

**Final Report to City Council**

# **Healthy City Strategy**

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## Executive Summary

The Healthy City Strategy is a ten-year strategy that aligns existing city plans, strategies, and initiatives, as well as the work happening in community through partners and stakeholders, to make St. John's a healthier city.

Pre-engagement and research informed the first draft of the Healthy City Strategy and reflected relevant evidence, research on healthy city frameworks, best practices, and related projects in other jurisdictions across the country and world. It was reviewed, edited, and influenced by a team of internal city staff, external stakeholders, advisory committees, working groups, experts' panels, youth groups, and our key partner, Eastern Health. This final version builds on this work, and includes further input from relevant stakeholders, as well as data collected from the month-long public engagement on the strategy.

Through research and pre-engagement, key healthy city pillars, goals, assets, and implementation strategies were drafted to provide the framework for the Healthy City Strategy. The pre-engagement also led to the identification of related actions (short, medium, and long-term) to support each of the implementation strategies in the coming years. The primary goals of the extensive pre-engagement process were:

- To identify and align the work that is currently being done by the city, key stakeholders, and various levels of government to make St. John's a healthier city
- To capture this work using plain, easy to understand language that all stakeholders agree upon
- To identify and align the work that needs to be done (gaps) by the city, key stakeholders, and various levels of government to make St. John's a healthier city
- To engage with all key stakeholders and demographics, including individuals with lived experience, of the barriers/gaps that limit health and wellness

The recent public engagement process validated the goals and implementation strategies that were outlined in the first draft of the strategy.

The purpose of this document is to present the final version of the Healthy City Strategy, and to gain approval from Council to begin the implementation process.

### ***The Healthy City Strategy (Background)***

A Healthy City Strategy provides decision-makers, staff, partners, and stakeholders with a framework to consider health and wellness as part of their strategic planning, budgeting, and delivery of programs and services. Having a formalized strategy helps engage and align the community and other levels of government on issues that matter to them, while promoting change at the neighborhood level.

The Healthy City Strategy helps the City of St. John's communicate a plan for making St. John's a healthy city, while sharing the work that is already happening behind the scenes, that is not always as visible.

The final draft of the Healthy City Strategy focuses on a vision and mission that aligns existing plans, strategic directions, and initiatives to build a multi-disciplinary, interdepartmental strategy that focuses on improving health for everyone. The strategy also contains goals and implementation strategies that focus on gaps that were identified by key stakeholders and a review of best practices. The scope of the goals and implementation strategies were also validated through a public engagement process as detailed within this report.

Mission: The Healthy City Strategy is about making changes in our systems and neighborhoods that promote mental and physical health, strengthen capacity, and create a healthy future for all.

Vision: St. John's is a progressive, inclusive, and connected city with active, healthy citizens, living in affordable, accessible, complete neighborhoods where citizens can move about freely, connect with the natural environment and feel a sense of belonging.

### **A city where people thrive!**

The Healthy City Strategy works to integrate all existing Municipal plans, strategies and initiatives together to create a framework that improves our ability to work across departments to better people's health. This is demonstrated in:

- Municipal Plans e.g. *Envision St. John's Municipal Plan; Bike Master Plan; Parks and Open Space Master Plan and the upcoming Transportation Master Plan and Resilient St. John's Plan.*
- Strategies e.g. *2019-2020 Strategic Plan; Affordable Housing Strategy.*
- City Initiatives e.g. *High Five Accreditation; Age-Friendly Cities; Neighbourhood Mapping; and Community Gardens on City-land.*

