



## CITY OF VANCOUVER

# A7

### ADMINISTRATIVE REPORT

Report Date: September 1, 2005  
Author: Shannon Bradley /  
Mario Lee  
Phone No.: 604.871.6036  
RTS No.: 05186  
CC File No.: 3501  
Meeting Date: September 20, 2005

TO: Vancouver City Council

FROM: The Community Services Group Directors in consultation with the General Manager of Engineering Services, Deputy Chief Constable of the Vancouver Police Department, City Librarian of Vancouver Public Library and General Manager of Vancouver Parks and Recreation.

SUBJECT: A Social Development Plan for the City of Vancouver: Moving towards Social Sustainability

#### RECOMMENDATION

That Council endorse-in-principle the work plan outlined in this report and direct staff to report back in:

- i) Spring 2006 with draft strategic directions and an outlined community consultation process; and
- ii) Fall 2006 with options and recommendations for Council's consideration and approval for a Social Development Plan for the City of Vancouver.

#### GENERAL MANAGER'S COMMENTS

The General Manager of Community Services notes that the complexity and range of social issues is growing and that the City's many and varied contributions are not systematically coordinated or aligned within the City's framework of sustainability. A comprehensive Social Development Plan, developed within a social sustainability framework, will respond to this need as well as help the City identify its role in addressing social issues. As a comprehensive initiative that builds on input and participation from across the Corporation and the community, the General Manager recommends approval of the foregoing.

## CITY MANAGER'S COMMENTS

The City Manager concurs that it is timely to develop a plan that co-ordinates the City's contributions to social development while also addressing sustainability. The Social Development Plan will also position the City for present and future demands by building on the unique quality of life experienced in Vancouver. Planning is critical to ensure that the City is well positioned to maximize relationships with stakeholders including other levels of government and the voluntary and corporate sectors.

## COUNCIL POLICY

City Council has adopted policies, plans, and strategies that address social issues and/or guide social development activities. Examples (chronologically listed) from across the Corporation are noted below. (Further examples are listed in APPENDIX A):

- Special Needs Residential Facilities (SNRF) (1983)
- Employment Opportunities for Inner City Residents, Solid Waste Management, Engineering (1992)
- Safer City Initiatives (1993)
- The City's Mission Statement (1994)
- Civic Public Art Program (1994)
- City Plan (1995)
- Liveable Region Strategic Plan (1996)
- Transportation Plan (1997)
- Downtown Eastside Strategic Actions (1998)
- Social Housing Policies (2001)
- Moving Forward Childcare: The Cornerstone of Early Childhood Development Services (2002)
- Sustainability Definition and Principles (2002)
- Food Policy (2003)
- City Creative Task Force (2004)
- Police Athletic League, Youth Services (2004)
- Southeast False Creek ODP (2005)
- Women's Task Force (2005)
- Mayors Working Group on Immigration (2005)
- Definition of Social Sustainability (2005)
- Vancouver Public Library Strategic Objectives (2005)

## SUMMARY

This report recommends that Council endorse a work plan to create a Social Development Plan for the City of Vancouver within the City's framework of sustainability. Social development policies and programs coordinated by the City of Vancouver play an integral role in maintaining and enhancing the quality of life and general well being of city residents. Planning for seniors housing, facilitating public involvement, providing funding to community

based organizations and ensuring adequate park space are examples of social development activities delivered by local government.

It is acknowledged that a significant contribution to Vancouver's liveability has been the development of a wide range of social policies, strategies and programs by various departments across the City. At the same time, an increase in demand upon City resources and changing social issues within Vancouver are beginning to require a coordinated and strategic response. Cities across Canada have identified the need for focused and better coordinated efforts for their social development initiatives. Toronto, Hamilton, Ottawa, Edmonton and North Vancouver are examples of cities that have produced a social development plan. Within the City's framework of sustainability, the Community Services Group, in cooperation with other Boards and Commissions in the corporation, is proposing a work plan to create a Social Development Plan for Vancouver. This plan will build upon the City's current contributions and provides for long term planning to address quality of life issues for Vancouver. This corporate plan will include the participation of all Departments, Boards and Commissions.

The Work Plan:

**Phase I: Background Research and Corporate Engagement (September 2005 - January 2006)**

- Compile background research from the City, academic institutions and community organizations on the current socio-economic and demographic information available for Vancouver including completion of a literature review of social plans from other jurisdictions, and an overview of the role of others levels of government
- Create a City-wide inventory of programs, policies and strategies that support social development (examples listed in APPENDIX A)
- Facilitate a consultation process to bring together City Departments, Boards and Commissions to develop a social vision and plan

**Phase II: Analysis and Recommendations (February 2006 - April 2006)**

- Analyse the research and inventory to identify strengths, gaps and opportunities for the Social Development Plan, and identify areas for additional research
- Draft strategic directions that align social development work with the emerging issues in Vancouver
- Develop recommendations for a community consultation process

**Phase III: Community Consultation and Plan Finalization (Spring 2006 - 2007)**

- Complete community consultation and incorporate feedback into the draft plan to further iterate the social vision, key strategic directions, goals and actions
- Develop recommendations and options, including costs, for phased-in delivery starting in 2007

Appendix A provides a sample inventory of policies and programs from a variety of departments that support social development. The inventory includes information on how these policies and program areas address the components of social sustainability which include addressing basic needs and building human and social capacity. Council adopted definitions of sustainability and social sustainability are included in Appendix B.

It is acknowledged that social development occurs within and across all City departments, Boards and Commissions and a coordinated approach will add value to this work. As outlined in the work plan, during the creation of a Social Development Plan, input from the community will be sought to build a comprehensive, long term strategy. A Social Development Plan will provide strategic key directions for the City of Vancouver to address basic needs and build the human and social capacity of its citizens, while at the same time, recognizing both the City's constraints and its opportunities. It will also position the City to work more effectively with community and government stakeholders.

## **PURPOSE AND BACKGROUND**

The purpose of this report is to outline a work plan to create a Social Development Plan for the City of Vancouver and to highlight the purpose of this plan. This report builds upon the Council adopted definition of Social Sustainability (May 24, 2005) and the report provided to Council on results of the Federation of Canadian Municipalities Quality of Life Report (June 24, 2004) (Glossary of relevant definitions is attached in APPENDIX B). A coordinated response to social issues across the corporation will guide and position the City to better respond to the changing needs of Vancouver's population and to provide for strategic, long term planning.

### **Vancouver and the Context for Social Development**

Vancouver is consistently rated as one of the best cities in the world. Residents and visitors enjoy the spectacular natural environment - the mountains, ocean and temperate climate - as well as a high standard of living, a vibrant multi-cultural society and clean and safe neighbourhoods. It is a priority for City Council, City staff and residents to enhance and protect these benefits.

