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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING & DEVELOPMENT DEPARTMENT

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Renee de St. Croix, Manager, Long Range and Community Planning

Subject: COMMUNITY WELLBEING STRATEGY UPDATE – PRELIMINARY
VISION, GOALS, AND STRATEGIES

Date: June 30, 2021 File No: 10-5080-20-0003/1

ATTACHMENTS

1. Detailed Summary of Preliminary Strategies (CityDocs [#2069657](#))

PURPOSE

This report provides an overview of the scope and process for the *Community Wellbeing Strategy*, as well as the preliminary framework for the *Strategy*. Staff will be proceeding with public and stakeholder input and feedback on the framework, which includes the preliminary vision, goals, and strategies for the *Strategy*. The intent of the consultation is to confirm that the preliminary framework reflects the needs and values of the community at-large and to provide opportunities for input and feedback on ideas that would be used to support the *Strategy* development through the remainder of 2021.

BACKGROUND

Through the *Council Strategic Plan*, staff were directed to create new *Mobility*, *Community Wellbeing*, and *Environment* strategies. The strategies are being developed in a coordinated manner with one another and with the *Economic Investment Strategy*.

The three strategies share the following set of principles to guide decision-making:

1. **We need to take actions that improve our collective health:** We will prioritize actions that increase our sense of connection to each other and the natural world, while making it easier to meet daily needs.
2. **We need to take resilient actions:** We will prioritize proven, people-focused actions that increase the likelihood we will achieve our goals, even in dramatically changing circumstances.

3. **We need to take equitable actions:** We will prioritize actions that remove barriers that make it harder for some people to connect to each other and to opportunities than others.
4. **We need to take timely actions:** We will prioritize actions that will allow us to move quickly, recognizing the steps we take today will impact our abilities into the future.

The principles provide a framework to weigh trade-offs and set implementation priorities through the City's *Annual Financial Plan* and *Corporate Business Plan*.

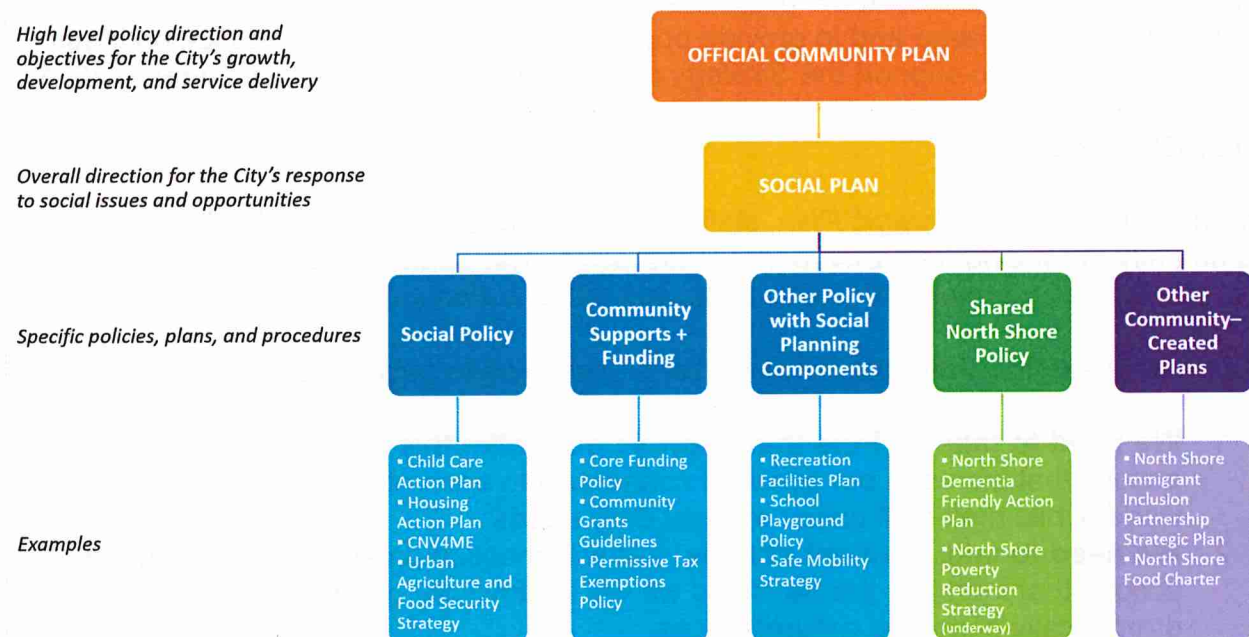
The new *Community Wellbeing Strategy* will supersede the 1998 *Social Plan* with a modernized approach to social planning policy and action, including consolidating and updating past policies and creating a simplified, action-oriented policy framework for the next 10 years.

Existing Social Planning Framework

The City's overarching direction and objectives for growth, development, and service delivery are defined in the City's *Official Community Plan (OCP)*. Chapter 3 of the OCP focuses on community wellbeing, recognizing that the ability of any community to support its members and enable them to thrive involves the presence of physical infrastructure as well as strong community connections and social networks.

The *Social Plan* (1998) was created as a framework to focus social planning work, as well as City programs and initiatives to respond to community issues. The Goals and Objectives acknowledged the challenges facing the City as well as opportunities for the City to work together with individuals and community groups to improve quality of life. The objectives of the Social Plan are implemented through a range of supporting policy, action plans, regulations, guidelines, programs, and initiatives, as illustrated in Figure 1.

Figure 1: Current Hierarchy of Key Plans and Policies



Social planning is a process that involves working together with community members to address social issues and build healthy communities. The City's social planning work program is comprised of four areas of work and illustrated in Figure 2:

Figure 2: Social Planning Work Program

Social Planning Work Program			
Policy + Planning	Community Collaboration	Implementation	Liaison + Advocacy
<ul style="list-style-type: none"> • identify and develop policy • engage with the public, stakeholders, and social sectors • integrate social planning objectives in community projects, development and with other policy initiatives • research and analyze social issues 	<ul style="list-style-type: none"> • support and participate in multi- agency groups that work on community issues together • support non-profits, agencies, and organizations in the delivery of activities, programs, and services • build partnerships 	<ul style="list-style-type: none"> • identify and develop social infrastructure • work with development applicants to provide amenity spaces • promote social initiatives • implement social programs and projects • secure and/or provide funding 	<ul style="list-style-type: none"> • liaise with external agencies, stakeholders, senior levels of government, and others • work with other local jurisdictions on issues, projects, and initiatives that are cross-jurisdictional • advocate to senior levels of government to support community needs

It is important to acknowledge the complicated landscape of roles and responsibilities involved in our social and community services in the City. The layering of jurisdiction and provision includes the City, the North Shore Sub-Region, Metro Vancouver, the Province, and the Federal Government, as well as the business community, and non-profit and for-profit community organizations. Depending on the subject area, one or many of these bodies may be involved in collaborating and delivering on the goals and objectives of the City's *Social Plan*.

