

# Community Wellbeing Strategy



city  
of north  
vancouver

JUNE 2024

# Overview

## A CITY WHERE EVERYONE BELONGS

People in our City experience different conditions based on their own life experiences, histories, and identities. Our City is becoming increasingly diverse and must serve a complex constellation of needs. While the City is beautiful and a great place to live, work, play, shop, and learn, we are not immune to the multiple and often compounding challenges of affordability, housing, health, climate, and infrastructure crises which impact our collective wellbeing.

The City of North Vancouver's Community Wellbeing Strategy will guide our efforts to increase and improve our collective and individual wellbeing. It presents a road map to prepare and respond to the challenges ahead, consider innovative and holistic approaches, 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, and empower the City to take a lead role in supporting effective collaboration between the public, non-profit, and business sectors.

While the challenges of the last few years have brought our community together in many ways, increasing social issues of affordability, housing, loneliness, equity, and poverty mean that we need to be engaged and supportive as we look ahead.

The City of North Vancouver is a City for People. This Strategy will help us build **a City where everyone belongs and has opportunities to thrive**. Our aspirations are focused on developing connection, equity, and investment in the areas of *Complete Communities; Housing; A City For All Ages; Accessibility, Diversity, Equity + Inclusion; Poverty Reduction + Inclusive Economy; and, Partnerships, Advocacy + Financial Supports*. This Strategy represents a commitment to progressing health, happiness, potential, belonging, and quality of life for everyone.

“When communities come together, great things happen.”

Unknown





## Land Acknowledgment

The City of North Vancouver respectfully acknowledges that we live and work on the traditional and unceded territories of *Sḵw̓x̓w̓u7mesh Úxwumixw* (Squamish Nation) and *səlilwətaɣ* (Tsleil-Waututh Nation). The City of North Vancouver is committed to Reconciliation with these local First Nations, who have lived on these lands since time immemorial. We thank them for sharing this land with us and for their ongoing partnership with the City on mutual priorities.

## A Commitment to Truth and Reconciliation

The City is committed to Truth and Reconciliation. We humbly recognize that we need to learn and share the truth about Indigenous history in Canada and are at the beginning of our journey of reconciliation with local First Nations.

The City will work collaboratively, cooperatively, and respectfully with *Sḵw̓x̓w̓u7mesh Úxwumixw* (Squamish Nation) and *səlilwətaɣ* (Tsleil-Waututh Nation) on policy, projects, programs, and services at the City and incorporate the Truth and Reconciliation Commission's Calls to Action, support the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Province of British Columbia's Declaration on the Rights of Indigenous Peoples Act (DRIPA).

The City has included objectives related to Truth and Reconciliation throughout this Strategy. *Sḵw̓x̓w̓u7mesh Úxwumixw* (Squamish Nation) and *səlilwətaɣ* (Tsleil-Waututh Nation) reviewed and provided input on this Strategy. The City will continue to work with local First Nations on the implementation of this Strategy, including involvement and leadership in the various projects to come.


## Appreciation and Thanks

The Community Wellbeing Strategy was developed with input and support from many residents, businesses, rights holders, interest holders, partners, non-profit organizations, community experts, City staff, and more. The City is grateful for everyone's insights, efforts and time.

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We are well in our community when we both give and receive – being part of things results in dignity and health.

*Seniors Working Group participant speaking about volunteerism*

## WHAT IS THE

# Community Wellbeing Strategy?

This Community Wellbeing Strategy is a holistic framework that will guide our efforts and resources – at City Hall and within our community – for setting policy and taking action to improve overall community wellbeing in the City of North Vancouver over the next 10 years.

To navigate the challenges and opportunities ahead, this Strategy is a tool to help the City prioritize the work and articulate expectations – both internally and externally. To make sure we are meeting our commitments and making a difference, the Strategy includes a range of metrics to measure our progress, which will be presented through regular reporting.



### WHAT ARE WE TRYING TO ACHIEVE?

**A City where everyone belongs and has opportunities to thrive.**

### OUR ASPIRATIONS



**Connection:** Our City connects people with each other and with daily needs closer to where we live.



**Equity:** Our City is built on fair access to resources and opportunities.



**Investment:** Our City's social infrastructure (spaces, places, services, and programs) is consistently invested in and maintained over time, to benefit both the economy and society.



# Defining Community Wellbeing

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.

*Adapted from Wiseman and Brasher, "Community Wellbeing in an Unwell World"*

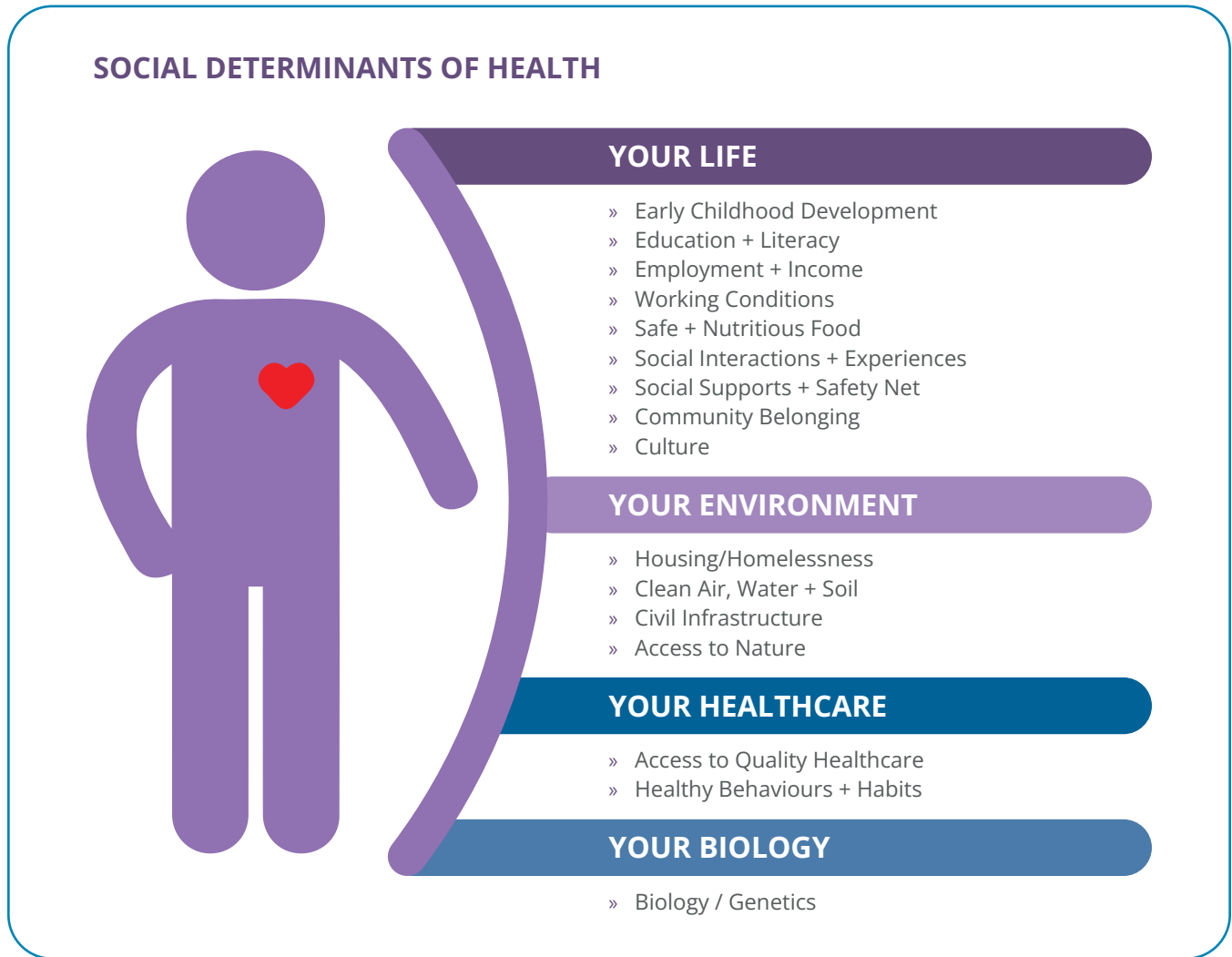
Wellbeing is a highly subjective and broad term. This definition recognizes that community wellbeing has many dimensions and is influenced by many factors, but in its simplest form, it is about supporting one another's and our collective **health, happiness, belonging, and quality of life.**





# What Influences Our Wellbeing?

Our health and wellbeing, both as individuals and as a whole community, are strongly influenced by the conditions in which we are born, grow, live, and age. The social conditions that determine our health (called “social determinants of health”) include a mix of factors:



People in our City experience different social conditions based on their own experiences and identities within the social determinants of health. The term “intersectionality” describes how our overlapping and interconnected identities work on multiple levels, resulting in unique experiences, barriers, and/or opportunities for each person.

Inequities in health and wellbeing are largely caused by systemic, avoidable factors, and are often outside the control of the people who are

affected. To reduce and remove these inequities, we need to remove barriers, create enabling conditions, and commit to progressing health, happiness, belonging, and quality of life for everyone.

This Strategy addresses many of the social determinants of health. It also relies on and aligns with the City’s other strategies and plans to ensure a comprehensive approach to improving the social determinants of health for everyone.



## What Role does Government Play in Wellbeing?

All levels of government have a role in the achievement of community wellbeing. The table below provides an overview of the responsibilities, jurisdiction, and priorities for each level.

| Federal Government  | Provincial Government   | Regional Government   | Municipal Government  |
|---|---|---|---|
| Responsible for policies and activities that affect the whole of Canada   | Responsible for policies and activities that affect the individual Province   | Work with municipalities to ensure equal services across regional areas   | Regulate people and property, and provide local planning, infrastructure, and services  |
| <ul style="list-style-type: none"> <li>» Citizenship + Immigration</li> <li>» Ports, Airports, Highways</li> <li>» Policing (RCMP)</li> <li>» National Defense</li> <li>» International Trade</li> <li>» Taxation</li> <li>» Natural Resources</li> </ul> | <ul style="list-style-type: none"> <li>» Housing</li> <li>» Health Care</li> <li>» Education + Child Care</li> <li>» Transportation</li> <li>» Infrastructure</li> <li>» Social Welfare</li> <li>» Environment</li> </ul> | <ul style="list-style-type: none"> <li>» Regional Planning + Growth Management</li> <li>» Affordable Housing</li> <li>» Air Quality + Water Quality</li> <li>» Wastewater Treatment + Solid Waste Management</li> <li>» Public Transit</li> <li>» Regional Health Services</li> </ul> | <ul style="list-style-type: none"> <li>» Building + Development</li> <li>» Streets, Parking + Mobility</li> <li>» Parks + Public Spaces</li> <li>» Local Police + Fire</li> <li>» Libraries</li> <li>» Community Centres</li> <li>» Utilities</li> <li>» Other programs + services</li> </ul> |

Though each level has its own mandates, many of the issues related to wellbeing are more acutely felt at the municipal level, given it is the level of government that is closest to the people. However, municipalities do not have the same funding or regulatory mechanisms as senior levels of government. This means that in order to create solutions to the challenges we face (housing, affordability, climate change, aging infrastructure, health, etc.), all levels of government must work together. The City cannot do it alone and will require partnerships with other levels of government in order to meaningfully address challenges and share in the opportunities.