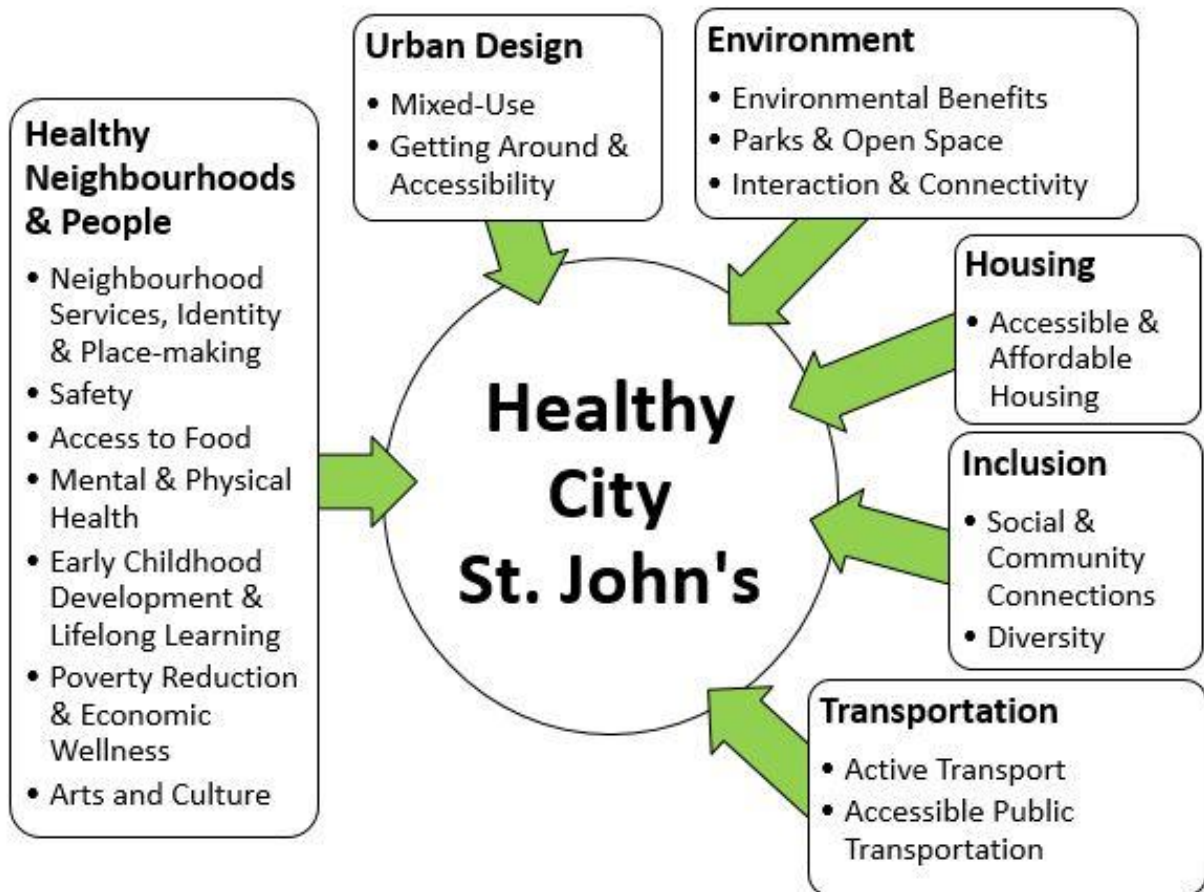
The strategy also reflects the population public health goals as identified by Eastern Health during the pre-consultation. Alignment with initiatives across various levels of government, such as the Provincial Government's Health Accord NL, were also considered in the development of the strategy.

### **Collaboration with Eastern Health**

Through the development of the first draft, a key partnership emerged with Eastern Health. This unique partnership was formalized with the signing of the 'Memorandum of Understanding' in May 2021. This partnership will leverage ongoing cooperation and collaboration between the City of St. John's and Eastern Health, and support

opportunities for further collaboration across sectors for the implementation of the Healthy City Strategy.

The Healthy City Strategy has **six key pillars**, each of which has its own respective goal. Within each of these pillars, there are a series of **healthy city assets**, unique building blocks that will help us to evaluate and support health and wellness in the 28 neighbourhoods that make up St. John's. To support the development of the assets, a series of **implementation strategies** have been identified. By working on each of the identified implementation strategies, we are supporting the development of healthy city assets, which ultimately supports the pillars and their respective goals.



The public engagement process gave residents an opportunity to provide input into the strategy, which in combination with continued input from key stakeholders, partners, and Advisory Committees, further informed and validated the proposed implementation strategies and their related goals.

After approval from Council, the next phase of the strategy will be to formalize the Steering Committee to oversee the implementation of the strategy. The Steering

Committee headed by the Mayor and C.E.O. of Eastern Health, will be supported by a mobilization team, comprised of key City and Eastern Health staff who will action their directives.

**Next steps:**

**Formal Council Approval of Healthy City Strategy Goals & Implementation Strategies**

**Formation of Healthy City Strategy Steering Committee**

- Bring together invested stakeholders, partners and staff to formalize the Healthy City Strategy Steering Committee
- Meet with Provincial Government Health Accord NL team to discuss alignment of Healthy City Strategy with Accord Strategies

**Development of an On-Going Communications & Engagement Plan**

- The Healthy City Mobilization Team will work with Communications teams to develop a plan for the release of the Healthy City Strategy to the public as well as on-going progress updates
- Because the Healthy City Strategy is not meant to be rigid, ongoing public engagement will take place over the course of the implementation to ensure that the activities and actions that result evolve with the changing needs in our neighborhoods and city

**On-Going Evaluation**

- The Healthy City Mobilization Team will develop an on-going evaluation framework to monitor effectiveness of the strategy as it unfolds

# Healthy City Strategy – Detailed Report

## Introduction

A Healthy City Strategy is a progressive way forward that prioritizes the alignment of existing city plans, strategies, and initiatives with the plans of key stakeholders and other levels of government, to make St. John's a healthier, more livable, happy city for all residents. This strategy focuses on health in its fullest form and considers the physical, mental, social, and environmental health conditions in our city. The health and well-being of residents depends on strategic action from our council, staff, partners, the community at large, and residents themselves.

