

A HEALTHY CITY FOR ALL

HEALTHY CITY STRATEGY – FOUR YEAR ACTION PLAN

2015 - 2018 | PHASE 2



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vancouver.ca/healthcity4all | [#healthcity4all](https://twitter.com/healthcity4all)
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Introduction

Vancouver is a prosperous and growing city, and one that is dynamic and changing. Built on the spectacular, traditional lands of the Musqueam, Squamish and Tsleil-Waututh First Nations, our city is rich in its natural beauty and diversity. Almost half of Vancouver residents come from outside of Canada, and Metro Vancouver leads Canada in economic growth. We are recognized as a well-planned, livable, sustainable city: Vancouver is the densest and most walkable large city in Canada and one in which half of all daily trips are made by modes other than the car.

However, not everyone in Vancouver is thriving. Vancouver's population is aging, and affordability impacts our shared future. More than one in five Vancouverites faces poverty; housing costs are high and rising; and many residents struggle to find secure, well-paying employment. While many Vancouverites enjoy good physical health, people with serious mental health and addictions and their families struggle to access services and supports that they need.

The well-being of all residents and our resilience as a city depends on action by all of our partners, including the public, private and philanthropic sectors, the community, and individuals, all of which will help us to collectively achieve Vancouver's Healthy City goals and targets. Our success in doing so will require all of us pulling together; a focus on evidence; social innovation; and a shift from costly crisis-driven interventions to upstream prevention.

The Healthy City Strategy was unanimously approved by Council in 2014. Everyone has a part to play in moving the dial on the goals and targets of the strategy. This first four-year Action Plan, also unanimously approved by Council in 2015, introduces tangible steps that the City will take in making progress on the Healthy City for All vision, and creates a comprehensive, integrated and measurable path forward for the City. Over the next four years City staff will be working with the Healthy City for All Leadership Table, an implementation team, non-profit organizations, businesses, researchers and residents to implement these actions.

What we choose to do now will have a profound effect not only on the health and well-being of current populations but on generations to come. There is much work to be done. Everyone can contribute to the vision of a healthy city for all.



Photograph by Steve Chou

Healthy City For All:

The guiding vision, principles and assumptions

The Healthy City Strategy is guided by a vision of *A Healthy City for All*: a city where together we are creating and continually improving the conditions that enable all of us to enjoy the highest level of health and well-being possible.

A number of guiding principles and assumptions shaped the development of the Healthy City Strategy and will continue to guide the work as it moves forward. Below is a summary of these principles and assumptions that include:

- 1. A broad and holistic understanding of health and well-being:** The building blocks of a *Healthy City for All* are the social determinants of health and well-being that are all interconnected.
- 2. Fulfillment of fundamental rights and freedoms:** Fundamental rights and freedoms guaranteed under the Charter of Rights and Freedoms, within the context of municipal jurisdictions and Vancouver's aspirations, will be supported and protected.
- 3. Health and well-being for all:** A "for all" lens will help ensure that we pursue initiatives that are both universal for all citizens and focused on specific populations most vulnerable to health inequities.
- 4. Prevention and upstream oriented:** Priority should go to prevention of poor health rather than crisis intervention.
- 5. Health and well-being is everyone's business:** The health and well-being of Vancouver must involve the broader public, private and civil sectors, and all residents, including meaningful involvement of those most affected.
- 6. Healthy ecological environments:** All people have the right to live in a healthy environment, with awareness of pollutants and contaminants that can cause harm.
- 7. A need for innovation:** It will take social innovation and different ways of thinking and acting to significantly make progress on complex issues.
- 8. Enabling collective impact:** Efforts need to be integrated across City departments and its entities, and with all partners.
- 9. Focus investment and action based on evidence:** Priority will go to investments and actions that are grounded in evidence, realize value for our efforts, and move us toward meeting our targets.
- 10. Monitor, evaluate and communicate:** We need to track metrics to assess our progress, make changes based on evaluation, and communicate the results.
- 11. Lead and model:** The City will continue to show leadership in health and well-being, and model changes through our own operations.



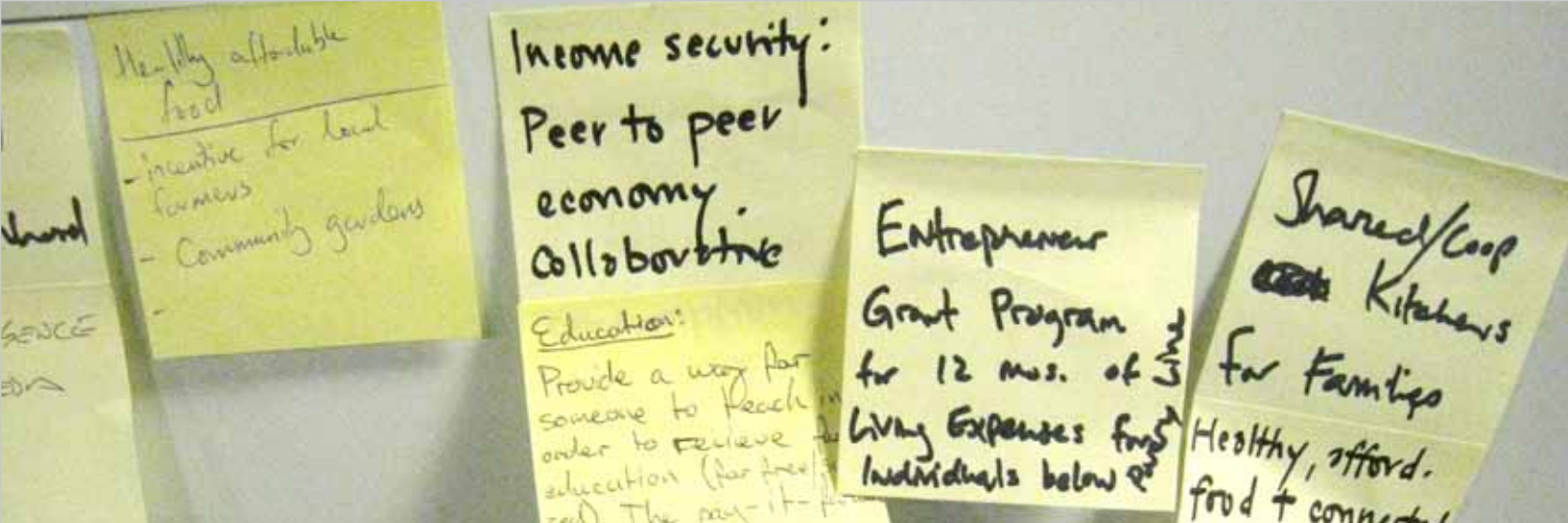
**Vision, Focus Areas, and Goal Areas
of the Healthy City Strategy with examples of related City initiatives.**