## What is the City's Role in Wellbeing?

The City is responsible for addressing many of the day-to-day needs that influence people's wellbeing. While the mandate for many of these subjects is with other levels of government, the implementation or local conditions are managed at the municipal level. The City has five main tools to do this work:

- » **Advocate** to senior levels of government for funding and other supports.
- » **Engage** with community residents by listening, leading, and collaborating.
- » **Invest** in community to provide services, build public spaces and infrastructure, and support community through the use of public funds (e.g. property taxes, fees).
- » **Partner** with a wide-range of partners (non-profits organizations, community groups, and municipal affiliations) to deliver community services and programs.
- » **Regulate** property and people through the use of bylaws and policies. (e.g. Official Community Plan, Zoning Bylaw, Smoking Bylaw, Noise Control Bylaw, etc.).





# How are Social and Community Services and Programs Delivered?

The City partners with many non-profit organizations, community groups, and municipal affiliations (such as the North Vancouver City Library, North Vancouver Recreation and Culture Commission (NVRC), North Shore Emergency Management (NSEM)) that deliver and implement services and programs that contribute to wellbeing.

Non-profit organizations and other partners serve the community, often in areas that the municipality does not directly offer service, with a high level of flexibility, acuity, specialized skills, and in-depth knowledge of specific needs and key populations. They play a significant role in designing and delivering programs and services through engaging residents in community and civic life, as well as directly supporting residents' varied needs as their circumstances and context change. These agencies are often the first to see emerging trends and gaps in support provision and then work in partnerships to fill those gaps.

The non-profit organizations, community groups, and municipal affiliated organizations make possible a wide and holistic range of supports in our community. Using the municipal tools noted above (advocacy, engagement, investment, partnership, and regulation), the City is able to participate in and support a robust network of agencies who care deeply about the City and its residents.



# Why Should we Invest in Wellbeing?

Investing early, and supporting people before they are in crisis, is critical to a thriving community. It supports solving the root causes and makes the downstream effects more manageable. The consequences of not proactively investing in community wellbeing have the potential to result in higher social and financial costs in future years as issues can become more acute and widespread (such as social disconnection, poverty, mental health, addiction, and crime).

Research consistently shows that wise investments in people (through programs, facilities, and services) results in direct benefits to individuals as well as the broader community as a whole, along with longer term financial returns, cost savings, and other spin-off benefits (such as economic growth, participation, etc.).

Social investments have ripple effects – the investments create bigger returns and benefits in society which far outweigh the initial ‘cost’ of the investment. It is also worth noting, that no matter which level of government provides the investment, all levels will see indirect and direct benefits.

## RETURN ON INVESTMENT EXAMPLE

Each \$1 invested in mental health promotion and mental illness prevention activities results in \$7 in reduced health care costs and \$30 in reduced loss of productivity and social costs according to “Public Health: A Return on Investment” report by the Canadian Coalition for Public Health in the 21st Century, 2013.

## SOCIAL INVESTMENTS YIELD POSITIVE RETURNS

The graphic below illustrates three ways (with examples) that social investments yield returns.

### SUPPORT TO INDIVIDUALS BENEFITS THE BROADER COMMUNITY.

Example: Women’s employment workshops

#### Beneficiaries include:

- » Program participants
- » Program participants' family and children
- » Local economy

### THE IMPACT OF INVESTMENTS IS MULTIPLIED.

Example: The City’s financial support to non-profit organizations such as community grants

#### Impacts:

- » Funds enable organization to leverage additional funding from additional grants and donors
- » Programs and services benefit participants and community
- » Funds enable organization to leverage volunteer time and inclusion

### SHORT-TERM BENEFITS STRETCH INTO LONG-TERM RETURNS.

Example: Investments in early childhood development and education (child care)

#### Short term impact:

- » Improved kindergarten readiness


#### Medium term impact:

- » Improved rates of high school graduation

#### Long term impact:

- » Improved cognitive, social, and financial status as adults.



A photograph showing three young people, two girls and one boy, crouching on a city sidewalk. They are actively painting a large, colorful mural on the pavement. The mural consists of large, overlapping shapes in shades of purple, green, and blue. The boy on the left is wearing a white t-shirt and a black face mask, and is using a brush to apply paint. The girl in the middle is wearing a grey t-shirt and a black face mask, and is also painting. The girl on the right is wearing a red t-shirt and a black face mask, and is looking towards the camera. In the background, there are parked cars, a striped barrier, and trees under a clear sky.

Big cities get a lot of attention, but the City of North Vancouver has shown that a smaller town with big aspirations and a connected and caring community can strive for and achieve some pretty cool things.

*Host of Urbanarium City Talks*

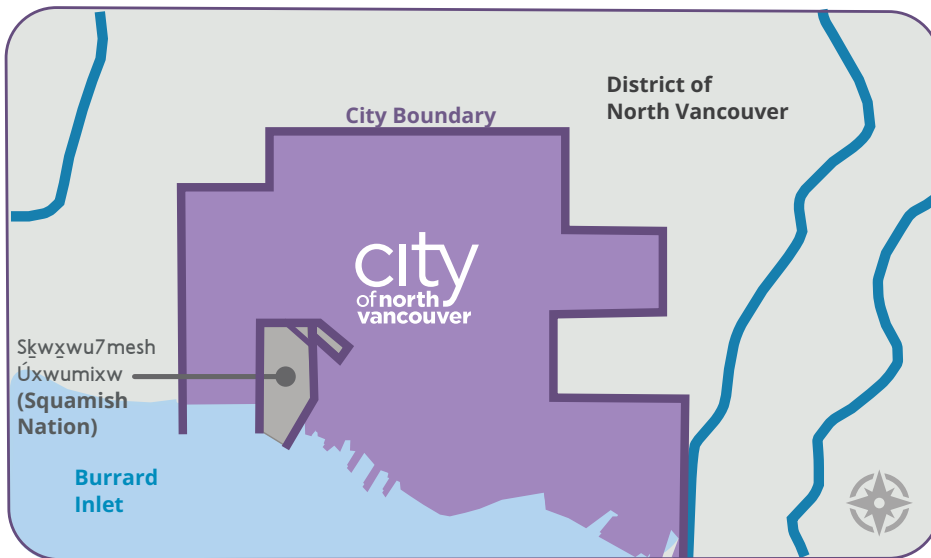
True community is based upon equality, mutuality, and reciprocity. It affirms the richness of individual diversity as well as the common human ties that bind us together.

*Pauli Murray, Civil Rights Activist and Advocate*



# THE Big Picture

## Our City Today



### Did you know?

The City of North Vancouver is 11.83 km<sup>2</sup> in size.



### POPULATION



**58,180**

People live in The City of North Vancouver

**79,260**

Residents projected for 2050

**44,110**

Jobs projected for 2050



**43**

Average age



**18%**

Population of seniors (65+)

**25%**

Population of children and youth

**47%**

Multi-lingual residents



**100+**

Languages spoken



### Did you know?

Older adults (65 years +) are projected to be the largest growing segment of the population on the North Shore and Canada-wide.



## HOUSING



**168**

People experiencing homelessness on the North Shore (2023)

**2.1**

Average household size



**67%**

Apartments

**11%**

Single detached

**33%**

Households in unaffordable housing

**19%**

Households in Core Housing Need

**43%**

Renters spend 30% of their income on housing



**49%**

Moved within the last 5 years



### Did you know?

The housing crisis is a significant challenge and is resulting in a pressing need to increase the supply of affordable housing options to address the growing gap between median incomes and housing costs.

*Note: Statistics are from 2021 unless otherwise noted.*





## HEALTH + WELLBEING

**27** Child care spaces per hundred children (2024)



**1 in 4** Adults experiencing social isolation (2024)

**1,100**



People per week accessing the North Shore Neighbourhood House foodbank (2023)

**22%** Adolescents who identify as non-binary report good or excellent mental health, compared to 50% of females and 73% of males (2023)

**48%** Youth feeling connected to their community (2018)

**72%** Sḵwx̱wú7mesh Úxwumíxw (Squamish Nation) members have experienced racism (2022)



**14%** Immigrants who have experienced discrimination



### Did you know?

The World Health Organization (WHO) has declared loneliness to be a pressing global health threat. "The mortality impact of being socially disconnected is similar to that caused by smoking up to 15 cigarettes a day."

– US Surgeon General (2023)

*Note: Statistics are from 2021 unless otherwise noted.*





## ECONOMY



**7.5%** Unemployment rate

**\$115k** Median household income for 2-person family

**25%** Households' income falls below the poverty line



**63%** Commute outside the city for work

**Top 3 Industry Sectors** Professional, scientific + technical services, health care + social assistance, and retail trade

**\$1,379 per month** Cost of a nutritious diet for a family of 4 on the North Shore - highest in BC (2023)



Note: Statistics are from 2021 unless otherwise noted.



## PARTNERSHIPS + FUNDING SUPPORT

**\$4M** The City's annual budget for all forms of supportive funding (2023)



**150+** Organizations the city partners with to deliver programs, services, and more (2022)



Note: Statistics are from 2021 unless otherwise noted.



### Did you know?

BC has the highest cost of living in Canada. The increasing costs of housing, transportation, food, and healthcare are having the biggest impact on overall affordability.



### Did you know?

Across Canada, approximately 70% of social services and health organizations experienced increases in demand. However, their capacity to meet the increased demand did not increase at the same rate, with only ~40% in social services and ~36% in health organizations indicating that their capacity to meet demand had increased. (2023)



# Challenges and Opportunities

Over the last few years, the overlapping and interconnected challenges of a housing crisis, affordability (rising interest rates and inflation), climate change (unprecedented wildfires and heat temperature records), deteriorating infrastructure, declining health outcomes, growing mental health challenges, physical health challenges (obesity and physical inactivity), drug toxicity crisis, discrimination, and broad demographic shifts have had significant impacts on community wellbeing. Add to that the COVID-19 pandemic and the related economic, education, and community health impacts.

Throughout the community engagement process on this Strategy, we had many conversations and heard many stories about how these very real challenges are impacting people in the City, and their wellbeing. They have created difficult circumstances for individuals, families, businesses, and local governments and have worsened inequity in our community. However, with careful planning and targeted social investment, we can increase resilience and create opportunities for the community to thrive.



## RESILIENCE

Resilience is our ability as individuals and as a community to withstand, respond to, and recover from change and adversity.





## A GROWING + CHANGING CITY AND REGION

Our City is located in one of the fastest growing regions in Canada – Metro Vancouver. The Region is anticipated to grow by 2 million people by 2050. The City is expected to grow by approximately 20,000 people and 10,000 jobs. As a geographically small City, we need to make smart choices about how growth is accommodated. By supporting access to everyday needs close to home, people are more likely to walk or roll, be physically and mentally healthier, support local businesses, be more resilient, make more sustainable choices, and be more socially connected.