Considerable pre-engagement and research influenced the first draft of the Healthy City Strategy. Its content reflected relevant evidence, research on healthy city frameworks, best-practice toolkits, and related projects in other jurisdictions across the country and world. Through this work, key healthy city pillars, goals, assets, and implementation strategies were created to guide the Healthy City Strategy, with drafted examples of short, medium, and long-term actions. A month-long Public Engagement of the draft strategy has provided insight into the issues relating to health that are of most importance to residents and validated the goals and implementation strategies.

To build a healthier city for all, we need to ensure that everyone is represented in the strategy. Ongoing public engagement and collaboration with stakeholders, partners and levels of government will ensure that this strategy achieves its purpose. The Healthy City Strategy calls on everyone, from residents and community organizations to experts and stakeholders in all areas of health.

The Healthy City Strategy is a long-term plan that brings health to the decision-making table, and to every home in the City of St. John's.

## Defining Health & Wellbeing

It is important to note that throughout the Healthy City Strategy, when we mention "health" we are referring to the World Health Organization's definition of health, as:

*"... a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity"* – Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946<sup>1</sup>

Whereas "well-being" refers to:

*"Presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time-use, high levels of democratic participation, and access*



*to and participation in leisure and culture.* – Canadian Index of Wellbeing, University of Waterloo<sup>2</sup>

## What is a 'Healthy City'?

According to the World Health Organization, the definition is:

*“A healthy city is one that is continually creating and improving those physical and social environments and expanding those community resources which enable people to mutually support each other in performing all the functions of life and developing to their maximum potential. - The World Health Organization Health Promotion Glossary, 1998”<sup>3</sup>*

And, to us, a 'Healthy City' is:

“A city where all residents, regardless of their background, or what neighbourhood they live in, have access to the physical, social, economic and environment conditions that promote health and wellbeing.”

## Why is a Healthy City important?

Cities have an important role in promoting health because they plan, make decisions, and offer services in the places where we live, work, and play<sup>4</sup>. We know that our postal code has as much influence on our health as our genetic code. When environments are designed to support health, it not only positively impacts people's health and wellness, but also our economy<sup>4,5</sup>. Therefore, it makes good sense for local governments to invest in building supportive environments that make the healthy choice, the logical choice for residents. And, most importantly, healthy cities are places where people want to live.

## The Framework for a Healthy City

There is no one framework for a healthy city, each is based on local input. However, through a review of success factors of healthy city projects and initiatives in other jurisdictions, five essential components have been identified that build on a city's capacity to improve people's health and wellbeing<sup>6</sup>. They are:

### *Community/Citizen Engagement*

The first draft of the Healthy City Strategy focused on pre-engagement with City and Eastern Health staff whose work directly aligns with the Healthy City Strategy and with external stakeholders, such as City of St. John's Advisory Committees, Working Groups, Expert Panels, and youth groups. For a complete breakdown of pre-engagement, see Appendix A. This was followed by the Public Engagement that provided residents, and organizations representing hard to reach individuals, with the opportunity to share input on the Strategy.

Continued engagement, both internally and with the public, allows the strategy to draw insights and energies from the people who work for and make up the City of St. John's.

### Multi-Sectoral Collaboration

The City of St. John's worked with Eastern Health's Population and Public Health team to develop the first draft of the Healthy City Strategy. This unique partnership agreement will leverage ongoing opportunities for further collaboration across sectors for the implementation of the Healthy City Strategy. *(For more information see section on 'Partnerships and the External Advisory Committee').*

To achieve positive outcomes, the Healthy City Strategy will continue to foster an environment of collaboration between sectors (private, public, and academic sectors) and levels of government to create innovative solutions for complex community issues that impacts people's health.

### Political Commitment

In December 2018, the St. John's City Council unanimously approved the development of a Healthy City Strategy. This was the first step on behalf of city council to improving health outcomes in our neighbourhoods. In May 2021, Mayor Breen and David Diamond, Chief Executive Officer – Eastern Health, signed a Memorandum of Understanding to formalize the partnership that will support the development and execution of the Strategy.

As part of the Healthy City Strategy, the City of St. John's and Eastern Health will also advocate for and support collaboration across all three levels of government (municipal, provincial, federal) to create systemic changes that support this Healthy City Strategy. This includes connecting and aligning the Healthy City Strategy with the Provincial Government's Health Accord NL.

### Healthy Public Policy

A healthy city uses healthy public policies to improve health outcomes at the neighbourhood level, and to outcomes at the level of governance. Healthy public policies are those that support healthier environments which allow all people equal opportunities to lead their healthiest lives<sup>7</sup>.

### Asset-based Community Development

Governments have the ability to build healthier cities by planning around the assets that support a healthy city. Examples include accessible and affordable ways of getting around; complete communities/neighbourhoods and streets; mixed use-density urban planning; affordable housing options; and connected communities with equitable access to facilities, services, parks and open spaces<sup>8</sup>.

In the Healthy City Strategy this is broken down into healthy city pillars, supportive assets, and respective implementation strategies (see 'Creating an Action Plan' for more).

