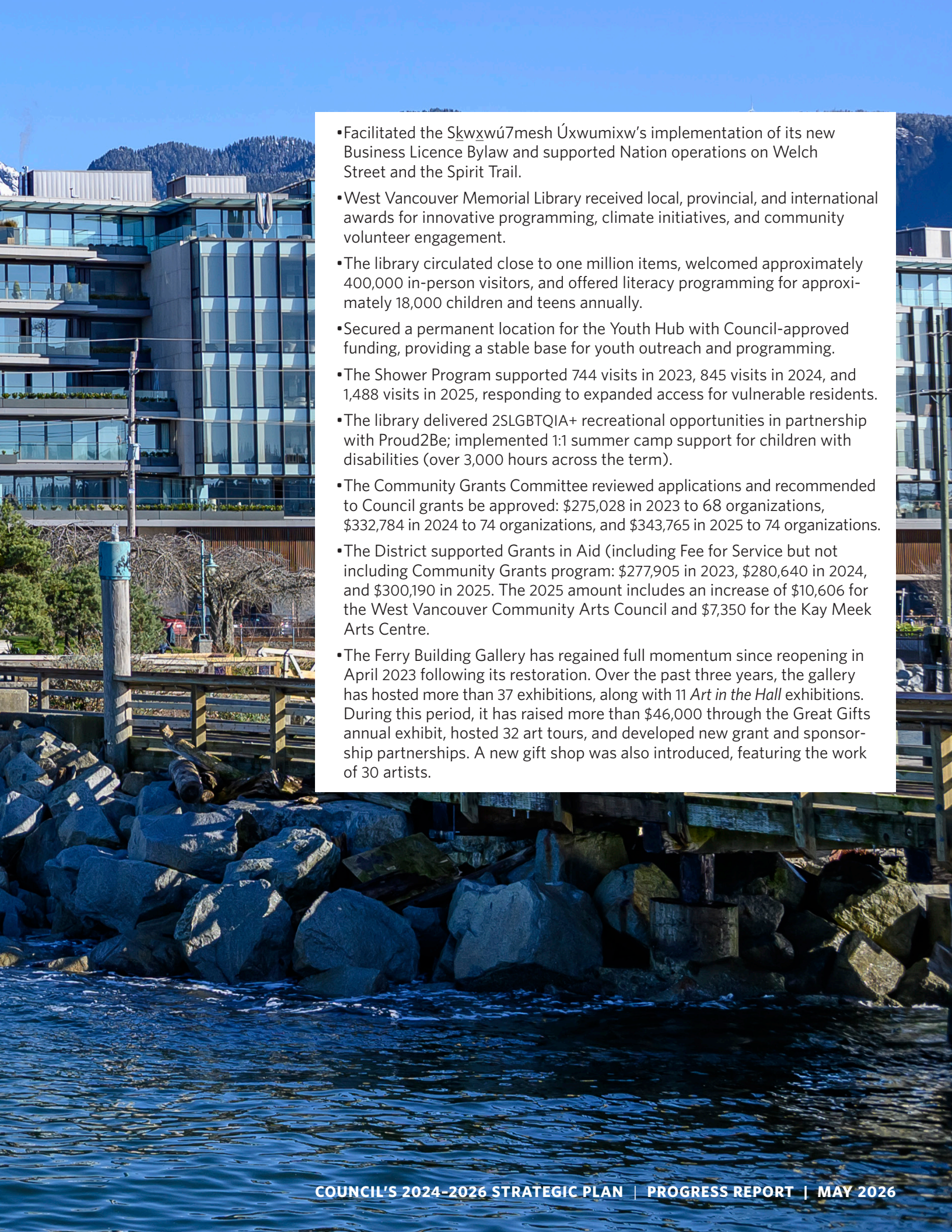
GOAL 6 SOCIAL WELL-BEING

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.