Context for a New Plan

While the *Social Plan* has been instrumental in implementing and supporting numerous policies, actions, and initiatives in the City, much has changed over the 20+ years since its adoption. Evolving best practices, changing local and regional needs, shifting demands, limited resources, and increasingly complex issues require a new framework to provide direction, support decision-making, and manage change both as it happens and to shape it through visioning and planning for the future.

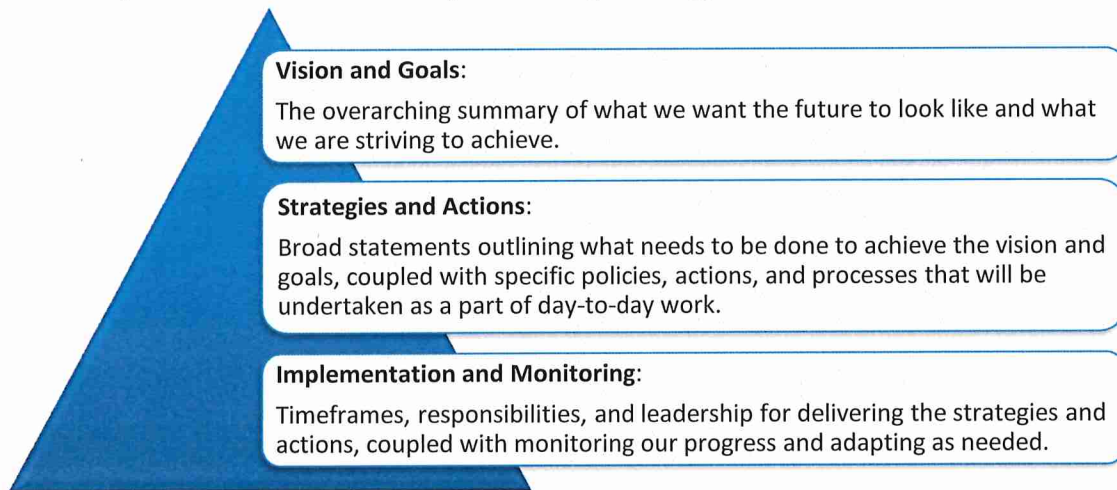
A new *Community Wellbeing Strategy* is an opportunity to prepare and respond to the challenges ahead, consider innovative and holistic approaches, study a wide range of solutions, coordinate investments, and achieve multiple goals and objectives in alignment with the community's values and desires. It will help to guide decisions related to policies, priorities, programs, and services in the municipality, and empower the City to take a lead role in supporting effective collaboration between the public sector, not-for-profit sector, and business sector to maximize quality of life for residents.

DISCUSSION

Scope of the New Strategy

The new *Community Wellbeing Strategy* will establish a comprehensive and modernized framework for decision-making to address current needs and future opportunities and challenges. It will be organized around the following components:

Figure 3: Components of the Community Wellbeing Strategy



The new *Strategy* will include the following considerations:

1. Defining Community Wellbeing: The individual and community experience of wellbeing is shaped by access to resources and exposure to challenges. For the purposes of this strategy:

Community wellbeing is the combination of social, economic, environmental, health, cultural, and political conditions that are essential for individuals and communities to flourish and fulfill their potential.

The importance of this definition is that it recognizes that community wellbeing is multi-faceted, but in its simplest form, it is about health, happiness, quality of life, and everyone being able to reach their potential. Using this definition recognizes the deep connections between the social, economic, environmental, and built form components of city-building and will enable a holistic and comprehensive view to how we undertake the “social” planning components in the future.

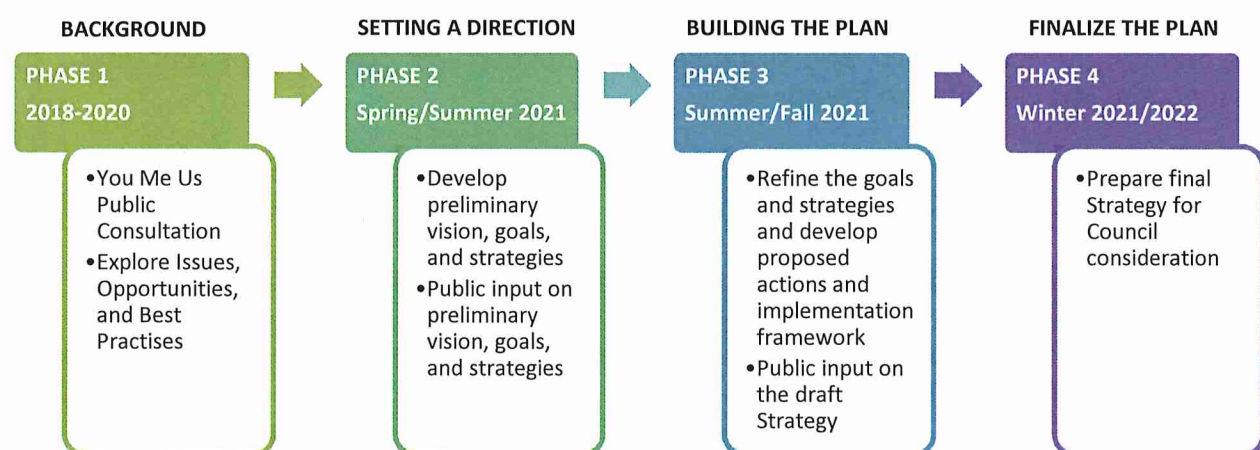
2. Shifting Focus from Plan to Playbook: The new *Strategy* will take the form of a “playbook” rather than a traditional plan document. Similar to a sports playbook, it will contain a collection of “plays” (actions, policies, processes, and criteria) that provide practical guidance in areas that directly impact performance or outcomes. It will be used to set and readily communicate expectations and guide decision-making while remaining nimble to changing conditions within an evolving context. It will provide the City with a clear framework to weigh trade-offs and set implementation priorities through the City’s *Financial Plan* and *Corporate Business Plan*.