Focus and Goal Areas

The framework contains a clear vision statement and three major areas of focus:

- **Healthy People – Taking Care of the Basics**
- **Healthy Communities – Cultivating Connections**
- **Healthy Environments – Ensuring Livability Now and into the Future**

It also includes 13 goals, with associated targets and indicators to track progress and outcomes over ten years.



Developing an Action Plan

Developing the Action Plan included consultation with the Healthy City for All Leadership Table, chaired by the City Manager and comprised of Vancouver leaders representing a range of sectors; an inter-departmental staff team; and key stakeholders that include provincial and federal governments, public institutions, foundations, and the private sector.

The significant consultation and public engagement that occurred in the development of the Healthy City Strategy (HCS) resulted in over 1,300 ideas and an initial list of 112 potential actions. Some actions are already underway or identified in other existing City plans. Remaining actions were analyzed using criteria such as: cross-cutting impact and alignment; not addressed through other initiatives; transformative; and measureable. These criteria informed potential actions for the first four years of HCS implementation.

Moving from a framework to action also required research and analysis of population health trends and social demographics. Baseline data have been collected for the Healthy City Strategy's targets and indicators, which helped the development of the Action Plan. The graphic on the opposite page summarizes some of the information collected that demonstrates the need for action.

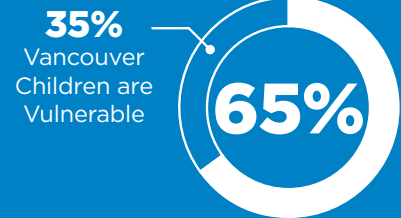
The four year Action Plan recommends 19 high-priority actions. The actions were selected for the significant impact they will have given they cross cut multiple Healthy City Strategy goals and targets. These actions augment existing plans or fill in gaps where strategies do not exist, and will guide the work of the City for the next four years.

Implementing these actions will depend on a high degree of collaboration between City departments and with external organizations, the Leadership Table, and Vancouver residents. Some actions are identified as "Quick Starts" and can be implemented within 12-18 months; others are more complex, require further scoping and will take longer.

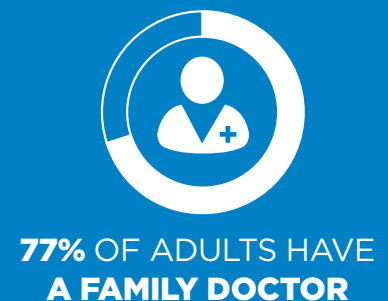
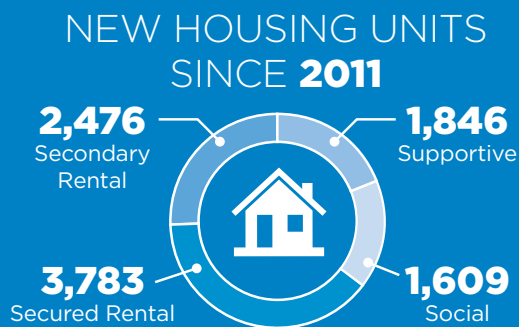
In several cases, actions will be phased in during the four year time period and are dependent upon availability of resources and capacity of staff and partner organizations to lead and implement initiatives.

Due to the extensive partnerships and collaboration inherent in social innovation, the details of implementation will evolve over time. To begin with, the actions are presented as concepts: including enough description to show intent and anticipated outcomes, but allowing for flexibility and experimentation in delivery. Ongoing learning and improvement will occur as details are fleshed out throughout implementation.

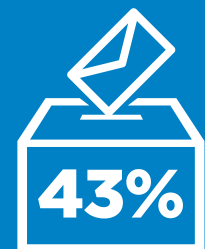
Where We Are Now



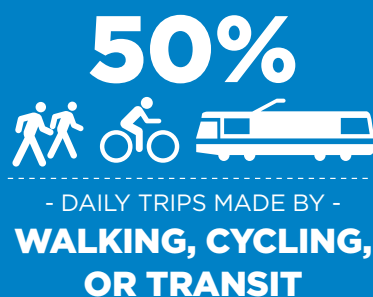
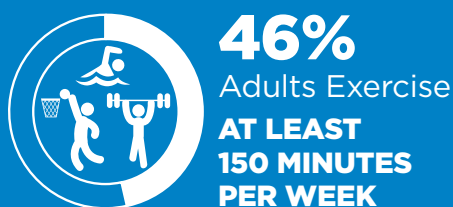
- Kindergarten Children -
**ARE CONSIDERED
DEVELOPMENTALLY
READY FOR SCHOOL**