## Developing a Healthy City Strategy

A Healthy City Strategy provides our municipal decision-makers, staff, partners, and stakeholders with a framework to consider health as part of their strategic planning, budgeting, and in the delivery of programs and services. Having a formalized strategy helps engage the community on issues that matter to them, while promoting change at the neighborhood level.

The Healthy City Strategy helps the City of St. John's communicate our plan going forward for making St. John's a healthy city, while sharing the work that is already happening behind the scenes, that is not always as visible.

The final draft of the Healthy City Strategy focuses on a vision and mission that aligns existing plans, strategic directions, and initiatives to build a multi-disciplinary, interdepartmental strategy that focuses on improving health for everyone. The strategy also contains goals and implementation strategies that focus on gaps that were identified by key stakeholders and a review of best practices. The scope of the goals and implementation strategies were also validated through the public engagement process as detailed within this report.

### *The Strategy's Vision and Mission*

**Mission:** The Healthy City Strategy is about making changes in our systems and neighborhoods that promote mental and physical health, strengthen capacity, and create a healthy future for all.

**Vision:** St. John's is a progressive, inclusive, and connected city with active, healthy citizens, living in affordable, accessible, complete neighborhoods where citizens can move about freely, connect with the natural environment and feel a sense of belonging.

**A city where people thrive!**

### Integrating Existing Municipal Plans and Strategies

The City of St. John's strives to be a healthy city, and this is demonstrated in:

- Municipal planning documents (such as *Envision St. John's Municipal Plan*; *The Bike Master Plan*; *Parks and Open Space Master Plan* and the upcoming *Transportation Master Plan*)
- Strategies (such as *2019-2020 Strategic Plan*; *Affordable Housing Strategy*)
- City Initiatives (*High Five Accreditation*; *Age-Friendly Cities*; and *Community Gardens on City-land*).

The Healthy City Strategy works to integrate all existing Municipal plans, strategies, and initiatives together to create a framework that improves our ability to work across departments to better people's health.

To do this, the Healthy City Strategy looks across city departments for opportunities where we can work better together and identify the gaps of where more work is needed to promote better population health, while sharing the good work that is already happening to make St. John's a healthier city.

This work will not be taken on alone, by engaging key stakeholders, partners, experts, and residents, we can create environments that support the health of residents and highlight health equity in the political agenda.

#### Partnerships and the external Steering Committee

This integrative strategy has brought together the City of St. John's and Eastern Health as key partners, working together to improve the health and wellbeing of residents in St. John's. Through this Healthy City partnership, a *'Memorandum of Understand'* (MOU) has been created to solidify this partnership agreement, with the intent of bringing together a multi-sectoral 'Steering Committee' of key stakeholders, partners, and experts to guide the implementation of the Healthy City Strategy. The MOU can be found as Appendix B.

As indicated in the MOU, this partnership agreement reinforces our collective goal of making more informed decisions on issues that impact population health. Under the agreement, both partners commit to a guiding vision, partnership principles and frameworks to facilitate on-going efforts to collectively improve the health, inclusion and safety of all residents in the City of St. John's. This work will be guided by the Healthy City Steering Committee, and mobilized in neighbourhoods across the city.

The Healthy City Steering Committee will be made up of stakeholders to provide leadership and guidance on the implementation of the Healthy City Strategy. This includes providing expert knowledge and evidence to inform decision making, advocating for systems level changes across levels of government, and supporting healthy public policies that reduce inequities in health. It will also support new partnerships, collaborations, and working groups to increase capacity to address the social determinants of health and create environments that support health equity for every neighbourhood across the city. As such, both a top-down and bottom-up approach will be taken to implement this strategy. To learn more about the Healthy City Strategy Steering Committee, see the Healthy City Strategy Steering Committee, Terms of Reference, found as Appendix C and Steering Committee Procedures as Appendix D.

In summary, this Healthy City partnership agreement will contribute to improving health and wellness outcomes by implementing evidence-based policies and practices that work to close the gap in health status between neighbourhoods, while addressing the