3. Shifting Focus to the Near-Term: The planning horizon for this new *Strategy* is intended to be approximately 10 years. This recognizes that we are in a continual state of change and that our strategies and actions need to be both flexible and resilient to ensure progress towards the desired outcomes. This also provides clarity on the roles and responsibilities between the City's *Official Community Plan* (longer term) and the trilogy of *Strategies* (focused near term).
4. Building on Experience: The *Community Wellbeing Strategy* will supersede the *Social Plan* and will become the first point of reference for decision-making related to the social planning components of city-building. The strategy will consolidate, integrate, and update relevant directions from existing plans, policies, and processes; provide references to additional documents for detail or further information; and provide new direction and actions to address current and future needs.
5. Monitoring and Measuring Progress: The *Community Wellbeing Strategy* will include indicators, where possible and appropriate, to manage expectations and measure progress. What we measure shows what we care about, and signals what we intend to act on. However, it is important to note that not everything that counts can be easily counted so qualitative or other forms of understanding our progress will be considered where required. Monitoring and measuring progress will enable the City to recognize challenges early and enable the ability to adjust as needed.

Timeline and Activities

The development of the *Community Wellbeing Strategy* is following a multi-phase approach as outlined in Figure 4, with Council consideration at all phases.

Figure 4: Strategy Development Phases and Timeline



- **Phase 1:** This project initially began in 2018. Due to a variety of unforeseen challenges, including the COVID-19 pandemic, it has been delayed. This delay has resulted in the *Community Wellbeing Strategy* being aligned in timing with the *Mobility* and *Environment Strategies* which allows for the Strategies to be more closely aligned and considered in conjunction with one another. The

supportive work in this Phase forms the background information and current situation analysis required to move the *Strategy* forward.

- **Phase 2:** Using the consultation outcomes from the You, Me, Us process, as well as the outcomes from a number of current processes; on-going discussions through regular outreach with community tables and committees; surveys of North Shore Social and Community Service agencies about their organizations' and clients' needs during the pandemic; and, a best practices review, staff have focused on developing the preliminary vision, goals, and strategies that will form the foundation of the new *Strategy*. The intent is to use them as a basis for public input and discussion, as described in this report.
- **Phase 3:** This phase of the project will involve using the public input obtained in Phase 2 to confirm or refine the preliminary vision, goals, and strategies and develop supporting actions and an implementation framework. A Council workshop in the fall would allow an opportunity to provide direct input and feedback on the development of the draft *Strategy*. The Phase 2 work will be compiled into a draft *Community Wellbeing Strategy* document to be presented to Council and serve as the basis for public input in late Fall 2021.
- **Phase 4:** This phase of the project will involve using the public input obtained in Phase 3 to finalize the *Community Wellbeing Strategy* and present it to Council for consideration by the end of 2021 / early 2022.

Phase 2 Public Consultation Approach

The purpose of Phase 2 public consultation is to introduce the *Community Wellbeing Strategy* to the community and seek input to confirm whether the preliminary vision, goals, and strategies are aligned with the values and priorities of the community at-large. The input collected through this phase will be used by staff to refine and adjust the preliminary vision, goals, and strategies and proceed with developing supporting actions and implementation framework.

The engagement is intended to be similar to Public Consultation for the *Mobility Strategy*. It will be undertaken in two forms:

- The **targeted stakeholder engagement** includes meeting with a variety of community tables, committees, organizations, partners, and other groups to garner more detailed feedback, specific to these groups' areas of interest, as well as the broader *Strategy*.
- The **broader public consultation** will seek to reach a wide audience, raise awareness of existing social planning activities, policies, and programs, discuss issues and opportunities, gain a better understanding of public opinion on key issues, acknowledge and build upon existing partnerships, and build awareness of the new *Strategy*.

Consultation on the preliminary goals will focus on understanding what is important to people and what suggestions they may have for refining the goals. Consultation on the

preliminary strategies will focus on understanding whether we have captured the right strategies, what is missing, ideas for actions to deliver on each strategy, and what considerations or potential impacts should be considered.

Due to on-going COVID-19 public health restrictions and considerations, staff anticipate needing to primarily utilize online and digital consultation in Phase 2. The following is a description of consultation tools for public consultation:

- Website and Survey: A dedicated project website on the City's "Let's Talk" page will contain all project information, resources, and survey. The survey will allow participants to provide input on as many or as few items as they choose.
- Discussion Guide: A plain-language discussion guide will outline the preliminary vision, goals, and strategies, and provide context such as statistics, issues, opportunities, and challenges to further define and explain each component.
- Social Media and Other Notices: Information and advertisements will be published via the City's social media platforms and other digital and print media to ensure the public is advised of the process and the available methods of providing input and direct the public to information sources, such as the website.
- Stakeholder Meetings: Staff will host virtual stakeholder meetings to provide information about the *Strategy* and gather in-depth feedback and perspectives.

In addition to the above, staff will undertake additional activities or meetings as needed, within the COVID-19 protocols, to achieve a robust public consultation. Factsheets, presentations, posters/boards, questionnaires, videos, or other illustrative materials may be created to facilitate the communication of information and support feedback.

Staff will make hard copies of the survey and discussion guide available for those who are not able or not comfortable with accessing online content.

Staff have also engaged with and received input from the Advisory Planning Commission and the Social Planning Advisory Committee. Staff will continue to engage with these advisory bodies throughout the remainder of the *Strategy* development process.

Following the conclusion of Phase 2, Council will receive another information report summarizing the feedback, outcomes, and next steps in Fall 2021.

The public consultation window is anticipated to run mid-July to mid-September 2021, with flexibility to adjust as needed.