## MANAGING AFFORDABILITY + THE COST OF LIVING

With high housing and transportation costs, coupled with rising interest rates and high inflation, many people in our City are struggling. These financial burdens are disproportionately borne by lower income households. Many local businesses are struggling with higher costs and their ability to hire and retain local employees who are impacted by the cost of housing and living in the City. Additionally, commuting time and costs are challenging for employees who may not live in the City. Investing in and enabling more affordable housing options, transportation options, affordable child care, access to employment opportunities, and social services results in reduced costs, supporting people before they are in crisis, and enables greater participation in community life.

## WORKING TOWARD AN EQUITABLE COMMUNITY

Discrimination, oppression, and poverty have significant impacts to our physical and mental health outcomes. By increasing access to opportunities and supportive conditions for all, people will have more of a chance to reach their potential and reduce disadvantages. Equity and wellbeing are improved by building community supports, providing social gathering spaces, valuing diversity, acknowledging, reducing, and removing systematic barriers, supporting inclusion and fair treatment, and creating opportunities for the advancement of all people. This includes the provision of intentional policies, regulations, and municipal efforts to mitigate the negative impacts and harms that affect individuals and community as a whole.





# How We Got Here

## STRATEGY DEVELOPMENT PROCESS

We gathered and analysed **data** and undertook **early engagement**.



We drafted a **framework** for the Strategy and engaged with interest holders to understand values, priorities and perspectives.



We outlined our **strategic directions** and drafted the Strategy. We shared the draft Strategy for further input.



We will **implement** projects, and continue to engage with the community and partners as we move forward.



We **finalized** the Strategy, and developed an **Implementation Plan**, incorporating community feedback.



# The City's Policy Landscape

Understanding the City's broader policy landscape, and how different policy documents relate to one another, is helpful context for considering the City's Community Wellbeing Strategy.

## ABOUT THE OCP

The City's main city-building policy document is the Official Community Plan (OCP).

Official community plans describe the long term vision of communities and are governed by the Local Government Act. They are a statement of objectives and policies that guide decisions on municipal planning and land use management.

OCP's must include statements or map designations for existing and future land uses, housing policies, community greenhouse gas emissions targets and policies, existing and future public facilities, phasing for major roads, sewer and water systems, and restrictions for land that is subject to hazardous conditions or that is environmentally sensitive.



## THE FUTURE CITY POLICY LANDSCAPE

To support the City's Vision and deliver on the OCP, City departments are developing strategies that act as part of a "City Plan Series" (like books in a series) to guide our next decade of planning, decision-making, and action in key areas:



## PEOPLE + PLACE BASED APPROACH

To ensure each of the strategies reflects the City's values and priorities, the directions and tactics and their subsequent actions are vetted or filtered through the guiding principles of the OCP and Council's Strategic Plan, Corporate Business Plan, and the City's Financial Plan.



# Relevant External Policies

Beyond the City of North Vancouver, there are a number of existing and evolving provincial, regional, and sub-regional policy and regulatory approaches that have and will continue to influence this Strategy and its implementation. These policies and approaches typically seek to address and align objectives of common interest that often require the City to respond with regulatory, policy or financial resources.

- » **PROVINCIAL STRATEGIES AND PLANS** have been created to address the Provincial mandates, support legislation, and provide direction to local governments on key subject areas. Examples include Homes for People, TogetherBC, AccessibleBC, StrongerBC, ChildCareBC, CleanBC, BC Builds, A Pathway to Hope, and more.
- » **METRO 2050** is Metro Vancouver's Regional Growth Strategy. It is the vision for accommodating anticipated future growth in the region with considerations for diverse and affordable housing, transit and mobility, resilient employment, protected industrial, ecological and agricultural lands, and the impacts of a changing climate.
- » **TRANSPORT 2050** is TransLink's Regional Transportation Strategy that was adopted in early 2022. The strategy has five goals for regional transportation: convenient, reliable, affordable, safe & comfortable, and carbon-free.
- » **CLIMATE 2050** is Metro Vancouver's strategy on climate change action and policy. The strategy is split into three components: Strategic Framework, Roadmaps, and Online Reporting and Communication Tool that work towards achieving Metro Vancouver's goals of being carbon neutral by 2050, reducing emissions, and enhancing resiliency.
- » **A VARIETY OF NORTH SHORE PLANS, STRATEGIES AND CHARTERS** have been created to address cross-jurisdictional subject areas and as a means to coordinate and collaborate in our efforts. Examples include the Dementia Friendly North Shore Action Plan, North Shore Food Charter, North Shore Poverty Reduction Strategy, and more.





We've witnessed the transformative power of intergenerational connections firsthand. From a young newcomer to Canada finding his first friend in two years—an older woman—at one of our events, to a tearful grandma expressing gratitude for the opportunity to connect with youngsters beyond Facetime with her grandkids, the profound impact on individual participants is undeniable. In an age-segregated society where older adults are often marginalized, integrating intergenerational initiatives into all aspects of our community becomes imperative. Overall, intergenerational connections enrich communities by fostering mutual respect, understanding, and support between individuals of all ages. By recognizing and embracing the diverse contributions of each generation, communities can become more vibrant, inclusive, and resilient.

*IntergenNS*





WHAT ARE WE

# Trying to Achieve?

**A City where everyone belongs and has opportunities to thrive.**

Our vision recognizes that the social aspects of our city are incredibly important – from the day-to-day interactions with neighbours to the programs, services, and supports that offer opportunity and bring people together. The City is becoming increasingly diverse and must serve a complex variety of needs and interests. It acknowledges that people have different feelings, beliefs, values, and ideas in how they participate in the City and community life. It is about paying attention to what we have in common – our community – and our role and responsibility in creating it. Building a City where everyone belongs and has opportunities to thrive is a commitment to progressing health, happiness, potential, and quality of life for everyone.



# Our Aspirations



## CONNECTION

**Our City connects people with each other and with daily needs closer to where we live.**

Living in neighbourhoods that offer affordable and suitable housing close to convenient local places to shop, play, work, enjoy greenspace, and make social connections is beneficial for many aspects of wellbeing. Those who feel strongly connected to their neighbourhoods are 2.6 times more likely to report good physical health and 3.2 times more likely to report good mental health. The City is committed to building neighbourhoods with a balanced, local, compact mix of uses to enable people to live more sustainably, support local economies, and contribute positively to our social determinants of health.



## EQUITY

**Our City is built on fair access to resources and opportunities.**

An equitable city puts into action the principles of democracy, diversity, and justice. The City is committed to building a community with fair and equitable opportunities for space, goods, services, rights, power, and democracy. An equitable city also recognizes that individuals have diverse needs and experiences, and removes barriers so that everyone has the opportunity to reach their potential and enjoy a good quality of life. The process and pathway towards achieving equity involves building inclusivity, equity, and diversity into all systems of the City.



## INVESTMENT

**Our City's social infrastructure (spaces, places, services, and programs) is consistently invested in and maintained over time, to benefit both the economy and society.**

The City's social infrastructure – the spaces, places, services, 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, the City's wise investments in social infrastructure, including preventative programs and assistance, are valued because of their long term financial value and public cost savings, as well as supporting economic development and positive quality of life outcomes.



# THE Path Forward

## What Does The Path Forward Look Like?

This Strategy has six strategic pathways, each with clear directions and tactics that will help us realize a City where everyone belongs and has opportunities to thrive.

1

COMPLETE  
COMMUNITIES

2

HOUSING  
FOR ALL

3

A CITY FOR  
ALL AGES

4

ACCESSIBILITY,  
DIVERSITY, EQUITY +  
INCLUSION

5

POVERTY  
REDUCTION +  
INCLUSIVE ECONOMY

6

PARTNERSHIPS,  
ADVOCACY +  
FINANCIAL SUPPORTS

# 1. Complete Communities



## DIRECTION

Build complete, connected, socially active communities where daily needs are met within a short walk or roll of every home.

## CONTEXT

Where we live and how we move has a direct influence on our health and wellbeing. For many, physical activity has been designed out of our daily lives due to a global shift to more sedentary forms of work, reliance on motorized vehicles to get us places, and communities designed around cars, not people.

The complete communities concept aims to improve quality of life and overall health outcomes by building neighbourhoods where daily needs are met within a 15 minute walk or roll of every home (approximately 1,000 – 1,200 metres). Typically, 15 minutes is the amount of time people are willing to take before choosing transit or vehicles to get where they need to go.

The City of North Vancouver is already one of the Lower Mainland's most walkable cities. Building on our successes, the City will focus on two critical components:

- » **Land Use** – Creating the enabling conditions through our land use and zoning decisions to make welcoming, vibrant, and attractive places that encourage and provide people with easy opportunities to be social, build connections, feel safe, and make healthy choices. This includes more mixing of land uses that support the ability to live, work, play, learn, and shop locally.
- » **Quality Design** – Creating the enabling conditions for people to be social and enjoy the journey between their destinations. The quality of the public realm (public spaces and right of ways between buildings) contributes to community comfort and safety and is necessary to entice people to walk and bike (active transportation modes), use transit, and live more locally. The quality of both the destination and the journey is important.



### Did you know?

Only half of City residents report getting over 150 minutes of physical activity each week.



The health and wellness of a community is rooted in how we design our communities. Our built environment can have a significant influence on how we interact with others and how we participate in our community. A successful city of complete communities enables a land use mix that supports community needs and community health along with convenient, comfortable, and safe ways to get around. As part of the City's continued commitment to engage and work with local First Nations, the City will continue to partner with local First Nations to seek input on matters of land use and quality design.

## TACTICS

- 1.1** Increase the diversity of local destinations and land uses to meet daily needs locally by neighbourhood. This includes:
- » Enabling residential densities and building typologies that support transit, commerce, employment, schools, and community services.
  - » Providing parks, mini parks, parklets, natural areas or open space within 5 minutes of every home that are easily accessible, safe, and welcoming for all.
  - » Enabling more opportunities for homebased businesses and neighbourhood serving commercial activities.
  - » Supporting community amenities and social spaces for programs and services delivered by non-for profit organizations.
- 1.2** Improve the experience of walking and rolling to make them the most comfortable, convenient, and best choice for short distance travel (e.g. wayfinding, storey telling, physically accessible infrastructure, public art, benches, waste receptacles, street trees, etc.).

- 1.3** Activate and enhance spaces through placemaking to add vibrancy, celebrate arts and culture, incorporate story-telling, and enable people of all ages to connect.
- 1.4** Update regulatory tools and guidelines to improve social connection, active design, and climate adaptation in buildings and their common spaces.
- 1.5** Create an online hub or portal for community members, organizations, and businesses to pursue public realm improvements or community projects (e.g. parklets, murals, sharing libraries, community cleanup, etc.) and increase community stewardship and volunteer opportunities.
- 1.6** Deliver priority benefits and amenities from regular community needs assessments.
- 1.7** Strengthen social infrastructure by providing and designing environments that promote connection, establish and scale community programs, and invest in spaces and institutions that bring people together.
- 1.8** Strategically leverage, plan and acquire more City land to be used for community benefit (e.g. parks, recreation, amenities, affordable and/or supportive housing).
- 1.9** Support and strengthen neighbourhood access to food including diverse community needs (e.g. seniors, low-income families, etc.)
- 1.10** Build community based emergency preparedness and strengthen community networks to facilitate safe and resilient neighbourhoods.







## Voices from our City Complete Communities

There are amazing trails and gardens here... I love being able to walk to everything.

*City resident*

I like to see people sitting outside and connecting, it feels like a neighbourhood.