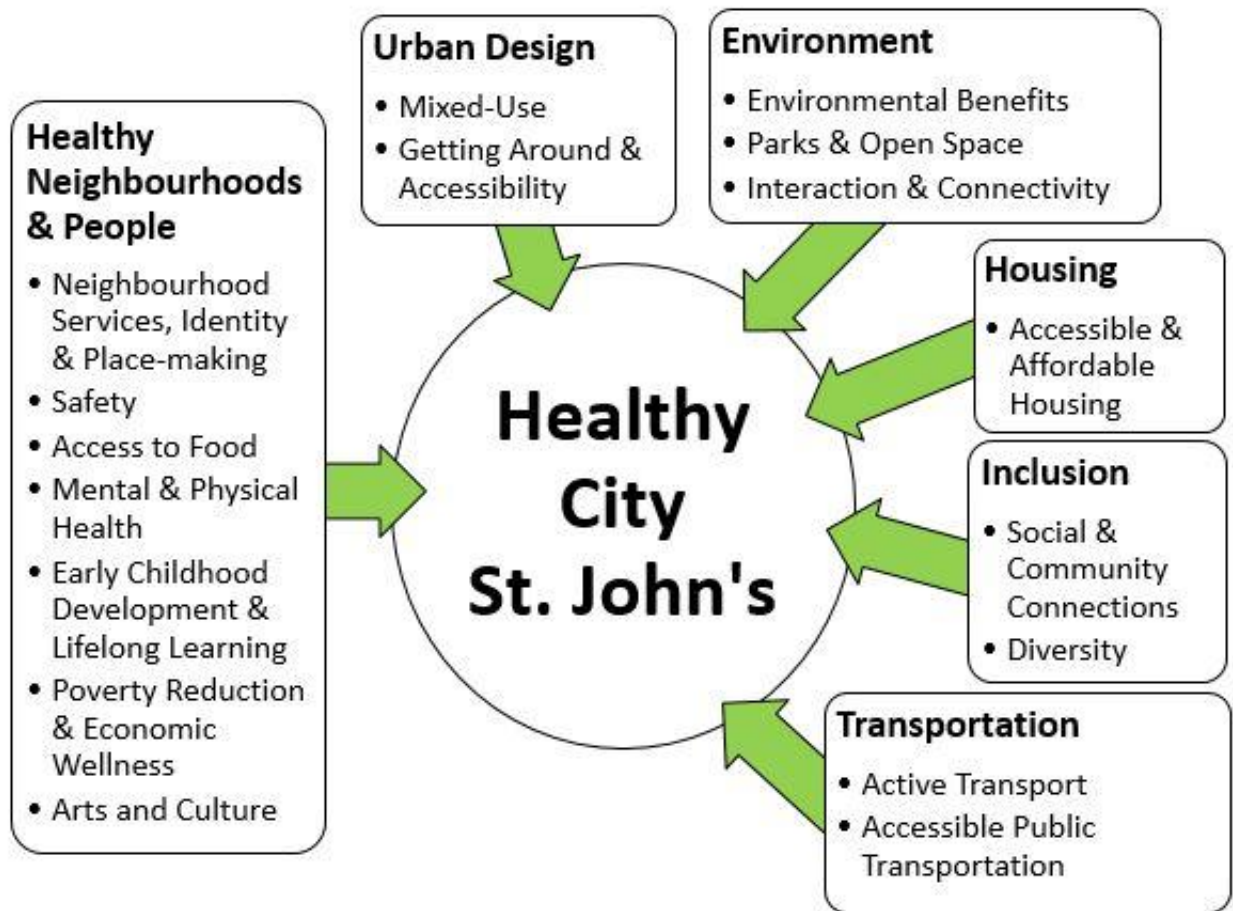
social determinants of health.

## Creating an Action Plan

Through an extensive review of healthy city research, best practices from across Canada, and by reviewing our own city plans, strategies, and initiatives, **six key pillars** emerged as the focus areas that bring this Healthy City Strategy together. Within each of the pillars, there are a series of **healthy city assets**, which serve as the “building blocks” that support healthier neighbourhoods. These assets will help us to evaluate the built, social, and natural environment and by extension, how this impact population health.

For residents to live their healthiest lives, it's important that we work toward supporting each of the healthy city assets in each of our 28 neighbourhoods. In the planning of this strategy, we have worked across departments, and with external stakeholders, to identify a series of **implementation strategies** to support the development of these identified healthy city assets. These implementation strategies and their related goals have been further informed and validated because of the public engagement on the strategy.

By working on each of the identified implementation strategies, we are supporting the development of healthy city assets, which ultimately supports the pillars and their respective goals. The following infographic shows how each of the pillars and assets fit together to support a Healthy City.



### Healthy City Strategy Pillars, Goals, and Implementation Strategies

Detailed below is a full breakdown of each pillar, their respective goal, assets, and implementation strategies.

#### Healthy City Pillar: Healthy Neighbourhoods and People

A city of complete neighbourhoods where residents feel safe, healthy, and connected to each other - neighbourhoods where people want to live, learn, work and play.

**Healthy City Asset:** Neighborhood Services, Identity & Place-making

**Implementation Strategies:**

1.0 Support the use of public spaces in neighborhoods that contribute to place-making

1.1 Continue to **foster connections between people and places** in neighborhoods *[from: Envision St. John's draft Municipal Plan]*

1.2 Work with partners to develop policy approaches to improve health and wellness at the neighbourhood level

1.3 Connect residents with health support services in every neighbourhood across the city

**Healthy City Asset: Safety**

**Implementation Strategies:**

1.4 Improve the safety and accessibility of neighborhoods and streets for all residents, including under-represented groups

1.5 Improve collaboration on emergency planning with Eastern Health to support and protect public health and safety

**Healthy City Asset: Mental and Physical Health**

**Implementation Strategies:**

1.6 Support training in mental and physical health promotion activities across the City of St. John's and partnering community organizations

1.7 Identify strategies and tools to improve health literacy as part of health promotion across the lifespan

1.8 Work with partners to increase social programs and resources for parents, guardians and caregivers that support mental health