VOTER TURNOUT










- In 2014 Local Election -



Summary table of goals, targets and indicators

	2025 TARGETS	INDICATORS
A Good Start 	Vancouver's children have the best chance of enjoying a healthy childhood.	
	<input type="checkbox"/> At least 85% of Vancouver's children are developmentally ready for school when they enter kindergarten	1. School readiness (%) 2. Child poverty (%) 3. Access to licensed quality, affordable, and accessible childcare (%)
A Home for Everyone 	A range of affordable housing choices is available for all Vancouverites.	
	<input type="checkbox"/> By 2015: End Street Homelessness <input type="checkbox"/> By 2021 enable: 2,900 new supportive housing units; 5,000 additional new social housing units (including 1,000 units of Single Room Occupancy (SRO) Hotel replacement); and 5,000 new units of secured purpose built rental housing [Housing and Homelessness Strategy]	1. Households spending 30% or more of income on housing (%) 2. Sheltered and unsheltered homeless (#)* 3. New supportive, social, secured rental and secondary rental housing units (#)
Feeding Ourselves Well 	Vancouver has a healthy, just, and sustainable food system.	
	<input type="checkbox"/> By 2020: Increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels [Greenest City Action Plan/Food Strategy/Park Board Local Food Action Plan]	1. Food assets (#) 2. Neighbourhood Food Networks (NFNs) (#) 3. Cost of Health Canada's National Nutritious Food Basket (NNFB) (\$)
Healthy Human Services 	Vancouverites have equitable access to high-quality social, community, and health services.	
	<input type="checkbox"/> All Vancouver residents are attached to a family doctor <input type="checkbox"/> Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels	1. Attachment to a family doctor or primary health care provider (%) 2. Proximity to "community hubs" (library, community centre, neighbourhood house) (%) 3. Access to services when needed (%) 4. Park Board Leisure Access Program usage (%)
Making Ends Meet and Working Well 	Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.	
	<input type="checkbox"/> Reduce the city's poverty rate by 75% <input type="checkbox"/> Increase median income by at least 3% every year	1. Low-income individuals (%)* 2. Median income (\$) 3. Income distribution (%) 4. Working poor (%) 5. Living Wage (\$) 6. Job quality (%)*
Being and Feeling Safe and Included 	Vancouver is a safe city in which residents feel secure.	
	<input type="checkbox"/> Increase Vancouver residents' sense of belonging by 10% <input type="checkbox"/> Increase Vancouver residents' sense of safety by 10% <input type="checkbox"/> Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence	1. Sense of belonging (%) 2. Sense of safety (%) 3. Reported crime rates (#)

*To enhance and support Vancouver's efforts as a City of Reconciliation, these indicators will also be tracked for Aboriginal people.

	2025 TARGETS	INDICATORS
Cultivating Connections 	Vancouverites are connected and engaged in the places and spaces that matter to us. <ul style="list-style-type: none"> □ All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need □ Increase municipal voter turnout to at least 60% 	<ol style="list-style-type: none"> 1. Social support network size (%) 2. Sense of trust (%) 3. Volunteerism (%) 4. Municipal voter turnout (%) 5. Aboriginal children in foster care (%)
Active Living and Getting Outside 	Vancouverites are engaged in active living and have incomparable access to nature. <ul style="list-style-type: none"> □ By 2020: All Vancouver residents live within a 5 minute walk of a park, greenway or other green space [Greenest City Action Plan] □ By 2025: Increase the percentage of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25% over 2014 levels 	<ol style="list-style-type: none"> 1. Residents who meet the Canadian Physical Activity Guidelines (%) 2. Park Board OneCard usage (#) 3. Residents living within a 5 minute walk (400m) of a park or other green space (%) 4. Tree canopy cover (%)
Lifelong Learning 	Vancouverites have equitable access to lifelong learning and development opportunities. <ul style="list-style-type: none"> □ Increase participation in lifelong learning by 25% over 2014 levels 	<ol style="list-style-type: none"> 1. Access to the Internet (%) 2. Reading for general pleasure or interest (%) 3. Participation in a learning event or program (#) 4. High-school graduation and post-secondary education rates for Aboriginal people (%)
Expressing Ourselves 	Vancouver has a diverse and thriving cultural ecology that enriches the lives of all residents and visitors. <ul style="list-style-type: none"> □ Increase public participation and community engagement in arts and culture by 25% over 2014 levels 	<ol style="list-style-type: none"> 1. Arts and culture participation (#) 2. Artists and cultural workers (%) 3. Creative places and spaces (#)
Getting Around 	Vancouverites enjoy safe, active, and accessible ways of getting around the city. <ul style="list-style-type: none"> □ By 2020: Make the majority (over 50%) of trips on foot, bike, and transit [Greenest City Action Plan/Transportation2040] 	<ol style="list-style-type: none"> 1. Sustainable transportation mode share (%) 2. Number of active transportation trips (#) 3. Traffic-related fatalities
Environments to Thrive In 	Vancouverites have the right to a healthy environment and equitable access to livable environments in which they can thrive. <ul style="list-style-type: none"> □ Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention □ Every Vancouver neighbourhood has a Walk Score of at least 70 (indicating that most errands can be accomplished on foot) 	<ol style="list-style-type: none"> 1. Neighbourhood Walk Scores (#)
Collaborative Leadership for A Healthy City for All 	Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways towards the vision of a healthy Vancouver for all. <ul style="list-style-type: none"> □ 90% of actions developed in Phase II will be implemented 	<ol style="list-style-type: none"> 1. Participation in Healthy City for All Leadership Table meetings (#) 2. "Actions for all" implemented (%) 3. Wilder Collaboration Assessment

A GOOD START



Goal Vancouver's children have the best chance of enjoying a healthy childhood.



Why it Matters

A good start in life is critical for our long-term health and well-being. Our living conditions and experiences as children affect not only our healthy development in childhood but our health throughout life. Our physical, social, mental, emotional and spiritual development as children is affected by the presence or absence of loving and secure attachments, the safety and security of our housing and neighbourhoods, our parents or caregivers' level of education and family income, access to clean air, clean water, nutritious food, quality child care, culture and recreation, and health care services.

Investment in the early years has a profound and long-lasting impact on the health and well-being of individuals and communities. Investment in quality care and learning is not only an investment in children; it is also an investment in the economic, social and environmental sustainability of the whole city. Such investments are also critical to children and youth to age 24.



Target

- By 2025, at least 85 per cent of Vancouver's children are developmentally ready for school when they enter kindergarten.

Where We Are Now



UBC Help, Early Development Instrument, 2011-2013.



Action:

1. Create a Good Start Framework for children and youth in the City of Vancouver from birth to 24 years.

This framework will include guiding principles and priorities as well as some key actions such as promotion of the “\$10 a day child care plan,” promotion of affordable family housing, a Collective Impact approach to early childhood development, creation of a minimum of 1,000 new child care spaces, enhancement of parental leave opportunities, initiatives to reduce childhood sedentary behaviour (such as physical literacy), and facilitate 1,300 daily school breakfasts and food literacy development.