Approach to Developing the Preliminary Vision, Goals, and Strategies

The development of the preliminary vision, goals, and strategies for the *Community Wellbeing Strategy* considered a wide range of inputs and information including:

- A review of existing plans, policies and programs relevant to wellbeing;
- An assessment of current conditions and emerging trends;
- An analysis of gaps and challenges;

- A review of best practices and the social determinants of health; and,
- Common themes arising from resident and stakeholder feedback on their experiences in the City.

Preliminary Vision, Goals, and Strategies

The framework for the preliminary vision, goals and strategies for the *Community Wellbeing Strategy* is outlined in Figure 5.

Figure 5: Community Wellbeing Strategy Framework “At-a-Glance”



About the Vision

The preliminary vision for the new *Strategy* is:

“A City where everyone belongs.”

The vision is intended to recognize that the City is becoming increasingly diverse and must serve a complex constellation of needs. Furthermore, it acknowledges that people have different feelings, beliefs, values, and ideas in how they participate in civic and community life. Belonging reflects a person’s connectedness to a social, spatial, cultural, professional, or other type of group or a community. Building a City where everyone belongs is the idea for a commitment to progressing health, happiness, potential, and quality of life for everyone.

About the Goals

The vision is supported by four preliminary overarching goals, as outlined in Table 1. The goals express, at a high level, what we are striving to achieve.

Table 1: Preliminary Goals

Goal	Why is this important?
<p>1. Building a City of Short Distances</p> <p><i>We are a City that connects people with each other and with day-to-day needs closer to where we live.</i></p>	<p>Living in neighbourhoods that offer affordable and suitable housing close to convenient local opportunities to shop, play, work, access greenspace, and make social connections is beneficial for many aspects of wellbeing. People are more likely to use less energy dependent ways to meet their needs. Those who feel strongly connected to their neighbourhoods are healthier in many ways: 2.6 times more likely to report good physical health and 3.2 times more likely to report good mental health. Neighbourhoods with a balanced, compact mix of uses allow people to live more sustainably, support local economies, and contribute positively to our social determinants of health.</p>
<p>2. Making Room for Community</p> <p><i>We are a City that provides strong and supportive social infrastructure, including places, spaces, programs, and partnerships.</i></p>	<p>Places to come together are the foundation of a sustainable, resilient community. Yet, in a 2018 local survey, 55% of City respondents said they need better access to supports to help them overcome challenging issues. Providing a welcoming and wide-ranging network of social infrastructure plays an important role in meeting residents' varied needs. Making both physical and social room for community further supports equity and inclusivity in the community, which is particularly important for those facing social and economic challenges related to affordability and cost.</p>
<p>3. Being an Equitable City</p> <p><i>We are a City that is shaped by a diverse and inclusive representation of voices, experiences, and contributions.</i></p>	<p>An equitable city includes and supports the principles of democracy, diversity, and justice in action. It is intended to enable fair and equal opportunities to space, goods, services, rights, power, and democracy. The process and pathway towards achieving equity is through building inclusivity, equality, and diversity into all systems of the City. It is the removal of barriers and biases such that everyone has the opportunity to reach their potential and enjoy a good quality of life.</p>
<p>4. Repositioning Social Investments</p> <p><i>We are a City that sees the provision of social infrastructure as an investment with excellent returns and public cost savings.</i></p>	<p>The City's social infrastructure – the facilities, services, institutions, and programs that help individuals, families, groups, and communities meet their social needs and maximize their potential – is one of our great assets. Rather than simply being seen as a cost, investments in social infrastructure, including preventative programs and assistance, have long term financial value and public cost savings, as well as positive economic development and quality of life outcomes.</p>

About the Strategies

The preliminary strategies are the broad statements that provide direction towards achieving the goals. There are 20 preliminary strategies that are organized under four themes or chapters:

- A. Healthy Design:** Creating places and spaces that are designed to support physical and mental health and resiliency.
- B. Human Essentials:** Prioritizing essential needs relating to suitable and affordable housing, sufficient healthy food, equitable opportunities, health, and safety.
- C. Supporting People:** Creating resources and opportunities in the City that enable people to improve their wellbeing in ways that are responsive to their individual needs and experiences.
- D. Working Together:** Developing a network of partnerships and support to achieve the City's objectives together.

Table 2 below outlines each preliminary strategy. They are intended to generate discussion through the public consultation, where the results will be used to refine, edit, revise, and/or focus the draft strategies.

For a detailed summary of the community wellbeing strategies, see Attachment #1. It includes tables that outline each preliminary strategy, why they are important, and examples of possible ideas for actions that the City or our partners could take to support or implement the strategy.

Table 2: Preliminary Strategies

TOPIC	STRATEGY
HEALTHY DESIGN <i>Creating places and spaces that are designed to support physical and mental health and resiliency.</i>	
15 Minute City	Create a 15 minute city with healthy, connected, and inclusive neighbourhoods where daily needs are within a short walk, bike or transit ride.
Social Design	Grow opportunities for community connection and inclusion by incorporating social design provisions into the development of public and private spaces so they function as social places .
Access	Enable and improve physical, locational, and financial access so that all residents are comfortable participating in civic life.
Resiliency	Build neighbourhood capacity and resiliency to strengthen community response to adversity.

HUMAN ESSENTIALS <i>Prioritizing essential needs relating to suitable and affordable housing, sufficient healthy food, equitable opportunities, health, and safety.</i>	
Housing for All	Improve the diversity and affordability of housing by enabling a greater variety of homes of all types, sizes, and tenures.
Homelessness	Work proactively with partners to enhance services for the homeless population and move towards a model of support based on permanent housing as a foundation for addressing complex needs.
Food Security	Improve the accessibility, affordability, and coordination of the food system and access to healthy food by collaborating with partners on creative and strategic projects in the City.
Safety	Increase safety and the feeling of safety for all, with a particular focus on improving the wellbeing of people who experience bias, discrimination, and vulnerability.
Equity + Diversity + Inclusion	Cultivate a City that is engaged, equitable, and inclusive , where diversity is not only welcomed and celebrated, but is also a City commitment.
Reconciliation	Value, foster, and develop strong relationships with Indigenous members of the community and surrounding nations to work towards reconciliation .
Mental Health	Promote improved mental health for all by embedding consideration of mental health into municipal services and policies, and by actively supporting initiatives, strategies, and organizations that positively affect mental health outcomes.
SUPPORTING PEOPLE <i>Creating resources and opportunities in the City that enable people to improve their wellbeing in ways that are responsive to their individual needs and experiences.</i>	
Children + Youth + Families	Support families in the City with family-friendly community design, housing and transportation options, employment, child care, social opportunities, and community services.
Seniors	Support the needs of our diverse seniors population by improving our age friendly city and fostering seniors active role, contributions, and participation in civic life.
Child Care	Improve the accessibility, affordability, and quality of childcare in the City by collaborating with partners, creating new spaces, and advocating for the community's needs.
Poverty Reduction	Assist with the mitigation of the impacts of poverty while providing a supportive environment to help people move out of poverty .