*Business owner on Lonsdale Avenue*

I love to access the water in my wheelchair and have conversations with people. [This is] very important to me.

*City resident*

The library is more important than ever. It is one of the last true public spaces that do not have financial barriers to access. I love it here and come by every week multiple times.

*City resident, Library patron*



## 2. Housing for All



### DIRECTION

Expand the supply and improve the quality, diversity, and affordability of housing in the City.

### CONTEXT

For people to lead healthy lives, they need a secure and stable place to live. Ensuring that residents have access to the type of housing they need, at a rate they can afford, is key to achieving a thriving community.



Housing is considered to be:

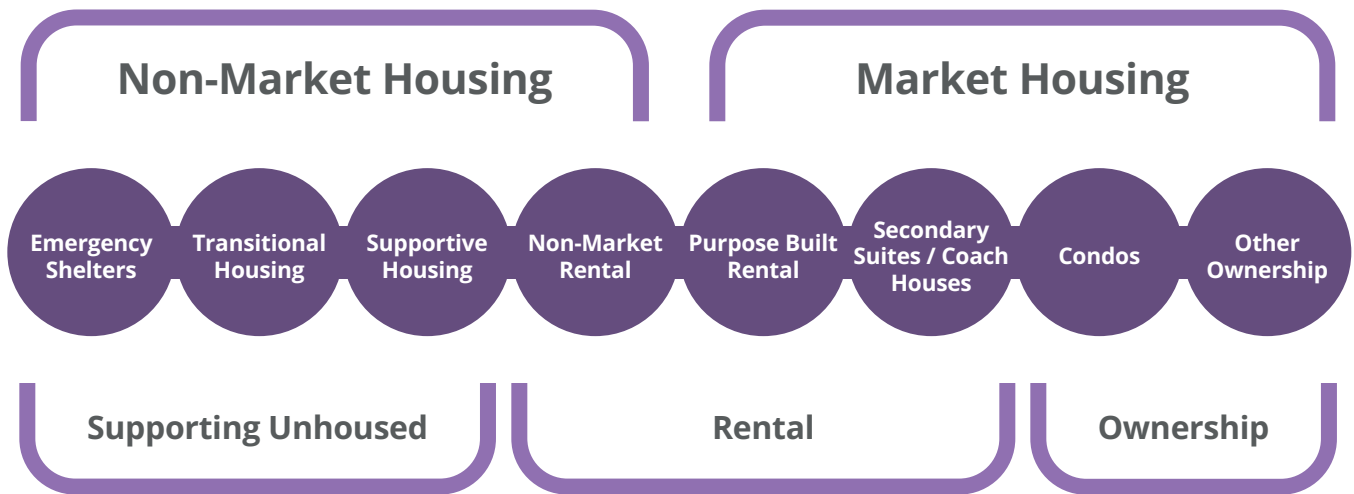
- » **Affordable** when it costs less than 30% of before-tax household income.
- » **Suitable** when there are enough bedrooms for the size and make-up of the resident household.
- » **Adequate** when it isn't in need of major repairs such as defective plumbing or electrical wiring, or structural repairs to walls, floors, or ceilings.

While housing is the mandate of the Provincial Government, the City plays a key role in shaping and regulating the type, tenure, and form of housing. The City also plays a role in advocating to and convening other levels of government, partners, interest holders, and non-profit organizations involved in the delivery of housing and wrap-around supports to meet our community's housing needs.

To meet our housing needs and address the housing crisis, we need to provide the “right supply” of housing. This means ensuring a variety of housing choices (types, forms, affordability levels, and tenures that support all stages of life, abilities, incomes, and needs) so that people don't have to move away from their communities and support networks as their circumstances change. In addition, the design, quality, and sustainability of housing is critical to meeting peoples' needs and building healthy, complete communities.

## HOUSING CONTINUUM

The 'Housing Continuum' is used to illustrate the types and tenures of housing:



Housing for all is about improving housing supply, choice, and affordability by implementing a range of solutions that take into account the entire continuum, but with a particular emphasis on:

- » Supporting individuals who are or are at risk of becoming unhoused.
- » Providing new non-market housing.
- » Enabling affordable options for middle income earners.
- » Increasing missing middle housing forms.
- » Supporting renters.



### WHAT IS THE HOUSING CRISIS?

The City, and many municipalities across the province and country, are in the midst of a significant housing crisis. There are three essential aspects of this crisis:

- » **Lack of General Housing Supply** – the number of units being built is far less than the number needed to house people (the demand is greater than the supply).
- » **Increasing Gap between Incomes and Housing Costs** – housing prices are increasing faster than incomes due to demand and the economy (inflation, etc.), meaning fewer people are able to afford housing that meets their needs.
- » **Limited Non-Market Units** – the number of units at affordable or subsidized rates is less than the number of people in core housing need.



## TACTICS

### Supporting Individuals and Families Experiencing or At-Risk of Homelessness

- 2.1 Embed a people-centered framework within city policies and programs that focuses on the needs of the individual, to guide decisions and provide supports.
- 2.2 Advocate to and work with other levels of government and government agencies for systems change including 'single point of entry' and 'housing first' approaches .
- 2.3 Work with partners to increase the number of extreme weather response spaces, emergency shelter beds, and transition and supportive housing with wrap-around supports and services.
- 2.4 Grow access to existing services, identify gaps in support and work with partners to meet community needs.
- 2.5 Expand the number of publicly accessible indoor daytime gathering places, core services, and hygiene and washroom facilities.
- 2.6 Reduce the stigma associated with being unhoused by increasing awareness of the root causes, including the individual, economic, and societal factors.

### Non-Market Housing

- 2.7 Develop inclusionary housing policy, regulations, and incentives to increase the supply of non-market housing in the City.
  - » Examples include pre-zoning, policy options for middle income earners, affordable home ownership opportunities, mid-market rental, co-location of non-market housing on public and institutional lands, expanding supportive housing options, etc.
- 2.8 Eliminate parking requirements for non-market housing.
- 2.9 Prioritize and fast-track development approvals for non-market housing projects.
- 2.10 Work with partners to deliver housing that supports those who are employed in essential services and industries in the City (such as healthcare, emergency services and education, etc.).
- 2.11 Leverage senior government funding and programs for non-market housing and capitalize on partnership opportunities.
- 2.12 Align and evolve affordable housing policies and programs with emerging practices to ensure the City continues to be a leader in housing policy and delivery.





## Market Housing

- 2.13** Continue to streamline, monitor, and improve the development approvals process to increase supply.
- 2.14** Enable and promote housing at densities that reflect the City's housing need, as established through the City's Housing Needs Report.
- 2.15** Enable more ground oriented infill and missing middle housing throughout the City.
- 2.16** Enhance access to multimodal transportation choices by prioritizing transit and active transportation and through changes to vehicle and mobility device parking requirements, electrical charging, and site access requirements (e.g. set parking maximums, decouple parking from units, etc).
- 2.17** Enable rent-to-own developments that support and protect renters / owners.
- 2.18** Require new residential strata developments with 5 or more units to provide a minimum of 15% family friendly units (units having 3 or more bedrooms).

## Supporting Livability

- 2.19** Explore and enable opportunities for new housing forms, types, and tenures to meet the City's existing and emerging housing needs, as established through the City's Housing Needs Report.
- 2.20** Partner and collaborate with Skwxwúmesh Úxwumixw (Squamish Nation) and səlilwəta4 (Tsleil-Waututh Nation) to learn about housing needs of local First Nations members and the City's urban Indigenous population, and housing options to meet these needs.
- 2.21** Support renters through the use of the City's Tenant Displacement Policy and other regulatory tools.
- 2.22** Increase the quality of on-site amenities and social spaces in multi-unit buildings to support livability, accessibility, social connection, wellbeing, and aging in place.
- 2.23** Support alternative housing construction such as pre-fabricated construction options and new construction technologies such as mass timber, to expedite the construction process and reduce community impacts such as noise.
- 2.24** Adopt climate change mitigation strategies to enhance livability, resiliency and sustainability of new developments.
- 2.25** Improve safety, maintenance, and thermal comfort of existing housing (for example, updates to standards of maintenance bylaws, retrofit programs, etc.).
- 2.26** Increase public access to the City's housing data, policies, and information.





## Voices from our City Housing for All

It's difficult to convey just how quickly things can decline for people in the current rental housing market. The importance of finding people to help support us out of our homeless situation was crucial. The North Shore Navigators immediately offered resources, helped us navigate the social service systems and were overall on our side, advocating since the very beginning. We felt like we had a team!

*City resident*

[I am] frustrated that there are people that can own multiple properties and make profit by continually buying and reselling, while many people such as [myself] struggle to even enter the housing market.

*City resident*

My family has lived in North Vancouver for five generations. I am currently homeless, but I am moving forward and have learned a lot from my time being homeless. I am optimistic that this experience will help me. I want to help other people so that it's not as difficult for them.

*City resident*

### 3. A City for All Ages



#### DIRECTION

Create a City that contributes to wellbeing for all ages and phases of life.

#### CONTEXT

An age friendly city is about belonging. An age friendly city is intentionally designed to work well and include people in all stages of life, so that residents can age in place from young to old. It is generally acknowledged that a city that works for its youngest and oldest residents will work for everyone. It is **“a place that adapts its services and physical structures to be more inclusive and receptive to the needs of its population to improve their quality of life as they age.”** – *World Health Organization*

Age is one aspect of many intersecting characteristics (such as gender, race, age, class, sexuality, religion, disability, weight, and physical appearance) that contribute to our identity and our experiences throughout life. When it comes to city-building, age is one lens to ensure that the City is planning for the needs of everyone.



#### Did you know?

In 2015, the Province of BC recognized the City of North Vancouver as an Age-Friendly Community.







## AGES AND STAGES

When we think about “age” as it relates to policy and statistics as well as community and individual needs, it is typically broken down into phases, with some overlap or transitional years where a person may fit a few categories:

| Children  | Youth  | Adults  | Seniors  |
|---|--|---|--|
| UNDER 12 YEARS OF AGE   | 12 TO 25 YEARS OF AGE  | 18+ YEARS OF AGE  | 65+ YEARS OF AGE   |
| <ul style="list-style-type: none"> <li>» Infant (0 – 18 months)</li> <li>» Toddler (18 – 36 months)</li> <li>» Pre-school (3 – 5 years)</li> <li>» School age (5 – 12 years)</li> </ul> | <ul style="list-style-type: none"> <li>» High school student</li> <li>» Young adult</li> <li>» Post-secondary student</li> <li>» Young professional</li> </ul> | <ul style="list-style-type: none"> <li>» Young adult</li> <li>» Post-secondary student</li> <li>» Professional</li> </ul> | <ul style="list-style-type: none"> <li>» Active senior</li> <li>» Supportive care</li> </ul> |

Across the age spectrum, there are both broad and overlapping needs that are best addressed through an intergenerational lens, as well as age-specific needs that are best addressed through a more targeted age group focus. The City is committed to creating a City for all ages by enabling and providing the places, spaces, programs, and services that support our health and wellness as we grow and age.



