



COUNCIL REPORT

Report Date: October 16, 2023
Contact: Karen Levitt
Contact No.: 604.873.7251
RTS No.: 15933
VanRIMS No.: 08-2000-20
Meeting Date: October 31, 2023
[Submit comments to Council](#)

TO: Vancouver City Council
FROM: City Manager
SUBJECT: City Council's Strategic Priorities, 2023-2026

Recommendation

THAT Council approve the document entitled *Vibrant Vancouver: City Council's Strategic Priorities, 2023-2026*, contained in Appendix A of this report, and direct staff to publish this report on the City's website.

Purpose and Executive Summary

This report presents a document entitled *Vibrant Vancouver: City Council's Strategic Priorities, 2023-2026*, for Council approval. This report – if approved – provides a framework for Council and staff to make resource allocation decisions through to Q4-2026, and can also be used to convey Council priorities to the public.

City Manager's Comments

The City Manager concurs with the foregoing recommendation.

Discussion

This report presents a document in Appendix A entitled *Vibrant Vancouver: City Council's Strategic Priorities, 2023-2026*, that articulates Council's key priorities between now through to October 2026.

If approved by Council, over the next three years this document will serve the dual purposes of (a) conveying Council's priorities to the public, and, (b) supporting staff in both making and recommending to Council resource allocation decisions.

It is noted that the priority outcomes and key aligned work described in this document are intended to be a representative list of the work that is being done and will be done at the direction of this Council, and are not intended to be an exhaustive list.

Further, by approving this document via this report's recommendation, Council is not directing staff to undertake any specific undertakings, nor allocating any funding to any specific initiatives or programs.

Financial Implications

There are no financial implications associated with this report's recommendation.

Legal Implications

There are no legal implications associated with this report's recommendation.

* * * * *

**APPENDIX A
DRAFT DOCUMENT, VIBRANT VANCOUVER:
CITY COUNCIL'S STRATEGIC PRIORITIES, 2023 - 2026**



**VIBRANT VANCOUVER: CITY COUNCIL'S
STRATEGIC PRIORITIES, 2023 - 2026**

*Vancouver City Council
is working together
to build a sustainable city
in which everyone
can live, work and thrive.*

DRAFT, NOT YET APPROVED CITY COUNCIL

STRATEGIC OBJECTIVE NO. 1 - VIBRANT AND DIVERSE

We do all we can to ensure Vancouver is a dynamic and vibrant city, with a great range of exciting and engaging amenities and events throughout the city.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Create vibrant public spaces</p>	<ul style="list-style-type: none"> → Bring Vancouver’s public space to life → Invest in Gastown → Refresh downtown Granville Street → Make sure our streets look great → Update Vancouver’s street furniture contract
<p>B. Enable largescale sporting, cultural and arts events</p>	<ul style="list-style-type: none"> → Host the FIFA World Cup 2026 → Support attraction of major sporting and cultural events → Improve City support for special events → Support the local music scene
<p>C. Revive Chinatown’s vibrancy</p>	<ul style="list-style-type: none"> → Undertake a set of targeted safety and cultural initiatives in Chinatown
<p>D. Deliver outstanding parks and recreation services</p>	<ul style="list-style-type: none"> → Renew the Vancouver Aquatic Centre → Build more parks and improve existing parks → Get more public washrooms in place → Build new and renew existing community centres → Optimize the Park Board’s sports fields

STRATEGIC OBJECTIVE NO. 2 - HOUSING

We work with senior governments and other partners to address the local housing crisis, with the goal of ensuring that appropriate housing options are available for everyone in Vancouver.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Create the right regulatory framework and processes to support the efficient delivery of housing on private lands</p>	<ul style="list-style-type: none"> → Modernize the City’s land use planning regulations and create a citywide Official Plan → Enable development of more multiplex “missing middle” housing → Enable more private housing development via the Broadway Plan → Enable more housing via the Northeast False Creek Plan → Enable more housing via the Rupert and Renfrew Station Area Plan
<p>B. Leverage City-owned property to add substantially more market and non-market housing</p>	<ul style="list-style-type: none"> → Advance a number of largescale developments on City-owned Property Endowment Fund land → Advance toward optimizing the number of housing units on City land in False Creek South → Continue to deliver social housing on City-owned land via the Vancouver Affordable Housing Endowment Fund → Enable the delivery of new affordable housing units by private developers via community amenity contributions
<p>C. Work with the Province and other partners to address the homelessness crisis</p>	<ul style="list-style-type: none"> → Working with partners, renew focus on developing a regional approach to addressing homelessness → Working with partners, support the creation of more housing for unsheltered individuals → Working with partners, support increasing emergency shelter capacities → Develop an integrated rapid response to encampments