Social Infrastructure + Facilities + Programs	Enhance and expand social infrastructure to meet a range of community needs and program uses , bring people together, and support the social and cultural fabric of the City.
WORKING TOGETHER <i>Developing a network of partnerships and support to achieve the City's objectives together.</i>	
Partnerships	Build equitable and supportive partnerships with senior levels of government, First Nations, the business community, non-profit organizations, and other stakeholders to ensure that the diverse and changing needs of the community are met.
Advocacy	Champion and advocate to senior levels of government to provide support, funding, regulations, policy, and projects that meet community needs and enhance quality of life.
Financial Supports + Opportunities	Act as an engaged partner with non-profit, social, and community agencies in working towards outcomes that benefit community wellbeing and prioritizing areas of key need through support, funding, space, and other resources .
Economy for Everyone	Shape growth and investment to focus on social priorities alongside economic and commercial priorities, enabling individuals and communities to prosper, share in the benefits of growth , and build resilience.

Additional Content Considerations

A number of the strategies above relate to larger areas of focus with significant ongoing work, such as housing, poverty reduction, and equity, diversity, inclusion, and reconciliation. These have been incorporated into the *Community Wellbeing Strategy* to ensure a holistic and comprehensive approach, recognizing that the role of the *Strategy* for these bigger and/or more complex policy areas is to set out key directions.

Housing

The Housing Needs Report (anticipated completion December 2021) will identify existing and projected gaps in housing supply to better understand what kind of housing is most needed in our community over the next 5 – 10 years. These statements about key areas of need will serve to further refine the housing actions within the *Community Wellbeing Strategy* during Phase 3. The actions will then set a clear direction for needed updates to the requirements, regulations, and incentives that govern housing supply to ensure that all new housing development is aligned towards common objectives and contributes to addressing housing needs across the continuum.

Equity, Diversity, Inclusion, and Reconciliation

The City is about to undertake an Equity, Diversity, Inclusion, and Reconciliation Action Plan. With Council's recent direction on Equity, Diversity, Inclusion and Reconciliation (EDIR), the City has taken an important step forward in prioritizing

this work. By including this in the *Community Wellbeing Strategy*, as well as applying these lenses to all areas of the work, we acknowledge their importance and set a clear direction to further equity, diversity, inclusion, and reconciliation in the City.

Child Care

In December 2020, the City approved the Child Care Action Plan. In May 2021, Council resolved to further accelerate coordination and increase after school care spaces. Within the *Community Wellbeing Strategy*, child care is an important component. The strategy will highlight the key direction and key actions from earlier work, with the potential to add new actions if required.

Social Infrastructure + Facilities + Programs

Social infrastructure (facilities and services) helps people meet their social needs, maximize their potential, and enhances community wellbeing. Within this subject area certain components have been studied and plans are in place, such as recreation, however other areas are less developed. The *Community Wellbeing Strategy* will include a holistic view to defining priorities and investments and setting actions to improve and expand the City's social infrastructure.

Financial Supports + Opportunities

A critical implementation tool in the City is the support we provide to non-profits and community organizations who deliver programs and services. The City provides support, funding, space, and other resources. Through the *Community Wellbeing Strategy*, innovative and new ways of working together will be considered.

In addition to the above, work on the *Mobility Strategy*, *Environment Strategy*, and *Economic Investment Strategy* will also have key inputs and impacts for the *Community Wellbeing Strategy*.

NEXT STEPS

Staff will undertake the public consultation, as outlined above, report back with results of the input and feedback and will refine, revise, and edit the preliminary vision, goals, and strategies accordingly. Staff will also begin to draft the actions and the implementation strategy and report back to council with a *Draft Community Wellbeing Strategy* document to be used as the basis for further public input. Throughout the process, staff will continue to meet with committees and Council at important milestones and/or as key content issues and opportunities arise.

FINANCIAL IMPLICATIONS

There are no financial implications at this time. However, future budget processes will be reorganized around the desired outcomes and projects outlined in the *Community Wellbeing Strategy*. Future budget requests will be brought forward for Council consideration to advance the initiatives and outcomes of the *Strategy*.

INTER-DEPARTMENTAL IMPLICATIONS

The *Community Wellbeing Strategy* will establish new policy direction and supportive actions that will require collaboration across City departments. As such, the preliminary vision, goals, and strategies were developed with input from representatives from various City departmental teams. In addition, the preliminary vision, goals, and strategies were reviewed by the City's Policy and Projects Team and Leadership Team.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The *Community Wellbeing Strategy* is intended to support and build upon the key social and community related objectives and policies in the City's *Official Community Plan* (2014), with particular emphasis on Chapter 3 Community Wellbeing. The *Strategy* is also intended to support the vision and all five priorities of the 2018-2022 Council Strategic Plan, with emphasis on the "City for People" priority.

RESPECTFULLY SUBMITTED:



Renee de St. Croix
Manager, Long Range & Community
Planning

DETAILED SUMMARY OF PRELIMINARY STRATEGIES

About the Strategies

The preliminary strategies are the broad statements that provide direction towards achieving the goals. There are 20 preliminary strategies that are organized under four themes or chapters:

- A. Healthy Design:** Creating places and spaces that are designed to support physical and mental health and resiliency.
- B. Human Essentials:** Prioritizing essential needs relating to suitable and affordable housing, sufficient healthy food, equitable opportunities, health, and safety.
- C. Supporting People:** Creating resources and opportunities in the City that enable people with different needs to improve their wellbeing.
- D. Working Together:** Developing a network of partnerships and support to achieve the City's objectives together.