A wide variety of decisions made by the City, from street design to the funding of community services, contribute to maintaining a safe and healthy environment for the residents of Vancouver. A significant contribution to the city's liveability has been the development by the City, of a wide range of policies, strategies, plans and programs that address pressing social problems and improve the quality of life for all residents (Examples listed in Appendix A). These initiatives have been developed over time in partnership with a wide range of community groups, organizations and other levels of government.

At the same time, withdrawal of federal and provincial government funding from social programs has increased pressure upon local government to provide leadership and support. It is also apparent that a number of emerging issues in communities across the City are beginning to negatively affect the lives of residents. Increasing economic disparity between the rich and the poor, serious and complex social problems, including substance abuse and homelessness, declining rates of civic engagement and a lack of affordable housing are evident in Vancouver. Even though these challenges exist for only a portion of the population, a significant decline in the quality of life for some residents has the potential effect of reducing liveability for all. Threats to public health and safety, both real and perceived, are just two examples of how residents in a city may begin to articulate a decline in their quality of life.

As the complexity and severity of social concerns grow along with an increasing population in Vancouver (approximately 7,000 new residents per year) the need for a coordinated approach is apparent. While Council has been committed to responding to community concerns and quality of life issues, policy and funding changes implemented by senior levels of government are creating new, often more complex, situations that need to be addressed. At the same time, the City's appropriate role and ability to respond is limited by resources, its legislated mandate and responsibilities.

As illustrated by the Caledon Institute of Social Policy,<sup>1</sup> the case for cities to better understand their role in the social arena is highlighted in the study "The Social Role of Local Government":

Local governments are in a position to promote awareness of the pressing social needs in the community and of the importance of social investment. They can foster a sense of responsibility for social well-being among all sectors including business, community groups and other levels of government. They can help build relationships among the diverse organizations and sectors that comprise the community. They can integrate more effectively the services that they themselves provide. Equally importantly, they can undertake, in collaboration with key partners, several focused interventions - or flagship initiatives - in order to tackle major issues such as poverty reduction (March 2003).

Research completed by the Caledon Institute and a review of work completed in cities across Canada reveal that Vancouver is not alone in its efforts to address some of the challenges that modern cities face. Cities throughout the world are grappling with changing governance structures, increased population growth, a growing income gap and heightened security issues. Several cities in Canada have identified the need for focused and better coordinated efforts for their social development initiatives. Toronto, Hamilton, Ottawa, Edmonton, Nanaimo, North Vancouver, and Prince George are a number of cities that have already produced a social development plan. Social Development Plans vary considerably from a simple strategy for coordinating social services for selected population groups, to large, complex documents that cover all aspects of social development, including setting goals and objectives, defining priorities and strategies and listing all the actions that can and should be taken to meet the goals.

### **What is a Social Development Plan?**

The intent of a Social Development Plan is to plan, facilitate and/or partner with other levels of government and the community to develop responses appropriate to Vancouver's changing needs. In order to work towards the broader vision of sustainability, it is crucial to have a common set of strategic directions (priority areas), goals and actions for city staff and stakeholders. A comprehensive Social Development Plan will assist in ensuring that the City's role and involvement in social development work is within its mandate and under the direction of Council. A Social Development Plan will also position the City's contributions appropriately and effectively with other levels of government and the community.

---

<sup>1</sup> The Caledon Institute of Social Policy is an independent Canadian research centre that completes research and analysis on social policy; seeks to foster public discussion on poverty and social policy; and develops and promotes concrete, practicable proposals for the reform of social programs at all levels of government and of social benefits provided by employers and the voluntary sector. (<http://www.caledoninst.org/>)

This Plan will guide the City's social development work within a larger framework of sustainability. The social sustainability components (addressing basic needs and building human capacity and social capacity as developed by the GVRD Social Issues Subcommittee and adopted by Council in May 2005, APPENDIX B), provide the basis of an analytical framework to identify how social development activities complement and enhance opportunities for environmental and economic sustainability. This Plan provides the opportunity for the City to create an updated framework for social policies, programs and initiatives and allows for the integration of social goals with other municipal goals and roles. It should also enable stronger partnerships with community and government stakeholders.

A Social Development Plan will be of use to City Council and staff, City residents and local community service providers to:

- Provide an inventory of the current functions of the City in support of social development
- Complete an socio-demographic profile to reveal the current and future trends impacting Vancouver
- Create a focussed consultation process, with City Departments, Boards and Commissions and the community to reveal gaps, trends and key directions the City will need to address for long term planning
- Establish priorities and directions for future City involvement in responding to social development
- Create a framework to strategically align the contributions of the City with other levels of government, community-based agencies and the private sector within the identified key strategic directions

## DISCUSSION

### Creating a Social Development Plan: The Work Plan

#### Phase I: Background Research and Corporate Engagement (September 2005 - January 2006)

The Plan will be founded on a wide base of research and outreach to City staff across all departments, Boards and Commissions. Phase I will entail the majority of the background research:

#### *Context for Social Development: Socio-economic and demographic information of Vancouver*

Information gathering and research will include an overview of reports and indicators that have been collected by various City departments, academic institutions and community organizations on socio-economic and demographic information of Vancouver. The need to adequately examine emerging social issues in the City is a key component of the required background work. Planning and linkages can then be created between the Social Development Plan's key strategic directions and the needs of the residents of Vancouver.

### *Literature Review*

A comprehensive review of Canadian and international examples of Social Development Plans will be completed. This review has been initiated and a number of the initial findings have informed the articulation of this report.

### *City of Vancouver Inventory*

An inventory of City policies, strategies and programs that contribute to social development has been started (Sample Inventory, APPENDIX A). Each program and service area will be assessed for its contribution to the social sustainability components as adopted by Council on May 24, 2005.

This inventory will identify the work of the City Departments, Boards and Commissions and will outline relevant policies and programs completed in partnership with other levels of government (e.g. Vancouver Agreement). Information on the role of other levels of government, community organizations and the private sector will assist in identifying the City's role in facilitating social development.

### *Creating a Social Vision through Stakeholder Engagement*

The comprehensive plan will be guided by a social vision. The process of developing a vision will start with a facilitated and consultative process with staff members in October 2005. It will build upon vision elements already approved by Council. The intent of the social vision is to provide an idealized, yet achievable, description of the social environment desired in Vancouver. This exercise will bring representatives from across the corporation together to discuss the elements of a Social Development Plan and compile research pieces from various departments. The social vision will be shaped and refined through targeted community consultation and be presented to Council for final approval.