1.9 Create equitable opportunities for residents to engage in active lifestyles

**Healthy City Asset: Early Childhood Development & Lifelong Learning**

**Implementation Strategies:**

1.10 Work with partners to design programs and services that support early childhood development

1.11 Support and connect parents and guardians with access to information and education that promotes healthy child development

1.12 Provide opportunities that enable residents of all ages, abilities, and backgrounds to participate in programs that build new skills



**Healthy City Asset: Arts and Culture**

**Implementation Strategies:**

1.13 Encourage the growth and development of arts and culture in the City of St. John's, including considerations of diversity and inclusion

**Healthy City Asset: Access to Food**

**Implementation Strategies:**

1.14 **Support and protect local food systems, including urban agriculture, local food production and distribution** *[from: Envision St. John's draft Municipal Plan]*

1.15 Support [food security](#) through efforts to expand access to healthy, affordable, and culturally appropriate food within a sustainable food system.

1.16 Work with community partners to create environments that support healthy eating in all neighbourhoods

1.17 Empower residents by strengthening food literacy to improve food and nutrition knowledge, skills, self-efficacy, and confidence

**Healthy City Asset: Poverty Reduction & Economic Wellness**

**Implementation Strategies:**

1.18 Collaborate and work with the provincial government and community partners to advocate for, and to create improved social supports for persons living in poverty

1.19 Work with community partners to minimize health inequities in vulnerable populations

1.20 Make St. John's an **attractive, livable city** for persons of all ages, abilities and backgrounds *[from: Roadmap 2021 Economic Plan]*



## Healthy City Pillar: Urban Design

A City where resident's quality of life is improved through the development of accessible, healthy built environments, neighbourhoods and public spaces

### **Healthy City Asset: Mixed-Use**

#### **Implementation Strategies:**

1.0 Support the **creation of complete, mixed use neighbourhoods** for all new and re-development opportunities *[from: Envision St. John's draft Municipal Plan]*

1.1 Adopt healthy community policies under the Municipal Plan

### **Healthy City Asset: Getting-Around & Accessibility**

#### **Implementation Strategies:**

1.2 Enhance **neighborhood walkability** and wheel-ability *[from: Envision St. John's draft Municipal Plan]*

1.3 Enhance the **accessibility of streetscapes** and facilities using universal design principles *[from: Envision St. John's draft Municipal Plan]*

1.4 Increase understanding, advocacy and implementation of Universal Design Principles

1.5 Support the **implementation of complete streets** guidelines *[from: Envision St. John's Municipal Plan]*

## Healthy City Pillar: Environment

Connect and preserve parks and open spaces to support equitable access to natural environments

### **Healthy City Asset: Parks & Open Space**

#### **Implementation Strategies:**

1.0 Support the addition and preservation of diverse and accessible forms of neighborhood parks

### **Healthy City Asset: Interaction & Connectivity**

#### **Implementation Strategies:**

1.1 Use **greenways and trails to provide continuous connections between neighborhoods and to destinations across the city** *[from: Open Space Master Plan]*

1.2 Support the **connectivity of natural space to neighborhoods and residential areas** *[from: Open Space Master Plan]*

1.3 Support natural environment features and **sustainable infrastructure in public spaces and in new developments to mitigate the impacts of climate change** *[from: Envision St. John's draft Municipal Plan]*

#### **Healthy City Asset: Environmental Benefits**

##### **Implementation Strategies:**

1.4 Support the development and implementation of a stormwater management policy, incorporating climate change, **to ensure safe, clean, reliable drinking water** *[from: Envision St. John's draft Municipal Plan]*

1.5 Support a sustainability plan to address the effects of climate change on the City of St. John's

#### Healthy City Pillar: Housing

A city with a wide range of affordable, adequate, and accessible housing options that contribute directly to community health, sustainable growth and economic security

#### **Healthy City Asset: Accessible & Affordable Housing**

##### **Implementation Strategies:**

1.0 Support **the implementation of the City of St. John's Affordable Housing Strategy to address housing needs by working with partners, stakeholders, and residents to create and maintain safe, suitable and affordable housing throughout the city** *[from: Affordable Housing Strategy 2019-2028]*

1.1 **Support End Homelessness St. John's, Community Entity under Reaching Home, as they lead the implementation of the St. John's community Plan to End Homelessness** *[from: Affordable Housing Strategy 2019-2028]*

1.2 **Advocate for and support collaboration across all three levels of government in their housing and homelessness sector commitments** *[from: Affordable Housing Strategy 2019-2028]*

1.3 Increase residents understanding of the connection between affordable housing and health (addressing housing as a basic human rights and health equity issue)

#### Healthy City Pillar: Inclusion

A diverse city where residents of all ages, abilities, and backgrounds feel safe, included, connected, with each other and with the city.