Outcomes: Publicly funded and planned system of integrated care and learning which increases healthy childhood development.

City Outputs: A framework that outlines the most effective way to use and align resources and partnerships to support children and families along a continuum of birth to 24 years.



A HOME FOR EVERYONE



Goal A range of affordable housing choices are available for all Vancouverites.



Why it Matters

Vancouver is a growing and diverse city with significant housing challenges. Providing a range of housing options is critical to the social and economic health of our city. The quality of our housing impacts our health and well-being, for better or for worse. Ensuring appropriate, safe, well-maintained housing is an important step to better health outcomes for Vancouver's population.

People across the housing continuum in Vancouver face challenges accessing housing. Home ownership is expensive in Vancouver; renters face increasing rents and low vacancy rates; and social and supportive housing supply is limited. Protecting our existing supply of market rental housing and enabling the supply of new social and secure market rental housing ensures that many households continue to have the choice to live in Vancouver.



Targets

- By 2015: end street homelessness.
- By 2021 enable: 2,900 new supportive housing units; 5,000 new social housing units (including 1,000 units of Single Room Occupancy (SRO) Hotel replacement); and 5,000 new units of secured purpose built rental housing.

Where We Are Now

2015 HOMELESS UPDATE

1,258

- Sheltered Homeless -

488

- Unsheltered Homeless -

2015 Vancouver Homeless Count.

NEW HOUSING UNITS SINCE 2011



*Vancouver Housing Report Card, 2014.
Includes units committed, under construction
or recently completed.*



**Vancouver's
Housing and
Homelessness
Strategy**

2012-2021

*A home for
everyone*



Existing Strategy:

**A Home for Everyone: Vancouver's
Housing and Homelessness
Strategy 2012 – 2021**

Vancouver's Housing and Homelessness Strategy has three key strategic directions: to increase the supply of affordable housing; to encourage a housing mix across all neighbourhoods that enhances quality of life; and to provide strong leadership and support partners to enhance housing stability.

For more information, visit vancouver.ca/housing.

FEEDING OURSELVES WELL



Goal Vancouver has a healthy, just, and sustainable food system.



Why it Matters

Food plays a powerful role in connecting people, in building strong and resilient communities and in preventing and managing chronic illnesses. Building sustainable food systems is a fast-growing movement. In 2013, the City of Vancouver adopted the Vancouver Food Strategy, which is working to address a number of gaps and vulnerabilities in the food system. These include unequal access to healthy, affordable food; opportunities to better support the local food economy; and making more resources available for underserved and vulnerable communities. The Vancouver Board of Parks and Recreation has also adopted its Local Food Action Plan to promote sustainable and local food options in the land, facilities and programs within its jurisdiction.

The City of Vancouver, in partnership with the Vancouver Food Policy Council and many other community organizations, has been working to create a just and sustainable food system for the past decade. In addition to focusing on different aspects of the food system, the City's approach to food policy is grounded by a commitment to build social capital and human capacity through various policy and community development initiatives.



Target

- Increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels (2020).

Where We Are Now



3,344

- Garden Plots and Other Food Assets in 2010 -

Social Policy, City of Vancouver (2010).



Existing Strategies:



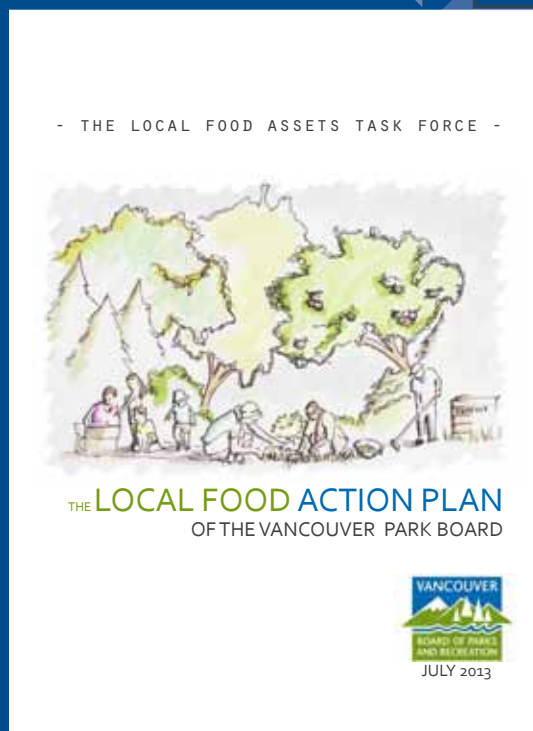
Vancouver Food Strategy

The Food Strategy focuses on all aspects of the food system, including:

- Food Production - supporting and enabling community food assets (e.g. community gardens and urban farms) and making stronger connections to all parts of the food system.
- Empowering Residents - enhancing access for individuals to participate in the activities of neighbourhood food networks and other community-based food programs, particularly for vulnerable and isolated groups.
- Food Access - improving access to healthy, local, affordable food for all by increasing the number of healthy food retail opportunities including farmers markets, community food markets, and piloting healthy food programs.

For more information, visit vancouver.ca/foodpolicy

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Park Board Local Food Action Plan

The Local Food Action Plan has four priority areas which aim to include all aspects of the local food cycle, from growing to composting:

- Increasing food assets; for example, planting fruit trees and community gardens in parks.
- Sustainable and local food economies; for example, collaboration with the City of Vancouver on local food sourcing to guide procurement contracts.
- Engaged and capacity rich food networks; for example, enhancing food programs available in Community Centres.
- Soil generation; for example, coordination with the City of Vancouver to implement waste management systems to handle food waste and compostables from Community Centres and concessions.

For more information, visit vancouver.ca/parks.

HEALTHY HUMAN SERVICES



Goal Vancouverites have equitable access to high-quality social, community, and health services.



Why it Matters

At different times in our lives we turn to human services for support: when we are sick or injured, when we lose our job or need help finding one, when we are seeking education or training opportunities, or when we have a child. This is particularly true for more vulnerable populations who may face multiple barriers to accessing services. Connecting to care can be a critical first step on the long road to greater mental and physical health and well-being.