### *Role of Municipal Governments and Partnerships with other levels of government, community organizations and the private sector*

This research will build upon key themes identified in the inventory and identify the role and contributions of other levels of government, funders and community organizations. This will be useful to reveal where other governmental roles may change and the possible impact of this on the community and City.

### **Phase II: Analysis and Recommendations (February 2006 - April 2006)**

The second phase will analyze the research collected in Phase I and identify future strategic directions to build the Social Development Plan. The draft Social Development Plan will be guided by the social vision, provide key strategic directions and goals, and strategies and actions for achieving these goals. Indicators will also be applied to monitor progress and ensure that the plan works towards the social vision.

### *Developing Strategic Directions, Goals and Actions*

Key policy areas and strategic directions will emerge from the analysis of the inventory. This will facilitate discussion on how these areas can be better coordinated and where priorities areas will be revealed. These draft key directions will then be presented to Council for approval and become the basis for focussed community consultation.

### *Developing Indicators*

This will build on the work to date including Federation of Canadian Municipalities Quality of Life Indicators, as well as new and emerging indicators from the literature review and consultations. The draft report will recommend a final set of indicators to monitor progress towards achieving the Social Vision. There will be several levels of indicators to measure progress at the vision, strategic direction, goal and action levels.

### *Creation of a Draft Plan for Council - Spring 2006*

A first set of draft strategic directions will be presented to Council in Spring 2006 based on the analysis and consultation outlined above. The strategic directions will be developed by aligning the current work with the Social Vision and the emerging social issues of Vancouver. Each strategic direction will have a set of goals, actions and indicators. Council will be asked for approval-in-principle and to endorse the community consultation process.

### **Phase III: Community Consultation and Plan finalization (Spring 2006 - 2007)**

The final phase will bring the draft Social Development Plan through a focussed community consultation process. Feedback will be incorporated to create the Social Development Plan which will be presented to Council along with an implementation options.

### *Community Consultation*

Consultation on the draft plan will further articulate the social vision, key strategic directions, goals and actions. The intent is to ensure that the needs and recognized priority areas of both City and the community are aligned. Feedback will be incorporated and reviewed again within the corporation.

### *Finalization of the Social Development Plan (including the Implementation Plan) by Council - Fall 2006*

A Social Development Plan for the City of Vancouver will be submitted for Council's approval in the Fall, 2006. The plan will include options, recommendations and costs for building the plan into the annual budget process for 2007 and beyond.

## **CONCLUSION**

The City of Vancouver's Departments, Boards and Commissions have addressed local social issues for a number of years. The creation of a Social Development Plan will include three



phases of work, and will add value by building a coordinated, comprehensive, long term strategy to guide the City's contribution to the development of a socially sustainable city.

#### **FINANCIAL IMPLICATIONS**

There are no financial implications for 2005 as existing internal resources will be utilized. Additional funding may be required in 2006 for community consultation and outreach.