## TACTICS

### Supporting All Ages

- 3.1** Enable a fun and engaging city through innovative events, festivals, programs, initiatives, and activities hosted by the City or by partners.
- 3.2** Promote health in city spaces and events with easy access to healthy food, drinking water and washroom facilities.
- 3.3** Create healthy urban environments using all ages and abilities design principles.
- 3.4** Create spaces and places that promote physical literacy, activity, and health, influence mental health and wellbeing, and contribute to belonging, social connection, and independence. Create safe spaces for those experiencing discrimination for race, gender, ethnicity, sexuality, physical and mental health challenges.
- 3.5** Support and promote community-based programs and activities that enhance social connectedness, reduce isolation, support healthy outcomes, and build relationships among neighbours, cultural groups, and community.
- 3.6** Collaborate with agencies to support mental health and addiction services, and reduce harm to individuals and community.
- 3.7** Work with partners to encourage intergenerational learning, activities, programs, and housing with life-long and multi-cultural elements.
- 3.8** Monitor community trends and tailor responses in coordination with partners. Apply lessons learned for continuously improving outcomes.
- 3.9** Encourage and facilitate volunteerism and participation by all ages in civic life.

### Supporting Childcare and Early Childhood Development

- 3.10** Increase the accessibility, affordability, and quality of child care through:
  - » Meeting licensed child care space targets established in the City's Child Care Action Plan.
  - » Partnerships with the provincial government.
  - » Expanding afterschool care spaces and programs.
  - » Providing child care and/or afterschool care on existing and future school sites.
- 3.11** Facilitate the provision and connections to early childhood development opportunities and resources in the community for parents, families, and caregivers.







## Supporting Youth

- 3.12** Support youth and their families by promoting healthy social relationships and meaningfully including them in community.
- 3.13** Support organizations, programs, services, grants, events, engagement, volunteer opportunities, awards, and community capacity building.
- 3.14** Make participation in civic life more exciting for youth by using technology and innovative approaches to promotion, engagement, and communication.
- 3.15** Encourage youth participation in the creation of places, spaces, and programs.
  - » Create an environment where youth feel safe, supported, comfortable and motivated to engage.
  - » Embed youth-led roles and projects in which youth are in positions of influence.
  - » Reduce barriers by building trust, transparency, and by respecting youths' schedules and availability.



## Supporting Adults and Seniors

- 3.16** Invest in community capacity building to improve resilience, trust, social connectivity, and emergency preparedness.
- 3.17** Facilitate more supports for aging in place such as independent living supports, adult day programs, and other adult care options.
- 3.18** Support participation and integrated services for multicultural and newcomer adults and seniors in the community.
- 3.19** Reduce isolation among older adults and seniors, particularly for those who experiencing barriers because of sexual orientation, language, age, digital access, impairments, and disabilities.
- 3.20** Support people living with dementia and varying cognitive abilities with inclusive community design, services, and awareness.





## Voices from our City A City for All Ages

Recently, after my surgery I used the parklets along Lonsdale as destinations and rest stops to increase my mobility. The art in the parklet and along the way always lifts me up when I feel down.

*City resident, older adult*

Relaxing with friends and enjoying a smoothie on Lonsdale makes for a great afternoon. Thanks for providing a safe space for us!

*City resident, youth*

North Vancouver Recreation and Culture (NVRC) provides recreation, sport, arts and cultural programming and events on behalf of the City and District of North Vancouver. Our facilities serve as safe, welcoming gathering places for everyone in the community where people can learn, be active, get creative and make vital social connections. There are programs, activities and events for people of all ages and abilities.

*North Vancouver Recreation and Culture (NVRC)*



## 4. Accessibility, Diversity, Equity + Inclusion



### DIRECTION

Create an inclusive City, where we celebrate diversity, and we commit to advancing equity and accessibility for all.

### CONTEXT

Not everyone has had an equal voice in how we build and grow our City.

This pathway is about designing for a diversity of people and needs to ensure spaces, programs, information, and services are welcoming to all. It is about learning, recognizing, acknowledging, and deconstructing or removing historical and current systemic oppressions, colonialism, racism, marginalization, social inequities, and barriers.



There are many layered and intersecting physical, social, and perceived barriers that can deter people from participating in civic life and using spaces, places, and programs. These include varying mobility, cognitive, and accessibility needs, sense of safety, attitudes and discrimination, how welcoming and inclusive spaces and programs feel, cost considerations, wayfinding and communication needs, and other obstacles.

When people experience barriers it can lead to feelings of isolation, loneliness, judgement, and poor mental health. By eliminating these barriers, engaging with people impacted by inequities, and by providing more accessible, diverse, equitable, and inclusive opportunities for people to convene, socialize, and build relationships, we support residents with building strong social connections and community ties. This results in higher levels of happiness, more public participation, greater physical and mental health, and greater resilience to stress and hardship.

## TACTICS

### Community Action + Engagement

- 4.1 Use an equity lens to shape all City operations, services, programs, policies, funding, and decisions to enable a just community.
- 4.2 Engage and collaborate with local First Nations, other levels of government, committees, non-profit organizations, community groups, equity deserving groups, and other organizations and partners to advance accessibility, diversity, equity and inclusion through training, policy, and action.
- 4.3 Collaboratively increase the City's capacity to deliver on its commitment to accessibility, diversity, equity and inclusion through staff training and learning opportunities, including:
  - » Indigenous relations, intercultural competency, human rights, cultural safety.
  - » Truth and reconciliation, including Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Declaration on the Rights of Indigenous Peoples Act (DRIPA).
  - » Accessible BC Act, United Nations Convention on the Rights of Persons with Disabilities (UNCPRD), and other policy supports for persons with disabilities.



### ACCESS

Access means the opportunity or right to do something or enter a place.

### ACCESSIBILITY

Accessibility refers to the design of products, devices, services or environments so as to be usable by persons with or without disabilities, and includes information and communications.

### DIVERSITY

Diversity is about people. This includes their demographic differences, backgrounds, multiple identities, and their unique experiences, perspectives, knowledge, abilities, ideas, and more. Diversity is expressed through factors such as culture, ethnicity, religion, sex, gender, sexual orientation, age, language, education, ability, family status or socioeconomic status.

### EQUITY

Equity is ensuring that all people have access to equal opportunities and fair treatment, and ensuring elimination of discriminatory practices, systems, laws, policies, social norms and cultural traditions. Equity encompasses balancing power and correcting where inequality exist.

### EQUALITY

Equality is the principle of treating everyone in the same manner by ensuring they have access to the same resources and opportunities, regardless of their circumstances.

### INCLUSION

Inclusion is the practice of using proactive measures to create an environment where people feel welcomed, respected and valued, and to foster a sense of belonging and engagement.



- 4.4** Undertake the creation of an Accessibility Plan.
- 4.5** Improve access to City information by creating accessible communications practices, to implement objectives such as:
  - » Reducing communication barriers related to language; age; cognitive ability; digital access; and visual, hearing, speech, and neurodiversity.
  - » Consistently using inclusive language, free from words or phrases that reflect discriminatory views, and does not purposefully or inadvertently exclude people from feeling accepted (e.g. ableist language).
  - » Prioritizing digital inclusion by making City documents, reports, and websites accessible for all.
- 4.6** Celebrate diverse communities by sharing traditions and events, special celebrations, food, arts, and culture.
- 4.7** Take action to help eliminate bullying, racism, discrimination, ableism, and gender based violence through policies, communication, partnerships, programs, and education.
- 4.8** Grow the City's understanding and competency with gender and racial equity, including: including access to programs and opportunities, representation, training, engagement, data collection, and supports.
- 4.9** Direct meaningful investments to non-profit and community organizations to prevent intimate partners and gender based violence, and support those who face it.

## Community Design

- 4.10** Work with local First Nations and urban Indigenous peoples in the City to identify and incorporate Indigenous culture and history throughout City spaces.
- 4.11** Update the City's heritage program to reflect and include local First Nations and urban Indigenous peoples' culture and history.
- 4.12** Create buildings and spaces that are designed to include and express varied cultural, social, physical, cognitive, safety, and demographic needs and interests.
- 4.13** Meet or exceed best practice for universal design. Communicate these considerations at the outset of the design process.
- 4.14** Identify, track, and prioritize accessibility improvements for public spaces and buildings (such as wayfinding, access, patio design, public washrooms, etc.).
- 4.15** Recognizing that physical and perceived safety is multi-layered and experienced differently by each individual:
  - » Engage the community to better understand safety issues and to identify public spaces that feel unsafe or unwelcoming and use the results to define and prioritize improvements; and,
  - » Take a holistic approach to managing safety by collaborating with first responders, City enforcement, health and service providers, community groups, and local businesses to maintain a safe environment within public spaces and at community events and engagement activities.



## Voices from our City Accessibility, Diversity, Equity + Inclusion

We are a resilient people. My husband and I are Squamish and Elders in our community. We are both residential school survivors and have lived through many traumas since childhood. But what keeps me angry is that this trauma does not stop. We are still treated differently because of who we are. And my husband also has a disability, so it is even more difficult for us to access services. We are strong and capable and need to be recognized for all that we can do and all that we have overcome. But there is still so much work to be done to heal these wounds. Last month, we went to look at an apartment that was available for rent off-reserve. As soon as we got to the building, the property manager told us the units weren't available. She looked us up and down and I could tell in her eyes she did not trust us because of who we are. This isn't fair. It is racism, pure and simple. But what can we do? It's so hard to prove these things. And these experiences aren't uncommon – many of our relatives struggle to access housing and healthcare because of our identity. I am proud to be Squamish and I want my grandchildren to know that they matter. No one can tell us we don't belong. This is our land.

*City resident*

I am an immigrant and since my first month living here, I connected with the library. First visiting only, I was shy and insecure about my English level to ask about joining and having a card. Finally I could overcome the language barrier and the library became my second home/ living room. I feel comfortable, safe, not alone in here, plus all the knowledge I had improve. I am very glad to have a public space like this to join. It's an important part of my Canadian experience. Thank you all for welcoming me.

*City resident*



# 5. Poverty Reduction + Inclusive Economy



## DIRECTION

Create a people-centered local economy and work together to break the cycle of poverty.

## CONTEXT

The growing gap between incomes and the cost of living means that many households are challenged to meet their basic needs. The situation is particularly acute for vulnerable populations, including Indigenous peoples, lone parent households, seniors, and people with disabilities. An increasing number of households are also experiencing working poverty, with women, immigrants, and young people particularly impacted by lower paying jobs and long hours. These circumstances lead to personal and family stress, and many residents living in poverty feel there is a stigma associated with accessing the services they need.

Although poverty is often hidden, it is a growing reality in the City and it cuts across all demographics. Nearly a quarter of City households earn less than \$50,000 per year. These households are struggling to meet their basic needs including food, housing, health care, and education.

Poverty is complex and layered. It is important for our community acknowledge, listen, and understand the systemic challenges that lead to poverty to enable and create transformative change.

While other levels of government play a significant role in poverty reduction, at the local level it is important to provide barrier-free access to services and work closely with partners to encourage stable employment opportunities, fair wages, and access to affordable housing to help mitigate the impacts of poverty. These efforts and commitments take time, sustained effort, and collaboration to create a local economy that serves us all.