Vancouver is perceived to be a healthy, active city. But it is not yet a healthy city for all; a coordinated, integrated approach is essential to ensuring that all Vancouverites can access the services they need to thrive.



Targets

- All Vancouver residents are attached to a family doctor.
- Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels.

Where We Are Now



**77% OF ADULTS HAVE
A FAMILY DOCTOR**

ACCESS TO SERVICES
BASELINE IN
DEVELOPMENT



My Health My Community Survey, 2014.



Quick Start Actions:

2. Develop a Social Amenities Priorities Plan.

Outcomes: Equitable distribution of and access to social amenities across Vancouver's neighbourhoods.

City Outputs: A plan that aligns investments based on research and data to increase equitable access to services. Social amenities are configured so services can respond to changing local needs over time.

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3. Support the implementation of priorities identified through the efforts of the Mayor's Task Force on Mental Health and Addictions.

Outcomes: Optimize an effective mental health and addiction service system through integration, peer supports, specialized addiction practices, consumer choice and involvement, and special attention to youth, Aboriginal and gender inclusion.

City Outputs: Enhance mental health and addiction training for VPD with people with lived experience; provide grants for Aboriginal healing and wellness centres; support two Collective Impact tables—mental health and addiction service delivery, youth transitioning out of care; enhance supported housing options in partnership with VCH and BC Housing; convene a peer leadership table to establish best practices; host international leaders in mental health at the International Institute of Mental Health Leadership (IIMHL).



Photograph by Peter Marriott

MAKING ENDS MEET AND WORKING WELL



Goal Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.



Why it Matters

Vancouver is a growing, liveable city with a thriving economy, a hub for new technology start-ups and a leader in both green jobs and enabling social enterprise. But it is also a city with high rates of poverty and with many people struggling to make ends meet. Income is a strong determinant of health and well-being. There are clear direct health consequences to poverty: those of us with less money are more likely to suffer from chronic conditions, to live with disabilities, to require the use of health services, to suffer from mental distress and to die earlier. These inequities have social and economic costs that affect us all.

Making ends meet and working well mean ensuring that income is distributed more evenly in our society, and ensuring healthy work environments and jobs. These steps benefit us as individuals, but they also benefit our families, our communities, our employers and the economy as a whole.



Targets

- Reduce the city's poverty rate by 75%.
- Increase median income by at least 3% every year.

Where We Are Now



ARE IN
LOW INCOME
FAMILIES

2013, Income Tax Returns.



\$28,720

- Median Total Personal Income -

2013, Income Tax Returns.



Actions:

4. (a) Educate the Leadership Table and City of Vancouver staff on the Living Wage Employer certification process.

(b) Assess the steps which need to be taken to implement a Living Wage policy at the City of Vancouver.

Outcomes: City of Vancouver and other businesses are better positioned to consider becoming certified living wage employers.

City Outputs: City has a plan and understands implications of becoming a living wage employer.



5. (a) Encourage the development and/or enhancement of social procurement frameworks among the Leadership Table members.

(b) Create a formal social procurement framework to guide the City of Vancouver's procurement practices.

(c) Develop, implement and monitor community benefit agreement (CBA) policy for large developments to reduce barriers to employment and enhance local purchasing.

Outcomes: Procurement practices that impact in order to advance economic, environmental and social development.

City Outputs: Strategic framework that provides direction for social procurement and community benefit agreements, including principles, parameters on scope and size of initiative, metrics and targets.

6. Create a network of services to provide social entrepreneurs with capacity-building opportunities; connect them with existing physical spaces to test new ideas and business models; and explore opportunities to showcase these in public using residual or under-used spaces.

Outcomes: Opportunities for empowerment and economic independence among residents, particularly those facing barriers to traditional employment. Reduced stigmatization.

City Outputs: Connections between agencies that allow for increased information sharing and flexibility to support a wider variety of entrepreneurs at various stages of their incubation process. Increased vibrancy in public life through animation of residual/under-used spaces.



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7. Determine how the City and local communities can, through proactive policies and practices, help reduce poverty and drive action at other levels of government, and advance the BC Poverty Reduction Coalition's Poverty Reduction Strategy.

Outcomes: Strategies that help alleviate conditions of poverty.

City Outputs: City activities and policies are improved and revised in order to help address conditions of poverty. Focused advocacy efforts to increase effectiveness of poverty strategy provincially and nationally.



Photograph by Tanya Fink

BEING AND FEELING SAFE AND INCLUDED



Goal Vancouver is a safe city in which residents feel secure.

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Why it Matters

A sense that we belong, that we are included and that we are safe in our communities are vital parts of our well-being. A feeling that we are truly a part of our community, however we may choose to define it, can help shape our personal identities and influence our level of participation in society. A strong sense of belonging is associated with better self-reported physical and mental health. On the other end of the spectrum, social exclusion means that individuals or groups are denied the opportunity for full economic and social participation in society.

Our society is not yet equitable, safe or inclusive for all. Perceptions of safety intersect with vulnerability, marginalization and oppression. Achieving a healthy city for all—in which all people experience inclusion, belonging and safety—will require collaborative efforts to build a more equitable city.

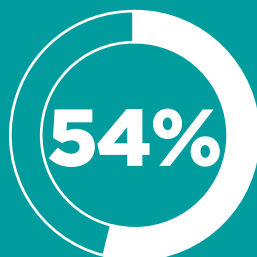
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Targets

- Increase Vancouver residents' sense of belonging by 10%.
- Increase Vancouver residents' sense of safety by 10%.
- Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence.

Where We Are Now



- Adults Feel -

**A SENSE OF
COMMUNITY
BELONGING**

*My Health My Community
Survey, 2014.*



- Adults Feel -

**SAFE
WALKING
AT NIGHT**

*My Health My Community
Survey, 2014.*

**CRIME RATE
PER 1,000 PEOPLE**

50



- Property Crime -

8.9



- Violent Crime -

*Vancouver Police
Department, 2013.*



Quick Start Action:

8. Offer opportunities to improve competencies to work effectively with First Nations and Urban Aboriginal communities.

Outcomes: Reconciliation and healing from the negative impacts and stereotypes that resulted from Canada's residential school system.