\* \* \* \* \*

## APPENDIX A: Examples of Social Development Programs, Policies and Strategies in the City of Vancouver

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<b>Engineering Department</b>			
<b>Solid Waste Downtown Eastside</b>  Employment Opportunities for inner city residents	<b>Funding</b> <ul style="list-style-type: none"> <li>• Annual grant of \$60,000 to SOLE (\$75,000 in 2005) for hiring residents with barriers to traditional employment to pick up litter, garbage and needles in streets and lanes.</li> <li>• Source of funding is Solid Waste Capital Reserve</li> <li>• SOLE obtains matching grants from senior governments.</li> </ul> <b>Research and Planning</b> <ul style="list-style-type: none"> <li>• Opportunities for additional employment are continually being sought by staff (e.g. graffiti removal, pole-painting, etc.)</li> </ul> <b>Partnership Development</b> <ul style="list-style-type: none"> <li>• Develop joint projects with Western Diversification</li> <li>• Contract with Provincial MHR to operate</li> </ul>	<ul style="list-style-type: none"> <li>• Residents make positive contribution to their community</li> <li>• Focus on caring for the environment</li> <li>• Focus on Inclusively (e.g. support for binners)</li> <li>• Holistic approach to revitalize Downtown Eastside</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Job training</li> <li>• Providing jobs for residents with barriers to traditional employment creates self esteem</li> <li>• Jobs provide supplemental income for low income residents, including some with disabilities</li> </ul> <b>Social Capacity</b> <ul style="list-style-type: none"> <li>• Effective contribution to cleanliness of Downtown Eastside</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
(Solid Waste - continued)	CAP project. <ul style="list-style-type: none"> <li>• Liaise with BIA's, which contract with SOLE to provide similar service</li> </ul> <b>Advocacy and Facilitation</b> <ul style="list-style-type: none"> <li>• Liaise with Vancouver Agreement to promote further employment opportunities</li> </ul>		
<b>Streets Administration</b>			
Curb Ramp Program (Engineering)	<ul style="list-style-type: none"> <li>• Annual budget commitments to install curb ramps where missing. New standards for curb ramps at all new construction.</li> </ul>	<ul style="list-style-type: none"> <li>• Universal Design</li> <li>• Accessibility for all users</li> <li>• Tactile cues</li> </ul>	Ability to access transportation, shopping, recreation, etc.
Wellness Walkway (Engineering)	<ul style="list-style-type: none"> <li>• Pilot program to test sawcut joints, tinted concrete and wider walk width</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce glare from concrete, jarring from control joints and more room for people using walkers/wheelchairs/strollers, etc.</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Active and healthy living</li> </ul>
Mural Program (Engineering)	<b>Funding</b> <ul style="list-style-type: none"> <li>• Funding for paint and artist honorariums (\$60,000/yr)</li> <li>• Coordination of the program by matching artists with building owners</li> <li>• Mural competitions</li> </ul>	<ul style="list-style-type: none"> <li>• Proven graffiti deterrent</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Provide youth and former graffiti taggers with more positive forms of self-expression and creative outlets</li> </ul>
"Restart" - restorative justice program for graffiti taggers. (Engineering Department)	<b>Funding</b> <ul style="list-style-type: none"> <li>• Probationary condition for first and second time offenders (property vandalism)</li> </ul> <b>Partnership</b>	<ul style="list-style-type: none"> <li>• Restorative form of justice</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Provides life skills training and presentations from community reps including victims of property crime and reformed taggers</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
("Restart" - restorative justice program for graffiti taggers - cont).	<ul style="list-style-type: none"> <li>Coordinated by the Police with support from Engineering, Park Board and education/awareness.</li> </ul>		<ul style="list-style-type: none"> <li>Provides education/awareness and understanding of the impacts of crime on its victims</li> </ul>
Street Furniture (Engineering)	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Provision of public amenities on the sidewalks including bus shelters, benches, litter containers, bike racks, public toilets, and wayfinding map systems.</li> </ul>	<ul style="list-style-type: none"> <li>Public-Private partnership</li> </ul>	<p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>Provide a more welcoming pedestrian environment</li> <li>Support more sustainable forms of transportation</li> <li>Encourages seniors and disabled community to be more mobile</li> </ul>
<b>Transportation</b>			
Downtown Transportation Plan (Engineering Department)	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Construct sidewalk extensions across rear laneways to enhance pedestrian right-of-way and provide access to the disabled</li> <li>Build bike facilities</li> <li>Install curb ramps at all intersections to provide access to the disabled.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate barriers to mobility for the disabled</li> <li>Encourage sustainable modes of transportation (that also happen to increase social interactions)</li> <li>Engage the public to foster a greater understanding of the needs among all stakeholders</li> <li>Develop consensus and partnerships with the community</li> </ul>	<p><b>Basic Needs</b></p> <ul style="list-style-type: none"> <li>Provide safe public access throughout the City</li> </ul> <p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>Increase access for pedestrians and cyclists</li> <li>Foster independent living for those with disabilities</li> <li>Participation in civic decision making</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>Provide opportunities for more social interaction and increased connection to the community</li> <li>Build relationships</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Traffic Calming Program (Engineering Department)	<b>Funding</b> <ul style="list-style-type: none"> <li>• Construction of various traffic calming measures</li> </ul>	<ul style="list-style-type: none"> <li>• Liveability and safety for pedestrians increased by installing traffic calming measures in neighbourhoods</li> <li>• Develop consensus and partnerships with the community</li> </ul>	<b>Social Capacity</b> <ul style="list-style-type: none"> <li>• More liveable neighbourhoods</li> <li>• Safer neighbourhoods</li> </ul>
Pedestrian Programs (Engineering Department)	<b>Capital funding</b> <ul style="list-style-type: none"> <li>• Annual Signal Program</li> <li>• Enhancements at Pedestrian Crossings</li> <li>• School Corner Bulge Program</li> <li>• Special Crosswalks</li> <li>• Zebra Crosswalks</li> <li>• Marked Crosswalks</li> <li>• Pedestrian Indicators</li> <li>• Audible Signals</li> <li>• Tactile pedestrian Indicators</li> <li>• Bus Stop Landing Areas</li> </ul>	<ul style="list-style-type: none"> <li>• Access and increased liveability</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Increased pedestrian safety and improves access for mobility challenged</li> </ul>
<b>Housing Centre</b>			
Support for Social Housing (Housing Centre)	<b>Funding</b> <ul style="list-style-type: none"> <li>• Affordable Housing Fund: In 1981, Council established the Affordable Housing Fund to provide grants for social housing projects developed on City owned land.</li> </ul>	<ul style="list-style-type: none"> <li>• The facilitation of inclusive, healthy, mixed communities.</li> <li>• Access to participation and decision making by residents</li> <li>• Provide places within the city for</li> </ul>	<b>Basic Needs</b> <ul style="list-style-type: none"> <li>• Over one-third of all social housing in the City is now on City-owned land.</li> </ul> <b>Social Capacity</b>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Support for Social Housing (Housing Centre - cont)	<p><b>Provision and Partnership</b></p> <ul style="list-style-type: none"> <li>Operating a Social Housing Portfolio</li> <li>As part of the 20,000 units, the City, through its Non-Market Operations Division, operates 770 units of social housing. Many are for low-income singles in the Downtown.</li> </ul> <p><b>Lease of City-owned Land</b></p> <ul style="list-style-type: none"> <li>The City owns, operates or has leased land for over 7,500 units of social housing. Projects primarily service seniors and families with children. Other projects serve the disabled, low-income singles, aboriginals and youth. They are operated by non-profit housing societies and cooperatives using funds from senior government.</li> </ul> <p><b>Purchase of Sites</b></p> <ul style="list-style-type: none"> <li>In 1981, Council made the purchase of privately-owned land for social housing a priority. Generally, the purchased land is leased to non-profit societies and co-operatives for 60 years at 75% market values. In recent years, the City has provided land leases at no cost for some projects.</li> </ul>	people who are frail or have illnesses is an important part of the City's vision for an inclusive and socially sustainable City of Vancouver	<ul style="list-style-type: none"> <li>There is a range of housing available for families, the disabled, low-income singles, aboriginals and youth available in the city.</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Housing Plan for the Downtown Eastside (Housing Centre)	<ul style="list-style-type: none"> <li>The Draft Housing Plan for the Downtown Eastside presents a vision for the future of housing in Chinatown, the Downtown Eastside Oppenheimer District, Gastown, the Hastings Corridor, the Industrial Lands, Strathcona, Thornton Park and Victory Square.</li> <li>The Plan addresses specific housing types: SROs, social housing, market housing, supportive housing and special needs residential facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Market housing will be encouraged to support economic revitalization and heritage rehabilitation, and the emphasis will be on affordable rental and owner-occupied projects.</li> </ul>	<p><b>Basic Needs</b></p> <ul style="list-style-type: none"> <li>Provision and planning for housing</li> <li>Reduce barriers to accessing welfare by the homeless and job creation</li> </ul> <p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>The integration of supports will assist local residents to live stable and independent lives.</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>Facilitation of mixed income neighbourhoods and access</li> </ul>
<b>Non-Market Operations</b>			
Housing  Social Housing (Non- Market Operations)	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>In partnership with senior levels of governments, the City directly manages subsidized housing for economically and socially marginalized people</li> </ul> <p><b>Facility Management</b></p> <ul style="list-style-type: none"> <li>The city manages 724 units of SRO housing; 110 units of 1 bedroom and bachelor apartments and 18 units of 2 and 3 bedroom townhouses in 10 projects for people living in DTES and DTS</li> </ul>	<ul style="list-style-type: none"> <li>Complies with the Residential Tenancy Act</li> <li>Provides onsite and mobile staffing 24 hours to support security and well being of the tenants</li> <li>Tenants are expected to comply with the Residential Tenancy Agreement which outlines the responsibilities of both the landlord and the tenant</li> <li>Staff are expected to conduct themselves in an ethical and</li> </ul>	<p><b>Basic Needs</b></p> <ul style="list-style-type: none"> <li>Provision of affordable, safe and clean housing</li> <li>Provides social contact with people in context of the comfort of reliable, stable housing</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>Facilitates the creation of mixed income neighbourhoods</li> <li>Houses some of the most marginalized and hard to house citizens living in the</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Social Housing (Non-Market Operations - cont.)	<ul style="list-style-type: none"> <li>• There are 24 staff who work in these facilities</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• Partnerships with community based organizations, provincial and federal government</li> <li>• Member of BC Non-Profit Housing Association</li> </ul> <p><b>Advocacy and Facilitation</b></p> <ul style="list-style-type: none"> <li>• Works with various advocacy and social/health agencies to promote well being of tenants living in NMO housing</li> </ul>	<p>professional manner with all tenants and with each other</p> <ul style="list-style-type: none"> <li>• Complies with City Policies and Policies and Procedures of NMO housing operations</li> <li>• Maintains Risk Management/health and Safety practices per City Policy and WCB regulations</li> <li>• Supports harassment free environment</li> <li>• Partnerships with various health and social agencies to support tenants in need</li> <li>• Recognize that staff work in a position of trust with vulnerable/disempowered people and therefore will support the tenant's need to be treated with dignity and respect and fairness</li> <li>• Information about the tenants is maintained in a confidential manner and is not shared without permission of the tenant in accordance with operating policy and procedures.</li> </ul>	<p>City of Vancouver</p> <ul style="list-style-type: none"> <li>• NMO supervised housing helps stabilize daily living activities for marginalized population in DTES/DTS.</li> </ul>