### Did you know?

Isolation is both a cause and impact of poverty. People who lack connections to others or to supports and services are at greater risk of poverty because they tend to have fewer resources to draw upon to buffer against stresses and shocks.



## NORTH SHORE POVERTY REDUCTION STRATEGY (2023)

The North Shore Poverty Reduction Strategy (NSPRS) is a cross-jurisdictional effort to develop actions that the five jurisdictions on the North Shore (City of North Vancouver, District of North Vancouver, District of West Vancouver, Sḵw̱x̱wú7mesh Úxwumixw (Squamish Nation), and səlilwətał (Tseil-Waututh Nation)) collaborate on, given that poverty does not stick to jurisdictional boundaries.

The policies and actions in this section include specific opportunities that the City can undertake relative to poverty reduction and building an inclusive community economy, under an overarching umbrella of the NSPRS (continuing to work together; enhancing access to services; creating a more inclusive North Shore; and addressing the cost of living).



### TACTICS

- 5.1** Work with partners to improve access to affordable housing and child care, food security, affordable transportation options, employment literacy and training, recreation, and other supports. Support effective outreach and innovative ways to meet people where they are at and provide assistance.
- 5.2** Review City policies and regulations with consideration for whether they exclude or make life more difficult for people experiencing poverty. Include perspectives of people experiencing poverty in the review process.
- 5.3** Provide facilities, events, places, and spaces in the City that have no cost to enter, have low or no barriers to participation, and welcome everyone.
- 5.4** Work with partners and non-profit organizations to reduce barriers that people living in poverty experience when they are navigating support systems. (e.g. North Shore Solutions Navigators Program).



- 5.5** Work with partners to de-stigmatize and raise awareness in the community about poverty, share information on available services and resources, and to motivate the community to take action.
- 5.6** Collaborate with Skwxwú7mesh Úxwumixw (Squamish Nation) and səlilwəta4 (Tsleil-Waututh Nation), District of North Vancouver, District of West Vancouver, community partners, and non-profit organizations to implement the North Shore Poverty Reduction Strategy, and actively participate in the North Shore Poverty Reduction Partnership.
- 5.7** Increase food security by working with partners to implement the North Shore Food Charter, improving community access to food that is both healthy and affordable, and increase food sharing programs and initiatives.
- 5.8** Collaborate with local First Nations to create shared economic opportunities, employment, low-barrier business opportunities, and procurement opportunities for Indigenous owned businesses.
- 5.9** Work with the local business community to promote payment of living wages, encourage inclusive employment opportunities, and support local businesses, with a focus on the inclusion of local First Nations and equity deserving communities.
- 5.10** Work with partners and collaborate among public, private and nonprofit organizations to promote employment, volunteer opportunities, and training and education.
- 5.11** Collaborate with local community agencies, non-profits, business organizations (such as North Vancouver Chamber of Commerce) and businesses to improve economic inclusion and resilience within vulnerable groups through strengthened networks, support services, information sharing, and communication.







## Voices from our City Poverty Reduction + Inclusive Economy

When people can connect ... there isn't anyone left behind. People feel less lonely.

*City resident*

I've been living in my car and I have my dog with me which makes it difficult. There was even ice inside the car earlier this year! It's really tough. And how do you cook when you're living in a car? I don't have a stove or a kitchen so I'm always buying food which is expensive. . . . I don't want to leave the North Shore because my community is here.

*City resident*

I never thought I would be in this situation but here I am and having a stable home is number one. I got an apartment and I am thrilled and thankful.

*City resident assisted by the North Shore Solutions Navigators Program*

My hope is coming back from a dark place. I'm still in it but the light is starting to shine through my clouds.

*City resident assisted by the North Shore Solutions Navigators Program*

In our city we need low-cost no-barrier ways to be part of the community.

*City resident*



## 6. Partnerships, Advocacy + Financial Supports



### DIRECTION

Build equitable and supportive partnerships that advance the City's priorities for wellbeing, align City resources and funding, and advocate for the community's needs.

### CONTEXT

The implementation of the Community Wellbeing Strategy is significantly enabled by the City's collaboration with a variety of organizations and government jurisdictions that offer important expertise, responsibility, and commitment to the City and its residents. It is critical to pursue partnerships, undertake advocacy, and provide supportive funding to achieve the needed social infrastructure in the City.

#### Partnerships

The City frequently partners with *Sk̓wx̓wú7mesh Úxwumixw* (Squamish Nation) and *Səlilwətaɣ* (Tsleil-Waututh Nation), other municipalities, Provincial and Federal governments, Regional agencies, the School District, non-profit organizations, post secondary institutions, the business community, and other interest holders to provide services, programs, amenities, affordable housing, and many other activities that support wellbeing and community building.

These partnerships provide the opportunity to pool resources, capitalize on expertise and experiences, share responsibilities, complement strengths, and tackle complex issues.



#### PARTNERSHIPS

Partnership is broadly used to describe any policy, project, financial support, or advocacy work that is done in collaboration. These partnerships can be short-term, long-term, or ongoing. They can also be formal or informal in nature.

#### ADVOCACY

Advocacy is the active support of an idea to influence change to achieve positive outcomes on behalf of an individual or community.



### Did you know?

The City of North Vancouver and School District 44 share a memorandum of understanding regarding shared use of new facilities, land use, grant opportunities, learning and child care, safe routes to school, etc.



### Advocacy

The City advocates to other levels of government to represent the local needs on a wide range of topics including housing, child care, seniors' services, public health, safety, transportation, infrastructure, food security, and more. Advocacy is one method for how we achieve and influence policy, legislation, funding, infrastructure, and other programs or supports that require a comprehensive approach and multi-jurisdictional or multi-partner solutions.

### Supportive Funding

Investing in people and community results in long term public cost savings and benefits. Many social and community programs, services, and activities in the City are provided by non-profit organizations, community groups, and social agencies. The City's (and other) financial supports are intended to help service providers to do what they do best: provide services and programs that contribute to individual and collective community wellbeing.

Due to the overlapping nature of jurisdictions and mandates related to community wellbeing, the City is focused on and committed to partnerships, advocacy, and funding opportunities that are mutually supportive, based on shared participation, trust, respect, common values, and deepens the long term impact to see greater returns and better community health outcomes.





## TACTICS

### Partnerships

- 6.1 Engage, develop, and maintain partnerships and relationships that are mutually beneficial, transparent, effective, and organized.

#### TYPES OF PARTNERSHIPS IN SOCIAL AND COMMUNITY PLANNING

##### Policy

Policy work (writing and implementation) that requires external collaboration or support.

##### Project

Specific projects or tasks that are defined with roles, responsibilities, and deliverables.

##### Financial

**Internal (City) Supports:** Providing funding to organizations to support services, programming, and/or operations to achieve City priorities.

**External Supports:** Working together to access external funding opportunities.

##### Advocacy

Clearly describing and articulating directions, needs, and desired outcomes of the City. This includes advocating on behalf of partners (for example, writing letters of support).

#### FORMALITY OF PARTNERSHIPS

##### Informal

Based on information sharing, engagement and input, participation in committees and tables, and requires limited or no documentation.

##### Formal

Documented, with clear roles, responsibilities, timeframes, and outcomes or deliverables.

*Note: Different types of work require different forms of relationships and often multiple forms of relationships with the same partners.*

- 6.2** Engage as a government, as an organization, and as individuals in long-term relationship-building, learning, and healing processes with *Sk̓wx̓wú7mesh Úxwumixw* (Squamish Nation) and *səlilwətaɣ* (Tsleil-Waututh Nation) and urban Indigenous people.
- 6.3** Work with local First Nations to support or partner in the delivery of training, employment, as well as learning of local First Nations languages - *hən̓q̓əmin̓əm̓* (Tsleil-Waututh language) and *Sk̓wx̓wú7mesh sníchim* (Squamish Nation language).
- 6.4** Commit to the principles of United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Declaration on the Rights of Indigenous Peoples Act (DRIPA), and seek to undertake the Truth and Reconciliation Commission calls to action to address structural inequalities.
- 6.5** Explore new opportunities and collaborative models of working together to create and build new partnerships.
- 6.6** Be a supportive partner by actively collaborating, providing supportive funding, sharing information, engaging in joint or cross-jurisdictional projects and initiatives, promoting others work, supportive letters and advocacy, and more.
- 6.7** Continue to collaborate with non-profit and community organizations through participation in community tables, committees, open data, creating affordable community spaces, and promoting programs, services, and events.
- 6.8** Continue to work with non-profit and community organizations to build their collective capacity and impact in the community.
- 6.9** In collaboration with North Shore Emergency Management, work with non-profits and local agencies to build capacity and resiliency for emergency events and related recovery events.





## Advocacy

**6.10** Strategically advocate to senior governments for financial support and partnership opportunities aligned with identified community needs and priorities.

Advocacy efforts to focus on:

- » Affordable housing, including rental protections, non-market housing, supportive and transition housing, temporary shelter, and sustainable funding models.
- » Systems change, including single point of entry and housing first models.
- » Programs, services and practices to support people who have been historically discriminated against or marginalized due to race, ethnicity, age, sex, gender identity, socio-economic circumstances, disability, and/or other identities.
- » Safe and efficient mobility options for all.
- » Affordable, accessible, and high quality child care and afterschool care.
- » Poverty reduction, including access to healthy food and economic supports for low to moderate income earners, aligned with cost of living.
- » Mental health supports, treatment, and related services.
- » Substance use, including harm reduction, recovery supports, and addressing community impacts.

**6.11** Advocate for emergency recovery programs to support medium to long-term displacement of individuals and communities most adversely impacted by the housing crisis, with a key focus on multi-family rental buildings, particularly for low to middle income residents due to urban fires and other emergency events.

## Supportive Funding

- 6.12** Provide supportive funding under a framework that is focused on alignment with City priorities and desired outcomes, transparent and simplified processes and administration, flexible to changing needs, and efficient use of City resources.
- 6.13** Work with non-profit and community organizations to be involved and support initiatives, programs, and services to prevent intimate partner and gender based violence, and support those who face it.
- 6.14** Actively work with non-profit organizations to understand and support their needs for programming and other space in the community.
- 6.15** Support non-profit and community organizations with funding opportunities, collaboration with community tables and committees open data, promoting programs, services, and events, and creating affordable community spaces.
- 6.16** Strategically pursue grants and funding sources to fast-track action, enable partnerships and co-benefits, support social services and programs, and address emerging issues.
- 6.17** Actively invest in the City's social infrastructure in alignment with community needs and development opportunities.





## Voices from our City Partnerships, Advocacy + Financial Supports

Funding supports from the City reduce or eliminate rent costs for non-profit spaces like ours. This investment by the City of North Vancouver ensures that critical social services are affordable, available, and close to home for all residents.

*Family Services of the North Shore*

Accessing affordable and licensed child care is a huge challenge for young families. The result is parents, often women, leaving the workforce, which weakens the resilience of our economy and community health. The City is committed to working in partnership with the province and non-profit providers to create new spaces that support the well-being of children and the lives of working parents.

*City of North Vancouver Mayor, Linda Buchanan, City of North Vancouver Press release March 20, 2024*

The relationship between the City and service providers like us is strong and supportive. The trust and mutual reliance goes both ways ... this is what makes it work.