City Outputs: City staff have greater understanding and capacity to respond in a positive and proactive manner when working with First Nations and Urban Aboriginal people. Employment opportunities are increased in City and other organizations in Vancouver for First Nations and Urban Aboriginal people.



Action:

9. Develop and deliver broad-based training to enhance capacity when addressing conditions, particularly trauma, that create vulnerability (including for example gendered violence, newcomer settlement, sex work, mental health & addictions, and dementia.)

Outcomes: Safety and social equity for all Vancouverites.

City Outputs: City staff have greater understanding and capacity to respond in a positive and proactive manner when working with newcomers, people engaging in sex work, suffering from mental health and addictions challenges, dementia and people faced with gender based violence.



Photograph by Tanya Fink

CULTIVATING CONNECTIONS



Goal Vancouverites are connected and engaged in the places and spaces that matter to us.

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Why it Matters

Relationships are at the heart of a good life. Our social networks are a critical source of a myriad of supports. At different times in our lives we may draw on our social networks to help with food and shelter, to find a job, to enhance our self-confidence, to deal with illness, to heal from loss, to change the conditions in which we live, work and play—or simply to enjoy ourselves and relieve stress.

In addition to our personal relationships and social networks, the opportunity to participate in civic life is a core human need. Being engaged in the decisions that impact our lives and shape our surroundings can lead to better decisions as well as an enhanced sense of personal agency and control over our own lives. Being engaged is also about giving back to our communities, which benefits those who give as well as those who receive. A sense of belonging, connectedness and engagement in the places and spaces that matter to us is critical for our physical and mental well-being.

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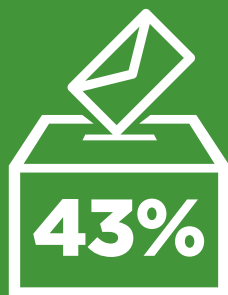


Targets

- All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need.
- Increase municipal voter turnout to at least 60%.

Where We Are Now

VOTER TURNOUT



- In 2014 Local Election -

Vancouver Elections Office, 2014.

50%

- Adults Have -

4⁽⁺⁾ PEOPLE TO TURN TO FOR HELP



My Health My Community Survey, 2014.



Quick Start Action:

10. Create a Sharing City framework and strategies, and identify other key public and private partners.

Outcomes: Reduced waste, increased social connections, and increased affordable opportunities for residents to live, work and play.

City Outputs: Proactively promoting beneficial outcomes of sharing initiatives and reducing challenges or issues that prevent sharing city activities.



Photograph by Steve Chou



Actions:

11. Examine regulations, policies, and processes that affect our relationships with and between residents - past, present and future.

Outcomes: Inclusive, welcoming, resilient and safe city.

City Outputs: Broader diversity of residents are engaged and participating in civic life more often.

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12. Build on the Engaged City recommendations to create new social connection initiatives, connect existing initiatives, and magnify their collective impact in collaboration with partners.

Outcomes: Vancouverites have social connections and feel a sense of belonging.

City Outputs: Vancouverites participation and sense of belonging is increased as a result of better alignment and leveraging of city resources and/or activities.

ACTIVE LIVING AND GETTING OUTSIDE



Goal All Vancouverites are engaged in active living and have incomparable access to nature.

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Why it Matters

Being physically active throughout our lives is good for our bodies and our minds. Regular and adequate physical activity, whether for recreation, work or transportation, improves our health and reduces our risk of numerous chronic conditions. As children, physical activity supports our healthy development of our growing bodies and can help build social skills and encourage other healthy habits. In older adulthood, being physically active may reduce functional limitations, reduce our risk of falling, and protect against cognitive decline.

Natural spaces in an urban setting also influence the well-being of entire communities. Easily accessible green spaces can improve social cohesion by providing sites for interaction and shared activities, thereby both fostering a sense of community and providing psychological benefits to its members. Green spaces and trees throughout the city are also vital for ecosystem functioning and the well-being of our planet. There are ample opportunities to connect active living and getting outside by encouraging outdoor play, active transportation, and access to high quality parks, public spaces, and infrastructure for people throughout their lives.

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Targets

- By 2020: all Vancouver residents live within a five minute walk of a park, greenway, or other green space.
- By 2025: increase the percentage of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25 per cent over 2014 levels.

Where We Are Now



92.7%
Of the city's land
base is within
**400 METRES
OF GREEN SPACE**



46%
Adults Exercise
**AT LEAST
150 MINUTES
PER WEEK**

Greenest City Action Plan, 2013.

My Health My Community Survey, 2014.



Existing Strategy:

The Park Board's mission is to provide, preserve and advocate for parks and recreation to benefit all people, communities and the environment. Its Strategic Framework has four key directions:

- Parks and recreation for all: accessible, diverse and quality amenities and services that encourage participation and meet current and future needs.
- Leader in greening: demonstrate leading green and horticultural practices and preserve, protect and create green space.
- Engaging people: working openly together to understand and achieve goals and strengthen relationships.
- Excellence in resource management: use existing resources effectively and efficiently, and be innovative in developing additional resources to deliver best value for money and meet community needs.

LIFELONG LEARNING



Goal Vancouverites have equitable access to lifelong learning and development opportunities.

.....



Why it Matters

Learning is important throughout our lives. Gaining new skills and knowledge is important for responding to change, including maintaining employability and preparing for later life. Early learning contributes to school readiness and adult learning increases confidence and self-efficacy. Participation in learning and skills development also benefits our communities and our city. Learning in a group setting can enhance social networks and foster understanding of different beliefs, ethnicities and lifestyles. People engaged in lifelong learning are better prepared to participate in civic life and work collaboratively to address common challenges.

Lifelong learning can take place in formal, non-formal or informal settings. A commitment to purposefully create a lifelong learning environment has been a focus of policy-makers since the 1990s. Knowledge and information have become central to economic development. But learning is more than this: lifelong learning is a key building block in promoting personal, social and societal well-being. Including learning in the Healthy City framework ensures that non-formal and informal learning opportunities is a valued contributor to the overall health, prosperity, and resilience of Vancouverites.