City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<p>Evelyne Saller Centre (Non-Market Operations): a community resource centre located in the Downtown Eastside</p>	<p><b>Direct Delivery</b></p> <ul style="list-style-type: none"> <li>The Centre offers support to local residents that includes a meal service (up to 30,000 meals per month); health services (laundry, showers, de-lousing); recreation (e.g. music, billiards, swimming, summer cap) and financial management services</li> </ul> <p><b>Partnership</b></p> <ul style="list-style-type: none"> <li>Operating funds are provided by the City and Ministry of Social Development and Economic Security</li> </ul>	<ul style="list-style-type: none"> <li>Focus on developing community and quality of life</li> </ul>	<p><b>Basic Needs</b></p> <ul style="list-style-type: none"> <li>Provision of a variety of life support services to people with low incomes and special needs. Focus on supporting the physical, mental and social well being in order to help stabilize people's activities of daily living (provisions for food, hygiene care and social supports) and enhance their quality of life.</li> <li>Number of meals served in 2004: 380,282</li> </ul> <p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>Number of laundries completed in 2004: 23,433</li> <li>Number of showers: 23,964</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>Focus on developing relationships between those who use the Centre, with staff and community</li> <li>Friends of Evelyne Saller Centre Society is the volunteer society with close to 400 members</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<b>Office of Cultural Affairs</b>			
<p>Arts and Culture Facility Development and Planning Initiatives (Office of Cultural Affairs)</p> <p>Public Art Programs</p> <p>Awards</p> <p>Cultural Grants Programs</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Capital grants program that allows not-for-profit social service and cultural organizations to purchase facilities or to renovate and refurbish facilities not owned by the City of Vancouver</li> <li>• Facility development and Civic Theatres</li> <li>• Live/work studio spaces for individual artists</li> <li>• Public Art program</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• In working to provide a full range of cultural services and opportunist for artists, residents and visitors to Vancouver, the Office of Cultural Affairs shares responsibilities with a number of civic partners: The Civic Theatres, Vancouver Park Board, Vancouver Public Library and Engineering Services.</li> <li>• City-owned facilities and public spaces support a wide range of arts and cultural activities, including festivals in the parks, workshops community centers and events in civic theatres.</li> </ul>	<p><b>City Cultural Goals:</b></p> <ul style="list-style-type: none"> <li>• To promote a high level of creativity and excellence in the cultural life of Vancouver City Council</li> <li>• To promote diversity in the artistic life of the community, including both the professional and non-professional, the traditional and the innovative, the established and the aspiring.</li> <li>• To encourage financial and material efficacy in the operation of Vancouver’s cultural organizations</li> <li>• To ensure the existence of adequate facilities for the creation and presentation of the arts in Vancouver</li> <li>• To ensure that all Vancouver residents and visitors, including senior citizens, youth, low-income people, member of ethnic minorities and other distinct groups, have opportunities to enjoy and participate in cultural activities.</li> </ul>	<p><b>Basic Needs</b></p> <ul style="list-style-type: none"> <li>• The Artist Live/Work Awards program meets basic needs for low income artists in the City to thrive.</li> </ul> <p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>• By providing a wide range of grants to local cultural organizations, people of all backgrounds can enjoy a broad spectrum of activities in the performing, exhibiting, media and literary arts</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>• Access to affordable facilities for the arts in an expensive real estate market ensures assists in providing appropriate cultural facilities for the city</li> <li>• Public Art program engages the community to foster community pride, cohesion and identity through the collective action of citizens</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
(Office of Cultural Affairs - cont)	<b>Research and Planning</b> <ul style="list-style-type: none"> <li>• Analysis of trends in Vancouver’s cultural sector and best practices in other cities</li> <li>• Participation in the development and upgrading of City-owned and other cultural facilities through zoning incentives and capital funding</li> </ul>		
<b>Planning Department</b>			
City Plan and Community Visions (Planning Department)	<b>Delivery</b> <ul style="list-style-type: none"> <li>• In 1995 City Council adopted CityPlan, a city-wide plan that provides a framework for deciding City programs, priorities and actions over the next 20 years.</li> <li>• CityPlan includes direction on a range of topics from transportation to arts, housing to community services.</li> </ul> <b>Research and Planning</b> <ul style="list-style-type: none"> <li>• In neighbourhoods with approved Community Visions, City staff and the community have started working on making their Visions a reality: dealing with traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Participation and access to decision making</li> <li>• Long term planning for neighbourhood development</li> </ul>	<b>Basic Needs</b> <ul style="list-style-type: none"> <li>• Planning for neighbourhoods includes access to housing</li> </ul> <b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Opportunity for an individuals participation in the public process</li> </ul> <b>Social Capacity</b> <ul style="list-style-type: none"> <li>• Opportunity for individuals to contribute together to the future planning of their neighbourhood in ways that matter to the</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
City Plan and Community Visions (Planning Department - cont.)	issues around schools; community clean-ups; reviewing zoning in shopping areas; addressing traffic issues on major roads; and developing better ways for residents to community with each other and City Hall		community
<b>Social Planning Department</b>			
Child Development (Social Planning Department)  Civic Childcare Strategy  Vancouver Children's Policy  Child Development Guidelines  Childcare Strategic Plan  Financing Growth  Childcare Protocol: Joint Council on Childcare	<b>Funding</b> <ul style="list-style-type: none"> <li>• Capital Programs and Operating Assistance</li> </ul> <b>Planning and Research</b> <ul style="list-style-type: none"> <li>• Planning for Childcare</li> <li>• Research</li> </ul> <b>Partnership Development</b> <ul style="list-style-type: none"> <li>• Partnerships with community based organizations, provincial and federal government</li> </ul> <b>Advocacy and Facilitation</b> <ul style="list-style-type: none"> <li>• Work with developers to create childcare centres</li> </ul>	<ul style="list-style-type: none"> <li>• Early Childhood Development</li> <li>• Quality (licensing standards, staff training, family centred focus)</li> <li>• Accessibility (range of childcare choices, continuum of services, coordinated service delivery, responsiveness to diversity)</li> <li>• Affordability (stable public funding base, subsidies for low-income parents, funding for capital, direct operating funding for childcare services)</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Promotes healthy development and provides education and skill development.</li> <li>• Provides support to families and allows for increased access to employment</li> </ul> <b>Social Capacity</b> <ul style="list-style-type: none"> <li>• Builds relationships and networks among children and their families</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<p>Multiculturalism &amp; Diversity (Social Planning Department)</p> <p>Civic Policy on Multicultural Relations</p> <p>Diversity Communications Strategy</p> <p>Immigration</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Community Services Grants (approx. \$500,000 funding towards organizations serving culturally distinct communities)</li> <li>• Needs assessment and program development, e.g. family counselling, ESL youth, international students safety project</li> <li>• Co-ordinate Cultural Harmony Awards, March 21<sup>st</sup> Eliminate Racism day, City Lights Program</li> <li>• Mayors Working Group on Immigration</li> </ul> <p><b>Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Develop citywide outreach strategies to diverse communities to ensure public participation</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• Consultative role with Governments and funders</li> </ul> <p><b>Advocacy and Education</b></p> <ul style="list-style-type: none"> <li>• Liaison to City's Advisory Committee on Diversity Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with Community</li> <li>• The presence of people from a wide range of ethnic, cultural and racial backgrounds within this City is a source of enrichment, diversity and strength</li> <li>• All residents of Vancouver should be able to conduct their daily lives free from evidence of prejudice on the part of their fellow residents and public servants</li> <li>• All residents of Vancouver should be able to approach civic departments and personnel with the confidence that they will learn about and be able to take advantage of the services that the City provides for all its residents</li> </ul>	<p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>• Access to participation in civic decision making</li> <li>• Foster a sense of place for the individual that sense of place is supported and community identity reflects the diversity of the population</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>• Resources and opportunities to celebrate and to engage a diversity of residents</li> <li>• Increased connection between residents to create a resilience city that can adapt to change</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<b>Vancouver Boards and Commissions</b>			
<b>Vancouver Board of Parks and Recreation</b>			
<p>Programs (Parks and Recreation)</p> <p>Access to green space</p> <p>Programs to support active healthy living</p>	<p><b>Funding and Direct Delivery</b></p> <ul style="list-style-type: none"> <li>• Develop and maintain major and neighbourhood parks and green spaces</li> <li>• City wide recreation programs to meet community needs</li> <li>• Operating and facility expenditures are funded by the Park Board</li> </ul> <p><b>Research and Planning</b></p> <ul style="list-style-type: none"> <li>• Long term facility replacement studies and plans;</li> <li>• Program evaluation and plans such as Aquatic, Ice Rinks and Fitness Program Business Plan</li> <li>• Space utilization and allocation studies</li> <li>• Waterfront Studies</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• a network of over 200 links with other</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting the needs of the community in a sustainable and environmental manner;</li> <li>• Advocate for healthy active living by providing opportunities for everyone to access park and recreation services;</li> <li>• Increase public and group involvement in decision making and services;</li> <li>• Sustain and expand programs and services by strengthening fiscal resources;</li> <li>• Renew ageing infrastructure and adapt facilities to accommodate growth and meet changing needs.</li> </ul>	<p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>• Through community based park and recreation programs, attractive parks and a healthy urban forest can be developed.</li> <li>• Residents can choose from a wide variety of leisure opportunities and will be involved in the decision-making process for parks and recreation</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Parks and Recreation (cont.)	<p>government agencies, not-for profit organizations and private sectors</p> <p><b>Advocacy and Education</b></p> <ul style="list-style-type: none"> <li>• Provide, preserve and advocate for parks and recreation services to benefit people, communities and the environment</li> </ul>		
Children and Youth Programs (Parks and Recreation)	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Children and youth leadership, counselling, development, sport, teambuilding programs</li> <li>• Playgrounds, skateboards, sport fields access to facilities</li> <li>• Day camps, swimming lessons, camping at urban parks, beach and playground programs</li> <li>• Youth Helping Youth program encourages youth involvement, supports genuine participation in decision making, fosters community that value youth;</li> <li>• Immigrant Buddy program aims to match new, immigrating youth with local young people as early as possible so they can make a positive connections with their peers;</li> <li>• Get Out! Is a program by City and Park Board for youth between ages 10 and 24 years to give opportunity to try something new by funding their ideas for programs;</li> </ul> <p><b>Research and Planning</b></p> <ul style="list-style-type: none"> <li>• Customer surveys, studies and long-term</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy for Involvement, Active Participation, Contribution to Community</li> </ul>	<p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>• Promotes healthy physical, social, creative development and participation;</li> <li>• Encourages youth involvement and contribution to community;</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>• Provides resources and opportunities for relationship building between peers and youth worker;</li> <li>• Increased connection with peers and new immigrant youth</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Children and Youth Programs (Parks and Recreation - cont.)	<p>program plans.</p> <ul style="list-style-type: none"> <li>• Need assessments, program planning and evaluation, facility planning, development and renewals.</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• Community based partnership (community associations, sport leagues, More Sports, provincial and federal governments, School Board)</li> </ul> <p><b>Advocacy and Education</b></p> <ul style="list-style-type: none"> <li>• Work with developers, partners and stakeholders to create recreation facilities such as community centers, playing fields, green spaces and skateboards.</li> <li>• Civic Youth Strategy</li> <li>• Youth Workers are trained who provide support and resources to youth between ages of 8 and 18 years;</li> <li>• Decision making is local, often by groups of youth on activities preferred by peers;</li> </ul>		
Preschool and Out-of-School Care Program (Parks and Recreation)	<p><b>Funding and Delivery</b></p> <ul style="list-style-type: none"> <li>• Program and facility funds are supported by the Park Board.</li> <li>• Preschool program</li> <li>• Out-of-school program</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• between local Community Association (23</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood access to continuum of services to support children/youth development</li> <li>• Preschool program for 3 &amp; 4 yrs offered by most local Community Associations;</li> </ul>	<p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>• access to community based early childhood program;</li> <li>• provides families with licensed, affordable out-of-school care program;</li> </ul> <p><b>Social Capacity</b></p>