The table below outlines each preliminary strategy, why it is important, and examples of ideas for actions the City or our partners could take to support or implement the strategy. They are intended to illustrate each preliminary strategy and generate discussion during the public consultation. The results of the public input will then be used to refine, edit, revise, and/or focus the draft strategies and start to develop the draft actions and implementation approach.

The example actions to support delivery of the vision, goals and strategies were generated from existing actions, identified gaps, best practice review, and stakeholder feedback. At this stage of developing the *Strategy*, all identified actions are indicative only and will be further added to, refined, reduced, and/or consolidated in subsequent stages of *Strategy* development. The actions will be drafted as a part of Phase 3 and will be based on the public and stakeholder input received as well as consideration for the resources required, our ability to achieve them, and their effectiveness in responding to and implementing the vision, goals, and strategies. In addition, they will be measured against the principles (health, resiliency, equity, timeliness) that align all three strategies (*Community Wellbeing*, *Environment*, and *Mobility*) as a part of the decision making framework.

Table 1: Summary of Community Wellbeing Strategies

HEALTHY DESIGN <i>Creating places and spaces that are designed to support physical and mental health and resiliency.</i>		
STRATEGY	WHY IS THIS IMPORTANT?	EXAMPLES OF HOW WE COULD DO THIS
15 Minute City Create a 15 minute city with healthy, connected and inclusive neighbourhoods where daily needs are within a short walk, bike or transit ride.	Where we live and how we move around has a direct impact on our health and well-being as well as our community's. The benefits of living locally include greater community and social connections, improved equity and affordability, reduced environmental impacts, increased physical and mental health, and support for the local economy.	<ul style="list-style-type: none"> • Provide a "15 minute city" framework that connects land use, transportation, and wellbeing (ex. proximity to green space, shops, community spaces, and other uses). • Review the zoning bylaw with consideration the "15 minute city" framework and other goals and objectives in this Strategy. • Undertake proximity / gap analysis and neighbourhood needs assessments to establish needs and priorities for social infrastructure investments. • Support the initiatives of the <i>Mobility Strategy</i>.
Social Design Grow opportunities for community connection and inclusion by incorporating social design provisions into the development of public and private spaces so they function as social places .	The design and programming of both public and private spaces can have a big influence on how we interact with others and how we participate in our community, from creating space for casual encounters to building long-term trust and friendships. People with strong social connections and community ties are generally associated with higher levels of happiness, greater physical and mental health, and are more resilient.	<ul style="list-style-type: none"> • Create a social asset map in collaboration with community members and partners. • Provide guidelines for both public and private development to ensure the inclusion of social considerations (amenity space, accessibility, public art, active design, etc.). • Enhance existing and identify new social spaces. • Incorporate opportunities for greenery and nature to be incorporated in designs (ie biophilic design) to improve mental health and wellbeing outcomes.
Access Enable and improve physical, locational, and financial access	There are many physical and perceived barriers that can deter people from using public spaces and services. Beyond mobility needs, this includes a sense of safety, how	<ul style="list-style-type: none"> • Improve equitable, physical, locational, and financial access to a range of amenities, services, and mobility options. • Review funding and program options to reduce or remove

so that all residents are comfortable participating in civic life.	welcoming and inclusive spaces feel, cost considerations, information and communication, and physical location. Eliminating these barriers is key to building an equitable community and increasing public participation and sense of belonging.	<p>financial barriers to amenities and services.</p> <ul style="list-style-type: none"> • Update the accessibility guidelines to accommodate changing needs and to incorporate locational and financial access. • Support the initiatives of the <i>Mobility Strategy</i>.
<p>Resiliency</p> <p>Build neighbourhood capacity and resiliency to strengthen community response to adversity.</p>	Resiliency is the ability for a community to respond and adapt to change. It means we are better equipped to respond to issues such as climate change impacts, resource scarcity, social inequalities and economic hardship, or global events such as the COVID-19 pandemic. By strengthening our community connections, sense of place, and providing more sustainable choices, we will be better equipped to deal with these complex challenges.	<ul style="list-style-type: none"> • Develop a Resiliency and Emergency Response Toolkit to build neighbourhood capacity and community trust. • Host resiliency workshops and build network of community leaders and educators. • Support small-scale community projects and events. • Support the initiatives of the <i>Environment Strategy</i>.

HUMAN ESSENTIALS

Prioritizing essential needs relating to suitable and affordable housing, sufficient healthy food, equitable opportunities, health, and safety.

STRATEGY	WHY IS THIS IMPORTANT?	EXAMPLES OF HOW WE COULD DO THIS
<p>Housing for All</p> <p>Improve the diversity and affordability of housing by enabling a greater variety of homes of all types, sizes, and tenures.</p>	<p>Housing shapes the physical and social makeup of our city. The City is a popular place to live with significant areas of wealth, yet 36% of all households spend more than 30% of their income (the national standard of affordability) on housing costs. Renter households, who make up nearly half of all City households, are especially cost burdened, with 46% spending more than 30% of their income on housing costs. Mixed neighbourhoods that offer a variety of suitable and</p>	<ul style="list-style-type: none"> • Encourage more homes of all shapes and sizes, especially family-friendly homes, in all City neighbourhoods. • Expand the supply of rental housing options that are affordable to renter households at different income levels (ex. density bonus). • Find innovative ways of providing more affordable homes together with new market homes (ex. inclusionary zoning).