STRATEGIC OBJECTIVE NO. 3 - SUPPORTING BUSINESS

We ensure the City is doing our part to ensure our local economy is robust and resilient, and Vancouver is a place in which businesses can thrive and succeed.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Transform the City’s permitting and licensing processes</p>	<ul style="list-style-type: none"> → Streamline and reduce the complexity of the City’s permitting processes → Digitize the City’s permitting and licensing processes → Modernize the City’s business licensing framework
<p>B. Do our part to support local business and ensure the business climate is welcoming</p>	<ul style="list-style-type: none"> → Enhance City supports for local independent business → Update liquor license requirements → Ensure sufficient space for the tech industry → Simplify the ride-hailing regulatory framework
<p>C. Provide support to the local film industry</p>	<ul style="list-style-type: none"> → Enhance City supports for the film industry → Create more power kiosks for the film industry

STRATEGIC OBJECTIVE NO. 4 - CITY SERVICES AND INFRASTRUCTURE

We deliver the high-quality city services and public infrastructure that make Vancouver a healthy, safe, beautiful and enjoyable place for everyone.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Make sure Vancouver’s water, sewerage and drainage systems are effective, well-maintained and environmentally friendly</p>	<ul style="list-style-type: none"> → Ensure Vancouver’s water system is properly maintained/modernized → Ensure Vancouver’s sewer system is properly maintained/modernized → Upgrade the City’s sanitary sewer pump stations
<p>B. Make sure Vancouver’s solid waste services are effective, efficient and environmentally friendly</p>	<ul style="list-style-type: none"> → Enhance customer service via solid waste collection route optimization → Replace the City’s aging solid waste vehicle fleet
<p>C. Ensure Vancouver’s bridge, road, sidewalk and street lighting infrastructure is effective and well-maintained</p>	<ul style="list-style-type: none"> → Keep the Granville Bridge in good shape → Continue to retrofit curb ramps and sidewalks
<p>D. Ensure excellent Vancouver’s civic facilities</p>	<ul style="list-style-type: none"> → Ensure the City’s civic facilities are properly maintained/modernized

STRATEGIC OBJECTIVE NO. 5 - SAFETY AND SECURITY

We work to provide effective emergency response and emergency planning services that make Vancouver safe and enjoyable for everyone.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Reduce property and violent crime</p>	<ul style="list-style-type: none"> → Deliver evidenced-based policing services → Respond vigorously to hate crimes → Participate in the current provincial policing review → Optimise the Park Board's Park Ranger program
<p>B. Invest in preventative safety and security programs</p>	<ul style="list-style-type: none"> → Advance the Better Together neighborhood collective action pilot → Advance actions responding to the Missing and Murdered Indigenous Women and Girls report → Advance a number of gender safety initiatives → Advance the City's youth violence prevention strategy
<p>C. Invest in preventing fires</p>	<ul style="list-style-type: none"> → Advance mitigations to prevent fires in encampments and single-resident occupancy units → Manage vacant properties to mitigate fire risks → Deliver targeted fire prevention training
<p>D. Be prepared for largescale emergencies</p>	<ul style="list-style-type: none"> → Make sure Vancouver is prepared for a largescale emergency, building accessibility and equity into all plans → Ensure sufficient drinking water supply
<p>E. Enhance the safety of our transportation network</p>	<ul style="list-style-type: none"> → Incorporate zero traffic-related fatalities goal into all transportation planning/projects → Use a data-driven approach to make capital investment into road safety → Complete safety upgrades to rail crossings → Working with partners, advance the Prior/Venables underpass project

STRATEGIC OBJECTIVE NO. 6 - CLIMATE EMERGENCY

We are responding to the climate emergency through environmental initiatives, greenhouse gas emission reductions, and climate change adaptation measures.

PRIORITY OUTCOMES	KEY ALIGNED WORK
A. Incorporate climate change adaptation measures into our work	<ul style="list-style-type: none"> → Implement climate change adaptation measures → Mitigate flooding risks → As part of the Vancouver Plan, develop an ecological land use strategy
B. Make sure our local waters are healthy and clean	<ul style="list-style-type: none"> → Optimize rainwater use via green rainwater infrastructure initiatives → Complete the City's Healthy Waters Plan
C. Reduce Vancouver's GHG emissions from buildings	<ul style="list-style-type: none"> → Reduce GHG emissions from buildings in Vancouver → Enhance collection and productive conversion of landfill gas → Develop a coordinated approach to installing charging infrastructure in the public realm → Expand the City's neighbourhood energy utility and optimize energy sources
D. Reduce Vancouver's GHG emissions from transportation	<ul style="list-style-type: none"> → Support the delivery of Translink's Broadway Subway line → Support the Broadway Subway extension to the University of British Columbia → Build out Vancouver's micromobility network → Enhance public realm charging infrastructure → Expand Vancouver's greenways → Implement bus-related road and sidewalk improvements