*North Shore Neighbourhood House*



# Implementation

This Strategy is intended to guide the City's decisions and our activities to improve community wellbeing over the next decade.

## How We Do the Work

This Community Wellbeing Strategy presents an opportunity for everyone, including city residents, staff, non-profit and community organizations, businesses, political and community leaders, and other levels of government, to contribute to this work.

This Strategy is built on the premise that we are nimble and able to adjust and adapt as needed – this is a living document – and the prioritization and implementation of activities will change as opportunities and issues arise. The strong policy direction and tactics will provide clear guidance and support for moving forward and achieving the vision of this Strategy.



## Funding and Resources

Breaking the Strategy down into annual priorities will be a necessary planning exercise given our Strategy's integration with other City plans, the evolving needs of our community, and the context in which we live. Our work will require close collaboration among various City departments and teams, and the delivery and timing of our work will be dependent on Council's objectives and priorities, along with annual budgets and staff capacity.

The typical opportunities for establishing annual priorities and allocating funding and resources in the City include:

- » **The Annual Financial Planning Process** at which time all City departments propose a list of projects and/or programs to be included in the City's operating and capital budgets in the Financial Plan. These projects are then evaluated and selected based on the City's strategic objectives and annual priorities.
- » **Work Programming** which happens annually and by each City department, to guide the work and budget allocation for each team. Policy development, project planning and implementation are typically considered through this process.
- » **Partnerships and External Funding Sources** may enable the City to deliver projects and/or programs on expedited timelines, as funding or partnerships are secured.

Successful implementation of this Strategy will require strong teamwork, adequate resources, staff time, partnerships, and an engaged community. Everyone has an opportunity to contribute to this work.



## A WORKING TOGETHER APPROACH TO WELLBEING

As we implement this Strategy, we will ensure consistency and coordination as well as learning and information sharing with the following approaches:

1

### **Monitoring and Reporting**

We cannot improve what we do not measure. Strategic monitoring and reporting programs will be established to encourage continual improvement. This includes proactively collecting and analysing both quantitative and qualitative data, mitigating inequities by amplifying key indicators, and regularly reporting out on progress.

2

### **Talk and Engage**

Conversations and engagement make it possible to better understand the needs of the community and find collective solutions. This includes ongoing engagement with other governments, interest holders, and the community at large, reducing barriers to participation, and increasing representation and diversity of view points.

3

### **Pilot, Learn, Adapt**

Planning can go a long way in anticipating outcomes, but we can often learn just as much, if not more, from monitoring on-the-ground outcomes. The world is changing quickly and being nimble is critical. The City will continue to be open to piloting (or testing), learning as we go, and adapting as required to enable faster implementation and more opportunities to try new things.

4

### **Education, Empowerment and Stewardship**

Much of the success of the actions in this Strategy will depend on a high level of community participation. This includes building awareness, knowledge, and empathy, working with non-profit and community organizations to expand education opportunities, offering internal training, and creating opportunities for volunteering and community involvement.

5

### **Financing Wellbeing**

Funding and investment in wellbeing matters. Building partnerships and relationships, strategically investing in our community, participating in grants and other funding opportunities, documenting the social return on investment and community outcomes, and advocating to higher levels of government to support and provide social infrastructure will be critical to.



# Our 10 Prioritization Principles

Each year we will prioritize which projects and initiatives to undertake to help us achieve our City's goals within the broader context of the North Shore and beyond.

We will ask ourselves a series of 10 questions to help us assess our implementation options and prioritize activities. In addition to delivering on our policy direction and objectives, we will ask how a project or initiative:

1. Aligns with City Council's strategic priorities.
2. Supports collective and individual wellbeing, promotes the social determinants of health.
3. Aligns with community needs and reduces inequity.
4. Helps remove barriers to participation.
5. Supports non-profit and community organizations to deliver programs and services.
6. Delivers self-sustaining project impacts and benefits.
7. Facilitates local and regional relationships and collaboration.
8. Enables city and community building.
9. Builds capacity and resiliency.
10. Is responsive and adaptable to change.



# Priority Projects

This first set of priority projects will move the dial toward creating a city where everyone belongs and has an opportunity to thrive. The purpose of focusing on these projects is to leverage the momentum that has been generated by creating this Strategy to launch into meaningful and productive actions.



ONE

## Truth and Reconciliation - Building Relationships with Local First Nations

Work with local First Nations to implement the City's tactics in this Strategy. The City is committed to Truth and Reconciliation. We humbly recognize that we need to learn and share the truth about Indigenous history in Canada and are at the beginning of our journey of reconciliation with local First Nations. **\*Pathways 4 + 6**



TWO

## Housing Supply, Affordability, Suitability + Adequacy Initiatives

Implement the nine initiatives that the City has committed to through the Federal Housing Accelerator Fund (HAF). Using municipal tools along with advocacy and partnership with senior governments to increase housing supply and achieve more affordable, suitable, and adequate housing across the housing continuum. **\*Pathway 2**



THREE

## Update Regulations + Guidelines to Increase Social Connections

Opportunities for social connection create multiplying benefits for society, the health care system, the economy, and lifelong healthier behaviours and habits. Update the City Zoning Bylaw and guidelines to incorporate sociability and wellbeing considerations. **\*Pathways 1, 3, 4 + 5**





**FOUR**

**Community Needs Assessment to Inform Neighbourhood Level Planning**

Conduct a geospatial analysis and needs assessment to drive change in City policies, regulations and on the ground projects. Making it easier for people to meet their daily needs within a 15 minute walk or roll supports livability, social connection, community participation, local economy, activity and vibrancy, more sustainable and healthy choices, and better transportation. **\*Pathway 1**



**FIVE**

**Apply an Equity Lens to All We Do**

Develop and implement an equity lens that is tailored to the City to support belonging, enable more voices and participation, and help to reduce barriers and discrimination. It is intended to support decision making across all areas - operations, services, programs, policies, funding, and more. **\*Pathway 4**



**SIX**

**Renew the City's Framework for Supportive Funding to the Community**

Review the City's supportive funding (grants and other ways that the City financially supports community organizations) to align with City objectives, and make it easier for the community to apply. Aligning the City's financial supports with the Community Wellbeing Strategy and other relevant strategies to meet desired goals and outcomes, enables the City to better assist community groups and agencies to do their best work for the City and its residents. **\*Pathway 6**

# Outcomes and Measurement

## ACCOUNTABILITY

This Strategy represents the first social plan the City has prepared in over 20 years. To ensure the public can actively engage in our work and contribute to this Strategy going forward, we will produce public-facing reports documenting trends and highlighting implementation progress.

While we cannot predict the future, the aim is that this Strategy establishes the enabling conditions and capacity to overcome issues and challenges, as well as capitalize on opportunities as they arise.

## OUR METRICS

The City's focus on addressing the social determinants of health through strategic, intentional, and innovative projects and initiatives in the Community Wellbeing Strategy will support our individual and collective community wellbeing,

It is important to note *"Not everything that can be counted counts, and not everything that counts can be counted."* To this end, the City will rely on both quantitative and qualitative data to monitor and assess our metrics below and determine our progress towards what we are trying to achieve through this strategy: a City where everyone belongs and has opportunities to thrive.

### 1. Complete Communities

- » Change in mode shift; % commuting by active transport.
- » Improved local access to needs / service ratios for social infrastructure (parks, child care, groceries).
- » Balance of residents to jobs; residents that live and work in the City.
- » Social networks and mutual reliance among residents.

### 2. Housing

- » Residents experiencing homelessness (point in time counts).
- » Housing affordability (proportion of income spent on housing).
  - » Service provider numbers and capacity thresholds.
  - » New housing units (housing starts) by type across the housing continuum.
- » Suitability of housing conditions (renter households living in overcrowded conditions, units needing major repair).
- » Size and type of housing units.
- » Residents' satisfaction with housing.





### 3. A City for All Ages

- » Child care access rate (child care spaces per 100 children).
- » Early child development (kindergarten) and middle years social and emotional health and wellbeing.
- » Youth mental health.
- » Youth skill development and growth in City related programs; youth leadership development.
- » Sense of belonging (self reported) for residents in various phases and ages of life.
- » Volunteerism.
- » Seniors housing - independent and supported units.

### 4. Accessibility, Diversity, Equity + Inclusion

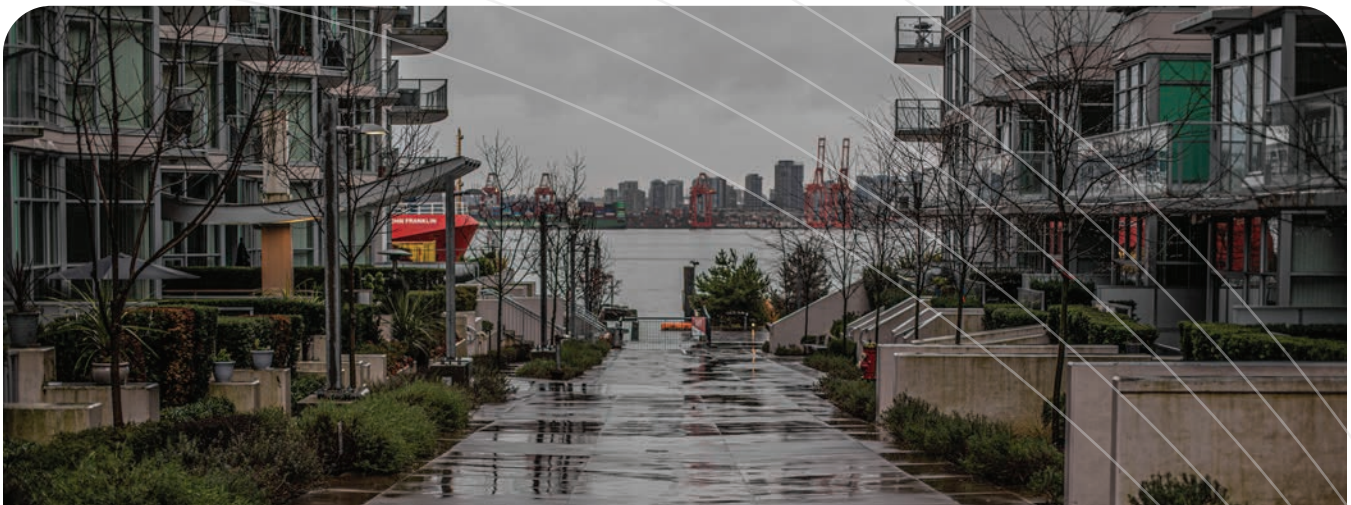
- » Usage of city spaces – who is using the spaces and how are the spaces being used (public life surveys).
- » Hate crime and racist incidents.
- » Safety and accessibility improvements to public spaces.
- » Celebrations of diverse community (events, participation).
- » Diverse representation of residents on committees, boards, City Council, and staff.


### 5. Poverty Reduction + Inclusive Economy

- » Low income population (families, seniors, children); Low Income Cut Off (LICO measure).
- » Unemployment rate (Census Canada).
- » People who experience food insecurity.
- » Income inequality; dispersion of income across the income distribution.
- » Diversity of access to resources and opportunities for economic advancement (education, entrepreneurship and business).