City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
	community centres); School Boards, Provincial and Federal governments and Library	<ul style="list-style-type: none"> <li>• Affordable &amp; community based out-of-school care for school aged children before and after school;</li> <li>• Best alternatives to support parental care, family and community development.</li> </ul>	<ul style="list-style-type: none"> <li>• builds relationship between families and community recreation services;</li> </ul>
<p>Program to Address Financial Accessibility (Parks and Recreation)</p> <p>Subsidized Fee Structure</p> <p>Leisure Access Card Program</p> <p>Discount Program</p>	<p><b>Funding</b> Subsidized Fee Structure</p> <ul style="list-style-type: none"> <li>• reduced fees for basic recreation services vs. commercial rate;</li> <li>• reduced rates for child, youth, senior and family;</li> </ul> <p>Leisure Access Card Program</p> <ul style="list-style-type: none"> <li>• for resident whose limited income prevent them from participating in basic Park Board programs and services;</li> </ul> <p>Discount Program</p> <ul style="list-style-type: none"> <li>• Affordable Loonie/Toonie swim and skate sessions offered weekly citywide; children under age 6 can swim/skate free at public sessions.</li> <li>• Operating and facility support are provided by the Park Board.</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• reduces fees with other facilities - Vancouver Aquarium, Dr. Sun-Yat Sen Gardens, Maritime Museum, HR MacMillian Space Centre ;</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure fee structure is equitable to affordability</li> <li>• Applicants are screened and must show proof of residence</li> <li>• Program also includes Immigrant Service Society applicants and Agency staff cards for organizations working with low income patrons.</li> </ul>	<p><b>Basic Needs</b></p> <ul style="list-style-type: none"> <li>• All residents have an opportunity to participate in basic recreation programs regardless of ability to pay</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
Program to Address Financial Accessibility (Parks and Recreation - cont)	<ul style="list-style-type: none"> <li>Partner with Community Associations to reduced rates to family/senior/youth programs.</li> </ul>		
Programs to Address Accessibility for Cultural, Communication and Physical Challenges (Parks and Recreation)	<p><b>Funding and Direct Delivery</b></p> <ul style="list-style-type: none"> <li>Adapted programs and equipment for people with disabilities requiring support</li> <li>Develop and operate recreation programs for disabilities</li> <li>Hire diverse, multicultural, multilingual staff</li> <li>Translation services are available</li> <li>Operating and facility funds are supported by the Park Board</li> </ul> <p><b>Advocacy and Education</b></p> <ul style="list-style-type: none"> <li>role to support and provide staff &amp; volunteer training;</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>Work and consult with partner organizations to offer specialized programs, services and resources to new immigrants, English As Second Language Course, programs for inner city and physically challenged participants</li> </ul>	<p>Attendant Welcome policy permits free admission for an attendant of any person with a disability who needs support to fully participate.</p> <p>Accessibility provided through adapted equipment for programs and volunteer support;</p> <p>Making All Recreation Safe (MARS) - a program for staff to address diversities and disabilities.</p>	<p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>equitable access to participation in recreation programs and services;</li> <li>provides support to families and allows increased participation</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>builds relationships and partnerships to provide services and programs;</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<b>Vancouver Police Department</b>			
Police Athletic League Youth Services (Police Department)	<p><b>Funding and Direct Delivery</b></p> <ul style="list-style-type: none"> <li>• Private and Corporate Donations</li> <li>• Volunteer time from Officers</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• Partnerships with community based athletic, recreational and educational programs</li> </ul>	<ul style="list-style-type: none"> <li>• To foster positive rapport and mutual trust between police officers and youths</li> <li>• To provide a safe and supervised environment for youths to work with Police officers who serve as positive role models</li> <li>• Assist and encourage youths to become involved in community sports and activities</li> </ul>	<p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>• Promotes integrity, respect, fairness and the development of positive self image</li> <li>• Enhancement of self esteem and motivation in youths</li> </ul> <p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>• To promote the learning of successful interpersonal and other skills that mitigate against the occurrence of youth crime</li> </ul>
School Liaison Program (Police Department) Youth Services  Partnership with Vancouver School Board	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Annual Policing Budget</li> </ul> <p><b>Partnership Development</b></p> <ul style="list-style-type: none"> <li>• The entire school community including teaching staff, parents and students</li> </ul>	<ul style="list-style-type: none"> <li>• Combining education, education, law enforcement, counselling, crime prevention and community relations to meet the diverse needs of the school community</li> <li>• Deliver safety and crime prevention lessons to students, parents and staff</li> </ul>	<p><b>Human Capacity</b></p> <ul style="list-style-type: none"> <li>• Enhancing the safety and security of the school</li> <li>• Act as a legal resource for students, administrators and teaching staff</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
School Liaison Program (Police Department - cont.)		<ul style="list-style-type: none"> <li>• Elimination of barriers between youth and Police while promoting Police as an accessible community service</li> <li>• Counsel and talk informally with students</li> <li>• Investigate criminal offences relating to the school and its population</li> </ul>	<p><b>Social Capacity</b></p> <ul style="list-style-type: none"> <li>• Serve as a liaison between the school and the criminal justice system</li> <li>• Coach teams, join clubs and escort field trips</li> <li>• Enhance community relations between youth and Police</li> </ul>