STRATEGIC OBJECTIVE NO. 7 – HEALTHY, INCLUSIVE AND EQUITABLE

We put Vancouverites’ physical and mental health front and centre as we make service, infrastructure and policy decisions, and strive to alleviate barriers to residents’ well-being and sense of belonging.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Work with the Province and other partners to address the mental health and addiction crisis</p>	<p>→ Continue the Community Overdose Response Team partnership</p>
<p>B. Ensure Vancouver is a seniors-friendly, accessible city</p>	<p>→ Create a staff position dedicated to bringing a “seniors lens” to the City’s work</p> <p>→ Develop a seniors housing strategy with the goal of creating more housing for seniors</p> <p>→ Implement the City’s Accessibility Strategy</p> <p>→ Enhance library services for seniors</p>
<p>C. Do our part to ensure we have sufficient childcare options for Vancouver families</p>	<p>→ Streamline the City’s regulatory framework for building childcare</p> <p>→ Leverage Vancouver School Board partnership to deliver childcare</p> <p>→ Implement the City of Vancouver’s Childcare Strategy</p>
<p>D. Do our part to ensure Vancouver residents are physically and mentally healthy</p>	<p>→ Optimize Vancouver Fire Rescue Services’ (VFRS) medical emergency response</p> <p>→ Explore opportunities for VFRS to contribute to non-emergency community healthcare</p> <p>→ Update the City’s Healthy City Strategy</p>
<p>E. Work to ensure Vancouver’s cultural communities feel included and respected</p>	<p>→ Implement the City’s equity framework</p> <p>→ Finalize an anti-racism/anti-hate action plan</p> <p>→ Further diversify library collections and programming to reflect Vancouver’s communities</p>
<p>F. Make sure our libraries are dynamic social and learning hubs across the city</p>	<p>→ Open the new Oakridge Branch library</p> <p>→ Enhance library services for Vancouver children</p>

STRATEGIC OBJECTIVE NO. 8 - RECONCILIATION

We maintain mutually respectful relationships with and work to support and advance the rights of local Indigenous nations and Urban Indigenous people.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Advance the City of Vancouver United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Task Force recommended actions</p>	<p>→ Advance priority recommendations the City of Vancouver's UNDRIP Strategy</p>
<p>B. Support Indigenous land development and stewardship</p>	<p>→ Support the development of the Senakw neighbourhood</p> <p>→ Support land use planning for the Jericho Lands</p> <p>→ Support land use planning for the Heather Lands</p>
<p>C. Provide programs and services to support local Indigenous people</p>	<p>→ Support community-identified urban Indigenous priorities</p> <p>→ Educate Vancouverites about local Indigenous history via library programs</p>

STRATEGIC OBJECTIVE NO. 9 - GOOD GOVERNMENT

We responsibly steward the public funds with which we are entrusted, ensure we have an efficient administrative infrastructure, and maintain a high-performing, engaged workforce.

PRIORITY OUTCOMES	KEY ALIGNED WORK
<p>A. Responsible financial management</p>	<ul style="list-style-type: none"> → Increase the City's non-tax revenues via sponsorships, donations, fees and other channels → Leverage the recent provincial Bill 28 to provide property tax relief to independent businesses and non-profit agencies → Improve speed and efficiency of the City's capital facilities and infrastructure delivery → Working with partners, advocate to the senior governments for mechanisms to ensure the long-term financial sustainability of municipalities
<p>B. A high-performing, engaged workforce</p>	<ul style="list-style-type: none"> → Invest in effective staff recruitment, retention and development → Focus on mental health, resilience and wellness for City employees → Continue to ensure an equitable and inclusive work environment for City employees → Maintain robust safety practices across the organization
<p>C. Continuous focus on improving efficiency, effectiveness and customer service</p>	<ul style="list-style-type: none"> → Leverage technology to deliver services more effectively and efficiently → Continue to apply lean process improvement methodologies to enhance efficiencies across the organization → Continue to ensure that the City is appropriately protected from cyber threats
<p>D. Responsible asset management</p>	<ul style="list-style-type: none"> → Optimize operational and financial management of City property leased to non-profit organizations