#### **Healthy City Asset: Social and Community Connections**

##### **Implementation Strategies:**

1.0 Support activities, policies, and programs that enable equitable opportunities for residents to participate in and connect with the city

1.1 Collaborate with community partners to support transitional, alternative, and bridging programming to connect people to the community

#### **Healthy City Asset: Diversity**

##### **Implementation Strategies:**

1.2 Foster equity and support diversity initiatives and visibility of under-represented groups and demographics in St. John's

1.3 Foster inclusion and anti-racism in our city through collaboration with individuals, organizations and experts with lived experience of racism and discrimination\*

\*including, but not limited to: ableism, indigeneity sexism, sexual-orientation, gender-identity, cultural identity.

#### Healthy City Asset: Transportation

An efficient, active and accessible transportation network that gets people where they need to go safely

#### **Healthy City Asset: Active Transportation**

##### **Implementation Strategies:**

1.0 Support the **implementation, monitoring and evaluation of the Bike Master Plan** [from: *Bike St. John's Master Plan*]

1.1 Support the **expansion and maintenance of a safe, accessible active transportation network** for all users [from: *City of St. John's Strategic Plan 2019-2029*]

## **Healthy City Asset:** Accessible Public Transportation

### **Implementation Strategies:**

1.2 Support a **sustainable, efficient, accessible public transportation system** *[from: Envision St. John's draft Municipal Plan]*

1.3 **Increase public transit through higher density and mixed-use areas, and along main transit corridors** *[from: Envision St. John's draft Municipal Plan]*

1.4 Build an **accessible, coordinated multi-modal transportation system** *[from: City of St. John's Strategic Plan 2019-2029; Bike St. John's Master Plan]*

## Public Engagement for the Healthy City Strategy

### **Duration:**

May 17<sup>th</sup> to June 22<sup>nd</sup>.

### **Purpose:**

To strengthen our understanding of what a healthy city means to the residents of St. John's, and to identify the assets and gaps within their neighbourhoods as well as to evaluate the draft implementation strategies.

### **Recruitment:**

The engagement tools were promoted through various forms of media, including the city website, radio station ads, social media, news coverage and through professional and stakeholder networks. Additionally, city staff encouraged harder-to-reach populations to participate by collaborating with neighbourhood community centres, youth, senior, and inclusion groups.

### **Scope:**

Over 600 St. John's residents participated in the engagement process including on-line and in person surveys, mapping tools, discussion boards and virtual public engagement sessions.

### **Survey Design and Interpretation:**

The Healthy City Strategy survey was designed to elicit a wide variety of perspectives by posing questions about healthy city assets in the city as a whole and those in participants' neighbourhoods. For example, the first survey question asks participants to rank 14 assets in order of importance to their health and wellness. This question helps

us understand what residents' primary health concerns are but does not provide any neighbourhood level information. In contrast, other questions explore the availability and accessibility of specific assets within neighbourhoods. This information allows us to compare how residents in different areas feel about their access to food, affordable housing, learning opportunities, and more. Both quantitative and qualitative data was collected to ensure we could compare the assets of neighbourhoods with numerical data, and also gain valuable insight into specific concerns that residents may have.

### **Conclusion:**

The data collected served to validate the draft implementation strategies, as well as provide valuable neighbourhood level information that will inform our related actions and by extension, help create more supportive environments to promote health and wellness for city residents.

### [Demographic representation](#)

The demographic characteristics of this sample are not perfectly representative of the St. John's population. Specifically, there was a low proportion of males and low-income households. In contrast, however, some hard-to-reach populations are well represented. For example, the proportion of respondents living with a disability is comparable to that of St. John's.

There was a wide range of age groups that completed the survey. Nonetheless, it is important to acknowledge that social and economic factors play a significant role in population health, influencing one's ability to access both their basic needs and health promoting resources. Thus, considering the needs and challenges faced by under-represented groups is critical to effectively identify and address health inequities.

City and Eastern Health staff will continue to work closely with a broad range of external stakeholders, community partners, Advisory Committees and working groups to help broaden the diversity of the population providing feedback on the strategy as it is executed. Examples of this type of collaboration is the work done with the St. John's Food Policy Council using data collected from the "Eat the City" food assessment report to strengthen the access to food asset. City staff serving on the First Voice working groups that will develop their Community Action Plan allows shared objectives to be built into the Inclusion Pillar and is another example of how stakeholder collaboration will strengthen the Strategy.

<b>Demographic Characteristics</b>	<b>n</b>	<b>%</b>
Gender identity (N=450)		
Male	115	25.6
Female	325	72.2
Something else, like gender fluid or non-binary	10	2.2
Age (N=455)		
Under 15 years	27	5.9
15-24 years	34	7.5
25-34 years	68	14.9
35-44 years	97	21.3
45-54 years	86	18.9
55 years and older	143	31.3
Region of St. John's (N=556)		
West	125	22.5
Central	132	23.7
East	299	53.8
Self-identified Indigenous status (N=443)	10	2.3
Household income (N=334)		
Under \$19,999	19	5.7
\$20,000-\$39,999	22	6.6
\$40,000-\$59,999	31	9.3
\$60,000-\$79,999	49	14.7
\$80,000-\$99,999	44	13.2
\$100,000 and over	169	50.6
Living with a disability (N=439)	61	13.9

### Public Engagement Highlights

Listed below are the healthy city assets that are most important to residents of St John's (ranked in order of importance).