City Policy/ Programs/ Strategy Area	Implementation	Principles/Best Practices	Social Sustainability Component (Basic Needs, Human Capacity and Social Capacity)
<b>Vancouver Public Library</b>			
Strategic Objectives 2005 (Vancouver Public Library)	<b>Delivery</b> <ul style="list-style-type: none"> <li>• Customised services to reflect individual and community need</li> <li>• Outreach to poorest areas of the City '</li> <li>• Enhanced Multilingual Services</li> </ul>	<ul style="list-style-type: none"> <li>• Mission: To enrich the life of every person in our community by providing access to the world's ideas and information."</li> <li>• The VPL has an accessibility policy that stipulates the every endeavour should be made to make the library collections accessible to all, including outreach an physical layout of the libraries</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Access to life long learning</li> <li>• Increased literacy and knowledge</li> </ul> <b>Social Capacity</b> <ul style="list-style-type: none"> <li>• Partnerships between the VPL and community</li> <li>• Celebrates local neighbourhoods and connects individuals within their community</li> </ul>
Writer in Residence Program 2005 (Vancouver Public Library)  Writer in Residence Program 2005 (Vancouver Public Library - cont.)	<b>Delivery</b> <ul style="list-style-type: none"> <li>• Promotion of Canadian writing and literacy to Vancouver residents</li> <li>• Selected authors spend time writing, mentoring of emerging writers, conducting workshops and expanding special programs for Downtown Eastside residents.</li> </ul> <b>Partnership</b> <ul style="list-style-type: none"> <li>• Funding provided through Canada Council for the Arts, Friends of the Vancouver Public Library and private donation.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes the communication of ideas and information</li> <li>• Promote an awareness of contemporary issues while continuing to maintain impartiality and sensitivity.</li> <li>• Attract non-users and reflect the need to connect programs with library resources</li> <li>• Freely available to the public</li> <li>• Provide an entertaining, enjoyable and educational experience</li> </ul>	<b>Human Capacity</b> <ul style="list-style-type: none"> <li>• Stimulate interest in and use of the Library</li> <li>• Promote interest in reading</li> </ul> <b>Social Capacity</b> <ul style="list-style-type: none"> <li>• Promotes the exchange of ideas among communities</li> <li>• Creates opportunities for education and writing</li> </ul>