	affordable housing options means that people don't have to move away from their communities and support networks as their needs change.	<ul style="list-style-type: none"> • Focus on actions that rapidly and radically remove barriers to generating higher levels of affordable housing (ex. pre-zoning). • Emphasize delivery of new supply that meet the needs of priority population groups (ex. low and moderate income families, seniors).
<p>Homelessness</p> <p>Work proactively with partners to enhance services for the homeless population and move towards a model of support based on permanent housing as a foundation for addressing complex needs.</p>	Housing is a key social determinant of health. For people to lead healthy lives, they need a secure place to live. The health of our homeless population cannot be measurably improved without access to adequate, stable housing across a range of income levels, as well as comprehensive supports for those who need them.	<ul style="list-style-type: none"> • Improve inter-governmental and non-profit collaboration, working to ensure that people know where and how to get the right help when they need it. • Advocate for and support approaches that holistically address the needs of our homeless population (ex. providing permanent stable housing combined with necessary supports). • Work with partners to quantify the need for additional transitional/ supportive housing and support provision to meet this need.
<p>Food Security</p> <p>Improve the accessibility, affordability, and coordination of the food system and access to healthy food by collaborating with partners on creative and strategic projects in the City.</p>	Between 10-12% of people in the City do not have adequate or secure access to food due to financial constraints. It costs at least \$792 a month for healthy groceries to feed a family of three. Having access to more affordable and healthier food options, and more broadly healthy food systems, significantly reduces the risk of chronic diseases and positively influences social wellbeing, confidence, and healthy living behaviours.	<ul style="list-style-type: none"> • Reduce food waste with coordinated processing, storage, and distribution infrastructure. (ex. food hub model) • Create food friendly neighbourhoods with local food networks and community food programs. • Expand healthy food retail opportunities such as farmers markets, community food markets, healthy food retail, and small scale grocers. • Support agencies that provide support and assistance to people who are food insecure.
<p>Safety</p> <p>Increase safety and the feeling of safety for all,</p>	While the majority of residents feel safe in our City, it is important to recognize that the perception of safety is multifaceted and experienced differently by each	<ul style="list-style-type: none"> • Increase cultural safety in the design and delivery of city projects, services, engagement, policies, practices, and spaces.

with a particular focus on improving the wellbeing of people who experience bias, discrimination, and vulnerability.	individual. Unsafe conditions are disproportionately and unfairly experienced depending on gender, age, ethnicity, and background. A broader view of safety will enable more participation from marginalized or effected groups, enhance belonging, and improve the overall safety of the city.	<ul style="list-style-type: none"> • Understand and take action on anti-bullying, anti-racism, anti-hate, and discrimination, and gender based violence. • Support residents that are impacted by past and current trauma. • Promote resident participation as active and supportive allies to increase safety and support in the community. • Enhance emergency preparedness and grow community resilience. • Enhance the public realm to support both physical and perceived safety.
<p>Equity + Diversity + Inclusion</p> <p>Cultivate a City that is engaged, equitable, and an inclusive community, where diversity is not only welcomed and celebrated but is also a City commitment.</p>	<p>Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers and biases that contribute to inequity or impede equal access and opportunity to succeed.</p> <p>Diversity represents the full spectrum of human demographic differences such as race, religion, gender, sexual orientation, age, socio-economic status, and physical disability.</p> <p>Inclusion is valuing and respecting all people for their contributions and ensuring they are equally supported.</p>	<ul style="list-style-type: none"> • Celebrate diversity in the City through events, places, naming and other forms of recognition. • When reviewing existing or creating new policies, actions, bylaws, and/or procedures, ensure equity, diversity, and inclusion are core values. • Train staff in equity, diversity, and inclusion, including cultural humility training and gender inclusivity. • Join with community in commitment to eliminate hate and discrimination. • Review City engagement practices and processes to improve inclusivity and representation.
<p>Reconciliation</p> <p>Value, foster, and develop strong relationships with Indigenous members of the community and surrounding nations to work towards reconciliation.</p>	Acknowledging our cultural history, including listening, learning, and understanding, is an important first step towards a shared future based on mutual respect and trust. The aim is to build a solid footing for mutually beneficial relationships and reciprocal partnerships.	<ul style="list-style-type: none"> • Support City staff learning about First Nations, Reconciliation, and anti-colonial practices. • Monitor, evaluate, and respond to emerging community and social issues and share information and approaches with First Nations. • Share (and coordinate where and as desired) actions with First Nations and community partners in response to emerging issues and needs.

<p>Mental Health</p> <p>Promote improved mental health for all by embedding consideration of mental health into municipal services and policies, and by actively supporting initiatives, strategies, and organizations that positively affect mental health outcomes.</p>	<p>The human and economic costs of poor mental health on our society are profound. Three times as many Canadians live with a mental health challenges or illness than live with type 2 diabetes. Mental illness is experienced across the population, and is exacerbated in populations that face socio-economic disadvantage.</p>	<ul style="list-style-type: none"> • Incorporate design guidelines that prioritize connections and belonging (ex. access to green spaces, dementia-friendly and age-friendly attributes, etc.). • Support efforts among partners to mitigate impacts of addictive behaviours such as gambling, hoarding, and substance use. • Model leading mentally healthy workplace training and practices (ex. mental health first aid, and crisis referral skills). • Educate to reduce stigma in the community around mental health challenges and illnesses.
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SUPPORTING PEOPLE

Creating resources and opportunities in the City that enable people to improve their wellbeing in ways that are responsive to their individual needs and experiences.

STRATEGY	WHY IS THIS IMPORTANT?	EXAMPLES OF HOW WE COULD DO THIS?
<p>Children + Youth + Families</p> <p>Support families in the City with family-friendly community design, housing and transportation options, employment, child care, social opportunities, and community services.</p>	<p>It takes a community to support a family. Children and families help to achieve a demographic balance in the City, add to the vibrancy and resiliency of the community, and promote a strong economy. Planning for family-friendly housing, services, and amenities also helps families stay closer to the City and retain workforce and employment growth.</p>	<ul style="list-style-type: none"> • Engage the City's youngest citizens – children and youth – in processes and planning. • Include programming, services, and supports for a diversity of family types, forms, and needs. • Incorporate family-friendly design principles to developments, amenities, and public spaces. • Work with agencies to support youth and emerging adults with supports and services.
<p>Seniors</p> <p>Support the needs of our diverse seniors population by improving our age-friendly city and</p>	<p>Senior residents are major contributors to our community. They dedicate a significant amount of time to their community, support our economy, and provide knowledge and social</p>	<ul style="list-style-type: none"> • Work with local seniors agencies to supports the needs of a diverse senior's population (ex. gender inclusive, accessible, etc.). • Support community agencies' coordinated efforts to improve