.....



Target

- Increase participation in lifelong learning by 25% over 2014 levels.

Where We Are Now



432,764

- Active Library Users in 2014 -

User statistics – Vancouver Public Library, 2014.



Quick Start Action:

13. Develop the Vancouver Summer of Learning program, leverage the Vancouver Learning Guide, and explore the future expansion of these initiatives including the use of Digital Badges.

Outcomes: Vancouver is a community that values and supports lifelong learning.

City Outputs: Vancouverites' level of awareness and participation in informal learning opportunities in everyday life is increased.

EXPRESSING OURSELVES



Goal Vancouver has a diverse and thriving cultural ecology that enriches the lives of residents and visitors.



Why it Matters

Participation in arts and culture is critical to building a vibrant, livable and healthy city. Arts and cultural events range from large scale performances, such as rock concerts or operas, to art galleries and exhibits that allow us to observe and engage with art, to street festivals and small-scale community art projects. Each type of activity plays a different but important role in improving our individual and collective well-being. Art and cultural activities often bring people together and can be an important antidote to social isolation.

Arts and culture can benefit us in other areas of our lives: research suggests that participation in the arts can increase self-confidence and facilitate the development of creative as well as non-creative skills, such as communication or organizational skills. In some cases, participation in community-based arts projects can empower people to express their ideas and provide opportunities for people to make their voices heard. At the community level, arts and cultural events foster the development of social capital and build bonds between different cultures and generations. Activities such as street festivals and public performances are a way to celebrate the cultures and contributions of diverse communities across the city.



Target

- Increase public participation and community engagement in arts and culture by 25 per cent over 2014 levels.

Where We Are Now



1.3

MILLION

Artistic Works & Events

- attracts -



16.6

THOUSAND Artists

- supported by -



6.9

MILLION

Audience



24.6

THOUSAND Volunteers

Self-reported 2014 data from 237 Vancouver-based non-profit organizations receiving cash grants from the City of Vancouver.



CULTURE PLAN

STRATEGIC DIRECTIONS
FOR THE NEXT 5 YEARS



Existing Strategy:

Vancouver Culture Plan: Strategic Directions for the Next Five Years.

The five strategic directions for 2014-2018 are to:

- foster cultural leadership;
- increase community participation and engagement;
- provide sustainable support programs for the arts;
- optimize the City's cultural investments (such as City owned cultural facilities and collections); and,
- invest in Vancouver's creative economy.

For more information, visit vancouver.ca/culture.

GETTING AROUND



Goal Vancouverites enjoy safe, active, and accessible ways of getting around the city.



Why it Matters

Although Vancouver has some of the healthiest citizens in North America, chronic health issues associated with sedentary lifestyles are a major concern. Sedentary lifestyles are closely linked to planning and transportation decisions that have happened over the past century. People are unlikely to walk or cycle if it feels unpleasant or unsafe, or if distances make it impractical compared to driving. In some neighbourhoods, parents may feel like they have no choice but to drive their children to school when neighbourhoods are difficult or unpleasant to walk or cycle around.

Active transportation—walking, wheeling, cycling, boarding or riding public transit—allows people to make exercise part of their daily routine. When we use active transportation to get to a destination or to a transit stop, we make healthy and sustainable transportation choices that benefit ourselves and the entire community. By making these modes safe, convenient, accessible, comfortable and delightful, we can positively affect the health and well-being of citizens of all ages. Planning and transportation have equity dimensions; enabling sustainable transportation choices can reduce costs and increase access for all members of the community.



Target

- By 2020: Make the majority (over 50%) of trips on foot, bike, and transit.

Where We Are Now

50%



- DAILY TRIPS MADE BY -

**WALKING, CYCLING,
OR TRANSIT**

Transportation Panel Survey, 2014.



Existing Strategy:



Transportation 2040

The City of Vancouver's Transportation 2040 Plan, adopted in 2012, aspires to:

- Make land use decisions that support shorter trips and more sustainable transportation choices.
- Make walking safe, convenient, comfortable and delightful.
- Make cycling safe, convenient, comfortable and fun for people of all ages and abilities.
- Increase transit capacity and ensure that service is fast, frequent, reliable, fully accessible and comfortable.
- Manage the road network efficiently to improve safety and support a gradual reduction in car dependence. Accelerate the shift to low-carbon vehicles.
- Support goods and services movement and delivery for a thriving economy, and effective emergency response times.
- Encourage sustainable transportation choices and safe and respectful behaviour.

For more information, visit vancouver.ca/transportation2040.



Action:

14. Work with partners to implement the City's Active Transportation Promotion and Enabling Plan, with annual report cards on progress.

Outcomes: Normalization of walking and cycling as culturally appropriate components of everyday life.

City Outputs: Mode share of walking and cycling for short trips is increased. Diversity in who is choosing to walk and/or cycle is increased. Creation of a recognizable Vancouver walk and cycle "brand" to increase consistency of messaging related to active transportation.

ENVIRONMENTS TO THRIVE IN



Goal Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive.

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Why it Matters

Healthy, livable urban environments are characterized by complete, compact and connected communities. Key components include a well-planned built environment, a sustainable natural environment, a thriving economic environment and a vibrant social environment. There are many interconnected ways in which healthy urban environments lead to better physical and mental health outcomes; enhanced engagement and connectedness; and abundant opportunities to thrive that can be sustained in the face of local, regional and global challenges.

Vancouver has achieved much to promote healthy urban environments. Vancouver is renowned for its parks and natural spaces, its urban planning and its goal to be the greenest city in the world. However, access to healthy environments is not yet equitable. There is more work to be done to ensure that all Vancouverites enjoy their right to have a healthy environment and access spaces in which they can thrive.

.....



Targets

- Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention.
- Every Vancouver neighbourhood has a Walk Score of at least 70 (indicating that most errands can be accomplished on foot).

Where We Are Now

ADD TO THE
GREENEST CITY PLAN



TOXIN
PREVENTION



BIODIVERSITY

14 of 22

NEIGHBOURHOODS HAVE

A WALK SCORE OF

≥ 70

Greenest City Action Plan, 2015.

walkscore.com, 2014.