### 6. Partnerships, Advocacy + Financial Supports

- » Formalized relationships between the City and key organizations.
- » Total value of financial support provided by the City to community and social organizations.
- » Federal and provincial financial contributions and grants to the community.
- » Events, learning and growth in understanding in the community toward reconciliation.
- » Formalized relationships between the City with key organizations.



A person with long brown hair, wearing a black jacket and blue pants, is kneeling on a grey concrete sidewalk. They are using multi-colored chalk to draw a large rainbow. The rainbow is drawn in a semi-circle, with colors including red, orange, yellow, green, blue, and purple. The person's hands are visible as they work on the drawing. The background is a plain, light-colored wall.

I see more people walking to Lonsdale. It takes dependency off cars so I like this idea. I think Lonsdale is great with the intergenerational seats, especially for seniors who can rest along the way. I really appreciate that. Walkability is amazing here and I appreciate seeing more spaces for youth to feel included in our public spaces.

*Employee at a business on Lonsdale Avenue*

Let's prioritize doing the work that really moves the dial and makes progress in the community.

*City resident*



# Appendix

## Glossary



Language continuously evolves. Definitions in this glossary reflect where we are at now, and are relevant to our context for this Strategy. Different people have different perspectives on definitions, and this is part of what makes us diverse.

**2SLGBTQI+:** An initialism that refers to Two Spirit, lesbian, gay, bisexual, transgender, queer and questioning, and intersex people. The + sign holds space to recognize identities that are not listed. Sexual orientation and gender identity or expression have different meanings, and are subjective and circumstantial to the individual. It's also important to note that 2SLGBTQI+ represents many, but not all, groups specifically.

**ACCESS:** The opportunity or right to do something or enter a place.

**ACCESSIBILITY:** The design of products, devices, services or environments so as to be usable by persons with or without disabilities, and includes information and communications.

**ADVOCACY:** The active support of an idea to influence change to achieve positive outcomes on behalf of an individual or community.

**AFFORDABLE HOUSING:** Housing is considered "affordable" if it costs less than 30% of a household's before-tax income. Many people think the term "affordable housing" refers only to rental housing that is subsidized by the government. In reality, it's a very broad term that can include housing provided by the private, public, and non-profit sectors. It also includes all forms of housing tenure: rental, ownership, and co-operative ownership, as well as temporary and permanent housing.

**BARRIER:** A physical, structural, technological, socioeconomic or cultural obstruction, or one that is related to information, communications, attitudes or mindsets, that hinders the full and equal participation of a person or group of people in society.

**BELONGING:** The experience of an individual in a particular setting. Commonly an outcome of equitable and inclusive practices, norms and systems, belonging is experienced when people feel seen, heard, safe and valued.

**COMMUNITY WELLBEING:** The combination of social, economic, environmental, health, cultural, and political conditions that are essential for individuals and communities to flourish and fulfill their potential.

**DIVERSITY:** Diversity is about people. This includes their demographic differences, backgrounds, multiple identities, and their unique experiences, perspectives, knowledge, abilities, ideas, and more. Diversity is expressed through factors such as culture, ethnicity, religion, sex, gender, sexual orientation, age, language, education, ability, family status or socioeconomic status.

**EQUALITY:** The principle of treating everyone in the same manner by ensuring they have access to the same resources and opportunities, regardless of their circumstances.

**EQUITY:** Ensuring that all people have access to equal opportunities and fair treatment, and ensuring elimination of discriminatory practices, systems, laws, policies, social norms and cultural traditions. Equity encompasses balancing power and correcting where inequality exists.

**EQUITY LENS:** A framework that introduces a set of questions to be brought forward when planning and making decisions about new policies, programs or initiatives. Committing to using an equity lens means demonstrating the courage to uncover power differences among individuals or groups involved in the process, acknowledging privilege, and working to dismantle the systemic barriers that can make it difficult for some community members to participate in, and benefit from, local decision-making processes.

**GENDER INCLUSIVE:** Not discriminating against a particular sex, social gender or gender identity, and not perpetuating gender stereotypes.

**HOMELESSNESS:** The situation of an individual, family, or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means, and ability of acquiring it. It is often the result of what is known as systemic or societal barriers, including a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioural, or physical challenges, and/or racism and discrimination.

**INCLUSION:** The practice of using proactive measures to create an environment where people feel welcomed, respected and valued, and to foster a sense of belonging and engagement.

**INTERSECTIONALITY:** Describes how a person's overlapping and interconnected identities work on multiple levels, resulting in unique experiences, barriers, and/or opportunities for each person.

**MARKET HOUSING:** Housing that is privately owned by an individual (or a company) who generally does not receive direct subsidies to purchase or maintain it. Prices are set by the private market. About 95% of households in the province live in market housing, either rental market housing or home ownership.

**MENTAL HEALTH:** A state of wellbeing that is about thriving, being resilient and connecting. Good mental health includes enjoying life, having a sense of purpose, and being able to manage highs and lows of life.

**NON-MARKET HOUSING:** Rental or for-sale housing. It is typically made affordable through public and/or non-profit ownership of housing units, or through rent supplements that allow mid- and low- income households to access housing.

**PARTNERSHIP:** Broadly used to describe any policy, project, financial support, or advocacy work that is done in collaboration. These partnerships can be short-term, long-term, or ongoing. They can also be formal or informal in nature.

**PLACEMAKING:** A collaborative process by which we can shape our public realm in order to maximize shared value.

**POVERTY:** The condition or experience of a person who is deprived of the resources, means, choices and power necessary to acquire and maintain a basic level of living standards and to facilitate integration and participation in society.

**RESILIENCE:** Our ability as individuals and as a community to withstand, respond to, and recover from change and adversity.

**SOCIAL DETERMINANTS OF HEALTH:** Social and economic conditions (non-medical factors) that impact our health and wellbeing, they include the conditions in which we are born into, grow, age, live, and work within. Social determinants of health are a specific group of social and economic factors within the broader determinants of health. These relate to an individual's place in society, such as income, education or employment. Experiences of discrimination, racism and historical trauma are important social determinants of health for certain groups such as Indigenous Peoples, 2SLGBTQI+ and Black Canadians.



**SOCIAL INFRASTRUCTURE:** The spaces, places, services, and programs that help individuals, families, groups, and communities meet their social needs and maximize their potential.

**TENURE:** Refers to whether the household owns or rents their private dwelling. The private dwelling may be situated on rented or leased land or be part of a condominium. A household is considered to own their dwelling if some member of the household owns the dwelling even if it is not fully paid for.

## Related Plans and Strategies

The following are links to City of North Vancouver plans and strategies that relate to and complement the Community Wellbeing Strategy.

Please refer to the [City of North Vancouver website \(www.cnv.org\)](http://www.cnv.org) for additional plans and strategies.

### Community Planning Plans and Strategies:

- » Child Care Action Plan
- » Dementia Friendly North Shore Action Plan
- » Housing Needs Report
- » North Shore Poverty Reduction Strategy

### Additional City Plans and Strategies:

- » Official Community Plan
- » Mobility Strategy
- » Climate and Environment Strategy
- » Parks Master Plan
- » Economic Strategy

### Partners' Plans and Strategies:

The City's partners also have plans and strategies that are important in the context of community wellbeing and partnering opportunities, such as:

- » North Vancouver City Library
- » North Vancouver Recreation and Culture
- » Museum of North Vancouver
- » North Shore Emergency Management





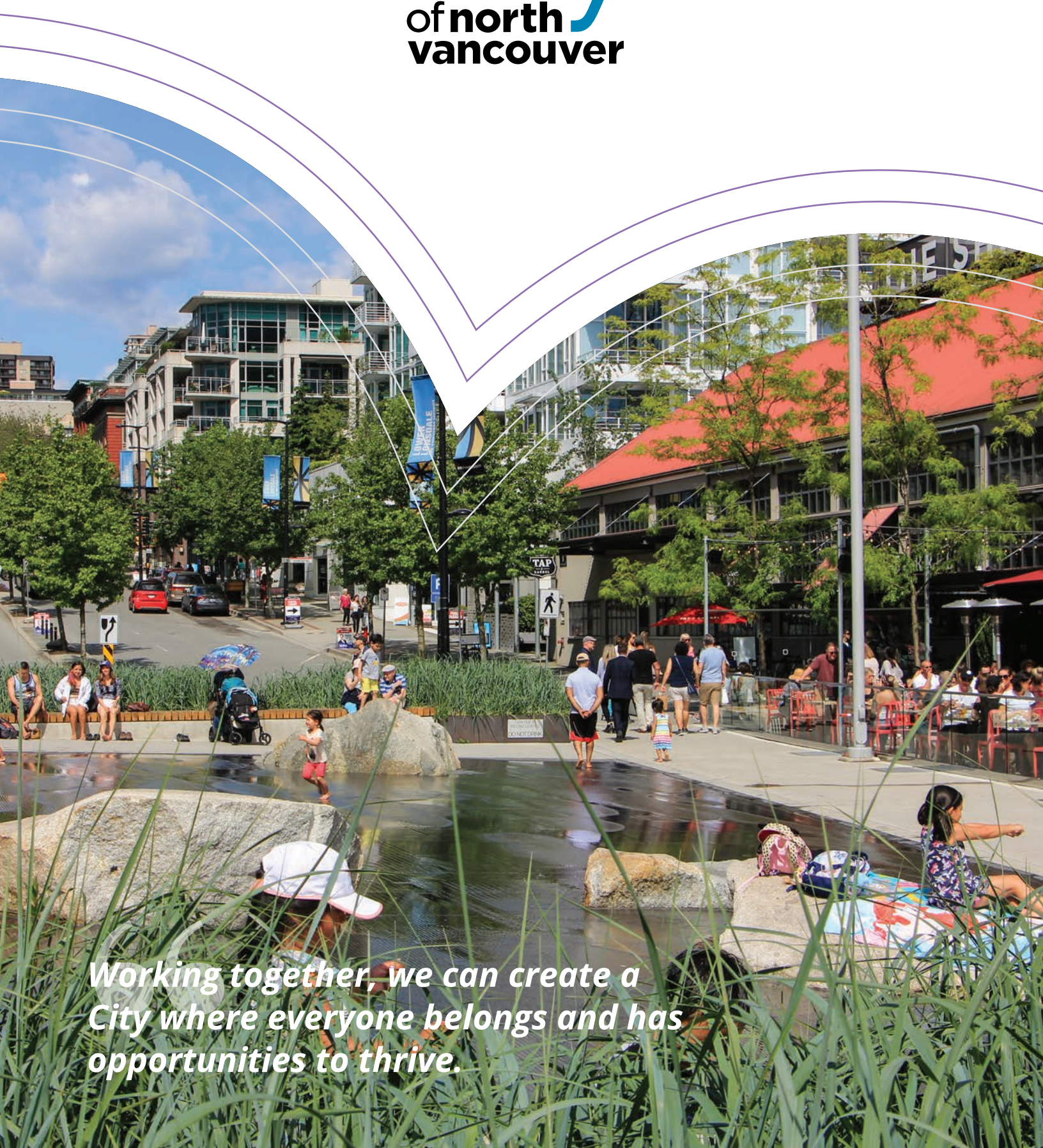
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# city of north vancouver



*Working together, we can create a  
City where everyone belongs and has  
opportunities to thrive.*