## APPENDIX B: Definitions of Social Development, Quality of Life, Sustainability, and Social Sustainability

### Social Development and the City of Vancouver

Social Development encompasses all the work and activities that are intended to improve the social well-being of all members of society.

### Quality of Life

Quality of Life is the sum of factors that contribute to the social, environmental and economic well-being of citizens.

Quality of life is enhanced and reinforced in municipalities that:

- Enable residents to meet their basic needs;
- Promote a fair and equitable sharing of common resources;
- Develop and maintain a vibrant local economy;
- Protect and enhance the natural and built environment;
- Offer opportunities for the attainment of personal goals, hopes or aspirations; and
- Support rich, social interactions and the inclusion of all residents in community life.

### Sustainability and the City of Vancouver

The City's definition of sustainability notes that there are three components to sustainability: economic, social and ecological. In April 2002, Council approved the following definition of sustainability, and endorsed sustainability as a guiding principle for future development:

*A sustainable Vancouver is a community that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is a place where people live, work, and prosper in a vibrant community of communities. In such a community sustainability is achieved through community participation and the reconciliation of short and long term economic, social and ecological well-being.*

In April 2002, City Council directed staff to, "as a matter of ongoing program improvements, review existing policies and programs with a view to applying the City of Vancouver's Principles for Sustainability throughout the City organization." The City's commitment to sustainability reflects the growing awareness that actions taken by governments must conserve resources and minimize negative impacts on the environment and community. Social sustainability deals with complex issues such as quality of life, health, equity, liveability, and social inclusion. The overall objective of social sustainability has significant implications for the long-term health of communities and citizens.

### Social Sustainability Definition for the City of Vancouver

The following definition of Social Sustainability was adopted by Council on May 24, 2005:

#### 1. Definition:

For the purpose of the City's work, the following is the definition of social sustainability:

#### **Social Sustainability**

For a community to function and be sustainable, the basic needs of its residents must be met. A socially sustainable community must have the ability to maintain and build on its own resources and have the resiliency to prevent and/or address problems in the future.

There are two types or levels of resources in the community that are available to build social sustainability (and, indeed, economic and environmental sustainability) - individual or human capacity, and social or community capacity.

Individual or human capacity refers to the attributes and resources that individuals can contribute to their own well-being and to the well-being of the community as a whole. Such resources include education, skills, health, values and leadership.

Social or community capacity is defined as the relationships, networks and norms that facilitate collective action taken to improve upon quality of life and to ensure that such improvements are sustainable.

To be effective and sustainable, both these individual and community resources need to be developed and used within the context of four guiding principles - equity, social inclusion and interaction, security, and adaptability.

#### 2. Required components of social sustainability

Social sustainability can be understood to be made up of three required components and four guiding principles. The three components of social sustainability are (1) basic needs, (2) individual or human capacity and (3) social or community capacity.

##### 1. *Basic needs* of residents can continue to be met through:

- Appropriate, affordable housing, with flexibility to meet changing needs - the needs of those on low and moderate incomes, the needs of those with special circumstances such as physical and mental illness, and the needs of all as they age
- Appropriate, affordable health care available in the community
- Locally produced, nutritious food that is affordable
- Jobs that enable people to be productive and utilize their skills and abilities
- Sufficient income for people to be able to financially support themselves and their families
- Safe communities and workplaces

##### 2. *Individual or human capacity* can be maintained and enhanced through:

- Opportunities to develop and upgrade skills
- A variety of local employment opportunities throughout the region



- Opportunities to develop and make use of creativity and artistic expression
  - Appropriate, affordable formal and informal life-long learning
  - Appropriate, affordable recreation, leisure and cultural facilities and programs
  - A range of opportunities for individuals to contribute to the health and well-being of the community
3. *Social or community capacity* can be maintained and enhanced through:
- Support and encouragement for community economic development
  - Community “identity” is reflective of community diversity
  - Involvement in public processes and their results, and in government
  - Opportunities and places for social interaction throughout the community
  - Opportunities, resources and venues for a variety of arts, cultural and community activities
  - Support and encouragement for community organizations and networks

### 3. Guiding Principles of Social Sustainability

There are four guiding principles that are referred to in the definition and direct socially sustainable work. They are described as follows:

1. *Equity* - when individuals have access to sufficient resources to participate fully in their community and have opportunities for personal development and advancement and there is a fair distribution of resources among communities to facilitate full participation and collaboration. Inequities can be minimized by recognizing that individuals and groups require differing levels of support in order to flourish, and that some individuals and groups are capable of contributing more than others to address disparities and promote fairness of distribution. Lower levels of disparity in societies result in longer life expectancies, less homicides and crime, stronger patterns of civic engagement and more robust economic vitality.
2. *Social inclusion and interaction* - both the right and the opportunity to participate in and enjoy all aspects of community life and interact with other community members; where the environment enables individuals to celebrate their diversity and react and act on their responsibilities. Social exclusion limits the levels of involvement and impedes optimal healthy development of individuals and the community as a whole.
3. *Security* - individuals and communities have economic security and have confidence that they live in safe, supportive and healthy environments. People need to feel safe and secure in order to contribute fully to their own well being or engage fully in community life.
4. *Adaptability* - resiliency for both individuals and communities and the ability to respond appropriately and creatively to change. Adaptability is a process of building upon what already exists, and learning from and building upon experiences from both within and outside the community.