Quick Start Action:

15. Integrate biodiversity and toxins reduction strategies into the Greenest City Action Plan.

Outcomes: Healthier physical environment for Vancouverites. Improved access to nature on a daily basis. Improved physical and mental health benefits associated with interaction with nature. More vibrant parks and neighbourhoods. Improved access to nature-based recreation and education.

City Outputs: Biodiversity levels across the city are increased and the number and concentration of toxins are reduced.



Photograph by Steve Chou



Actions:

16. Review active living design best practices that have been successfully used in other jurisdictions (such as NYC Active Living Design Guidelines) and explore their integration into planning and development review processes.

Outcomes: Healthier physical environment for Vancouverites.

City Outputs: Opportunities for physical activity in the built environment are increased.



17. Continue to encourage stronger walking connections through the community planning process, with a priority on areas with the largest concentrations of under-served residents.

Outcomes: Walkable physical environment for all Vancouverites in every neighbourhood.

City Outputs: Opportunities for people to walk to meet their daily needs in their neighbourhoods are increased Walk scores throughout the city are improved.

.....

18. Create and enhance wonderful temporary and permanent public places and spaces throughout the city.

Outcomes: Greater social connections, sense of belonging, creativity and active living throughout Vancouver.

City Outputs: Strategic direction on the placement, design, and activation of public places in the city.





COLLABORATIVE LEADERSHIP

FOR A HEALTHY CITY FOR ALL



Goal Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways towards the vision of *A Healthy Vancouver for All*.

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Why it Matters

Health and well-being are everyone's business, and must involve the broader public, private and civil sectors. Ongoing engagement of all residents, including meaningful involvement of those most affected, is also needed.

Achieving a healthy city for all is a collective effort of all members of our community. None of us can achieve the Healthy City Strategy's goals on our own, but through collaboration, integration and innovation we can make a difference on complex social challenges.

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Target

- 90% of actions developed in Phase II will be implemented.

Where We Are Now



0 of **19** ACTIONS
IMPLEMENTED

- Towards *A Healthy City For All* -

Healthy City Strategy – Four Year Action Plan, 2015 to 2018.





Quick Start Action:

19. Develop a Staff Hub Solutions Lab that brings together City of Vancouver staff to work on high priority complex challenges related to “A Healthy City for All”, “Greenest City,” “Engaged City,” and “Economic Action Strategy.”

Outcomes: Collaborative and integrated problem solving and planning.

City Outputs: Collaboration across departments is increased to improve solutions to complex challenges. Ability to attract and retain talent within the City is increased.



Appendix

Acknowledgements

The following is a list of people, groups and organizations who contributed to the development of Phase 2 of the Healthy City Strategy.

Healthy City for All Leadership Table

1. **Sadhu Johnston**, Acting City Manager, City of Vancouver (Co-Chair)
2. **Dr. Patty Daly**, Chief Medical Health Officer, Vancouver Coastal Health (Co-Chair)
3. **Michael Anhorn**, Executive Director, CMHA, Vancouver and Burnaby
4. **Janet Austin**, CEO, YWCA
5. **Kevin Barlow**, CEO, Metro Vancouver Aboriginal Executive Council
6. **David R Boyd**, Co-chair, Greenest City Action Team
7. **Deb Bryant**, CEO, Association of Neighbourhood Houses of BC
8. **Steve Butz**, CEO, YMCA
9. **Steve Cardwell**, Superintendent, Vancouver Board of Education
10. **Mary Collins**, Director of the Secretariat, BC Healthy Living Alliance
11. **Dave Doig**, Director, Grants and Community Initiatives, Vancouver Foundation
12. **Al Etmanski**, Co-chair, BC Partners for Social Impact
13. **Natasha Golbeck**, Director Strategic Deployment, Vancouver Coastal Health
14. **Matt Herman**, Executive Director, Healthy Living Branch, Population and Public Health, BC Ministry of Health
15. **Maggie Ip**, Patron and Founding Chair, SUCCESS
16. **Chief Robert Joseph**, Reconciliation Canada
17. **Dr. Perry Kendall**, Provincial Health Officer, BC Ministry of Health
18. **Kathy Kinloch**, President, BCIT
19. **Kevin McCort**, CEO, Vancouver Foundation
20. **Heather McKay**, Director, Centre for Hip Health and Mobility
21. **Eyob Naizghi**, Executive Director, MOSAIC
22. **Stephen Owen**, Public Policy Mediator
23. **Lucille Pacey**, President and CEO, Arts Umbrella
24. **Dennis Padmore**, Executive Director of Service Vancouver/Richmond, BC Ministry of Children and Family Development
25. **Ajay Patel**, Dean, International Education, Langara College
26. **Ellen Pেকেles**, Senior Vice President, Operations, Vancity Credit Union
27. **Charles Perrin**, Founding member of The Learning City
28. **Tracy Porteous**, Executive Director, Ending Violence Association of BC
29. **Bob Rennie**, President and CEO, Rennie Marketing Systems
30. **Aart Schuurman Hess**, CEO, Greater Vancouver Food Bank Society
31. **Michael Spowart**, Regional Director, Western Region, Public Health Agency of Canada
32. **Rob Turnbull**, CEO, Street to Home Foundation

Integrated Implementation Team

Led by Social Policy staff acting as the Healthy City Secretariat, the Integrated Implementation Team includes representation from the following City departments, boards and related entities, as well as external organizations:

- City Manager's Office
- Community Services: Housing Policy, Cultural Services, Social Policy & Projects
- Corporate Communications
- Engineering: Strategic Transportation, Active Transportation, Streets Activities
- Equal Employment Opportunity
- Human Resources
- Planning and Development Services
- Supply Chain Management
- Sustainability Group
- Vancouver Board of Parks and Recreation
- Vancouver Economic Commission
- Vancouver Public Library

Other Organizations

- Alzheimer Society of BC
- BC Poverty Reduction Coalition
- CityStudio
- Ending Violence Association
- Museum of Vancouver
- posAbilities
- Urban Economic Innovation Lab
- Vancity
- Vancouver Coastal Health

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