fostering seniors active role, contributions, and participation in civic life.	connection. Senior involvement makes the City a richer and more connected home to all generations. It is important we foster an age-inclusive society that recognizes the benefits seniors bring.	information and services for seniors (ex. reach seniors who are isolated, speak multiple languages, face technology barriers, etc.). <ul style="list-style-type: none"> • Support seniors' safety and care needs, as well as caregivers' needs, through programs, spaces, and supports.
Child Care Improve the accessibility, affordability, and quality of childcare in the City by collaborating with partners, creating new spaces, and advocating for the community's needs.	Widely available and affordable child care is a key determinant of labour force participation, gender equality, social inclusion, and poverty reduction. Access to quality child care ensures that children get the best start in life and has benefits on children's development and long-term outcomes.	<ul style="list-style-type: none"> • Develop a funding strategy with senior government for new spaces. • Leverage the City's and publicly owned assets for child care. • Work towards the space creation targets in the Child Care Action Plan. • Achieve new spaces through development. • Build partnership and protocols with the School District.
Poverty Reduction Assist with the mitigation of the impacts of poverty while providing a supportive environment to help people move out of poverty.	Poverty is a reality in our community. At the time of the 2016 census 19% of children and 19% of seniors in the City were living in low income households earning less than \$30,000 per year after tax. The Covid-19 pandemic has further increased the number of residents who are challenged to meet their needs. Weekly food bank distribution has nearly tripled (with a large increase in families seeking support) and in a recent BCCDC survey a third of people stated they were struggling financially.	<ul style="list-style-type: none"> • Collaborate with partners on the implementation of North Shore Poverty Reduction Action Plan. • Provide opportunities for affordable leisure, recreation and culture, and affordable mobility options. • Work to develop greater awareness, empathy, and understanding in the community about poverty and contributing factors and impacts.
Social Infrastructure + Facilities + Programs Enhance and expand social infrastructure to meet a range of community needs and program uses,	The social and cultural fabric of the City depends on the availability of a network of spaces throughout the City that are affordable, flexible, and able to host a variety of programs that are accessible to all residents. Social infrastructure provides	<ul style="list-style-type: none"> • Establish policies and fee structures for City programs and facilities so they are affordable and welcoming to all. • Develop nominal lease models for City-owned assets to support community use.

bring people together, and support the social and cultural fabric of the City.	venues for a wide range of activities and services, including accommodation for the City's active voluntary and community sector. Free and low cost places for people to meet and participate in activities are important to mitigating income and wealth disparity and reduce socio-economic barriers.	<ul style="list-style-type: none"> • Work with a representative mix of partners on the development and regular update of a social infrastructure delivery plan. • Explore ways to secure new social infrastructure provision and increase the supply of space that is affordable to non-profits (ex. co-location, redevelopment of unsuitable premises, etc.). • Work with organizations to identify opportunities to adapt, revitalize or redevelop existing aging and/or unsuitable premises.
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WORKING TOGETHER

Developing a network of partnerships and support to achieve the City's objectives together.

STRATEGY	WHY IS THIS IMPORTANT?	EXAMPLES OF HOW WE COULD DO THIS?
Partnerships Build equitable and supportive partnerships with senior levels of government, First Nations, the business community, non-profit organizations, and other stakeholders to ensure that the diverse and changing needs of the community are met.	As a mid-sized local government in BC, it's important for the City to leverage partnerships and opportunities to stretch the City's reach and impact, and innovate to meet community needs.	<ul style="list-style-type: none"> • Work with partners on community and social priorities in the City (ex. substance use, seniors' issues, food security, child care, equity, etc.). • Share socio-economic data with partners and the community and consider "open-data" models. • Investigate partnership opportunities (ex. land, grants, enabling policy, incentives, benefit contributions, etc.) to achieve greater community benefits. • Develop agreements and working relationships with commitments to common goals (ex. Memoranda of Understanding with the School District, Vancouver Coastal Health, etc.).
Advocacy Champion and advocate to senior levels of	Advocacy can support positive change when focused and deliberate efforts are made. It is the	<ul style="list-style-type: none"> • Provide a framework for how we undertake advocacy (ex. effective communications, negotiating, relationships, etc.)

government to provide support, funding, regulations, policy, and projects that meet community needs and enhance quality of life.	way we ensure the City's needs and voice on key issues is heard and considered when decisions are being made. When we advocate in a consistent manner, we provide clarity on desired outcomes and it demonstrates what we stand for or care about.	<ul style="list-style-type: none"> • Core advocacy efforts will be focused on key areas of need (ex. Housing / Homelessness, Child Care, Health, Infrastructure, etc.) • Create a centralized system to organize and follow up on advocacy items and activities.
<p><i>Financial Supports + Opportunities</i></p> <p>Act as an engaged partner with non-profit, social, and community agencies in working towards outcomes that benefit community wellbeing and prioritizing areas of key need through support, funding, space, and other resources.</p>	The City plays an important role in convening and supporting non-profit social and community agencies, and other partners in the community. We achieve positive outcomes through the provision of reliable funding, space, and other supports to agencies that directly assist and support community members. We learn from agencies' knowledge, experience, and work together to build capacity in the community.	<ul style="list-style-type: none"> • Develop and implement a refreshed framework for supporting non-profit organizations and community agencies. • Create innovative opportunities and new ways of working together with partners such as land trusts, social enterprises, and other collaboratives. • Undertake a needs assessments and/or gap analysis to better understand social sector needs and how to implement effective support improvements.
<p><i>Economy for Everyone</i></p> <p>Shape growth and investment to focus on social priorities alongside economic and commercial priorities, enabling individuals and communities to prosper, share in the benefits of growth, and build resilience.</p>	An economy that works for everyone is about more than just income. At an individual level, there are many non-monetary dimensions that matter for wellbeing, including employment prospects, job security, job satisfaction, and educational opportunities. At the community level, an inclusive economy is one where the benefits of growth are shared locally and that creates value in	<ul style="list-style-type: none"> • Leverage the City's procurement and planning processes to create social value. • Mobilize the local business community to develop initiatives that foster opportunities for stable local employment at fair wages and encourage local ownership. • Investigate the potential for establishing a Social Enterprise Innovation Hub to create space for entrepreneurs and small businesses.

	an equitable and sustainable way.	<ul style="list-style-type: none"> • Work with partners to expand opportunities and facilities for skills development and training. • Ensure land use plans provide for an adequate supply and mix of affordable spaces to support economic development opportunities.
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