1. Safety
2. Mental and physical health
3. Access to food
4. Parks and green spaces
5. Affordable housing
6. Environment and sustainability
7. Neighbourhood design
8. Active transportation
9. Inclusion and belonging
10. Public transportation
11. Lifelong learning
12. Arts and culture
13. Accessible housing
14. Diversity

Below you will find a further level of detail into the top five healthy city assets identified by residents. In-depth demographic characteristics and survey results relating to all of the assets, grouped by pillar, can be found in Appendices E through K.

### 1. Safety

- Although participants considered safety the most important asset to their health and wellness, very few (13.3%) considered their neighbourhood unsafe.
- Participants residing in the East end of the city perceived their neighbourhoods as the safest, followed by Central, and the West end.
- In addition to higher levels of safety, East end participants reported the strongest sense of inclusion and belonging in their neighbourhoods, while West end participants reported the lowest. Therefore, feeling disconnected from your neighbourhood may be a factor that contributes to lower perceptions of safety. Indeed, we found that there was a moderate association between safety and sense of belonging in one's neighbourhood.
- Common safety concerns cited included vehicle and home break-ins, poor biking infrastructure, and being unable to walk comfortably due to heavy traffic, speeding, lack of crosswalks, inadequate lighting, poor sidewalk clearing, and fears of harassment.

### 2. Mental and Physical Health

- Just over a third of respondents reported being satisfied or very satisfied with the mental and physical health amenities in their neighbourhood, while almost a quarter were dissatisfied or very dissatisfied.
- St. John's East residents reported the highest levels of satisfaction with mental and physical health amenities, followed by Central, and St. John's West.
- Several respondents indicated that additional active transportation and recreational opportunities within their neighbourhoods could help improve their mental and physical health.
- Some participants were explicitly concerned about access to health services, noting that physician shortages and long waitlists limit their access to mental health support.

### 3. Access to Food

- The majority (68.8%) of respondents indicated that they usually have access to healthy food options in their neighbourhood.

- Access to healthy food was greatest in the East end, where participants sometimes noted that having a sufficient income and a vehicle facilitates access to a wide variety of food options.
- West end neighbourhoods such as Shea Heights/Blackhead, Goulds and Southlands/Galway, which are among the more disperse regions of St. John's, reported having the greatest difficulty in accessing healthy food options.
- The distance to grocery stores and high costs of good quality foods were the two most frequently cited barriers that prevent people from making healthy food choices.

#### 4. Parks, Trails, and Green Spaces

- Well over half of respondents reported that parks, trails, and green spaces were available in their neighbourhoods, while 5.6% indicated that they were unavailable.
- Availability was highest in St. John's East, followed by St. John's West, and Central. Central residents living in West Heights and University Area were particularly dissatisfied, indicating that they would like to see more parks and green spaces within walking distance.
- A moderate association was found between availability of parks, trails, and nature, and satisfaction with mental and physical health amenities, suggesting that outdoor spaces are valued amenities that support mental and physical well-being.

#### 5. Affordable Housing

- While just over a third of participants reported having a good range of affordable housing options in their neighbourhood, the majority (60.8%) were satisfied or very satisfied with the amount of affordable dwelling near them.
- Although a lower proportion of East end respondents indicated having a good range of affordable housing options in their neighbourhood, they were most satisfied among all three regions.
- Participants frequently commented about how current housing prices prevent certain populations from entering the market, noting that single adults, newcomers, students, young families, and seniors often struggle to make their rent or mortgage payments, if they can afford to live independently at all.
- Renters commonly reported quality and maintenance concerns, with some participants indicating that their landlords are inattentive to their properties.
- Many participants indicated that they would like to see a wider variety of housing options within their neighbourhoods, with affordable dwelling interspersed with higher valued homes.



## Communications and Social Marketing Plan

Once approved by Council, staff will work with communications on a social marketing plan to release the Healthy City Strategy report to the public.

The Healthy City Strategy is one that is not meant to be rigid, but rather one that evolves to reflect the changing needs of our neighborhoods and city. For this reason, there will be ongoing consultation with external stakeholders, partners, internal staff Advisory Committees and the public over the course of the implementation to ensure that the activities and actions promote the best possible health outcomes for all residents.

## Evaluation and Reporting

Strategy partners and the Healthy City Mobilization Team will work on identifying related short, medium- and long-term actions. Through the partnership agreement with Eastern Health and the Steering Committee, we will have access to experts who can support the measurement and evaluation of changes at the neighbourhood level.

The Healthy City Strategy Steering Committee will be co-chaired by the Mayor and C.E.O. of Eastern Health and will be supported by other key stakeholders. The Healthy City Strategy Mobilization Team and associated working groups will provide regular reports to the Steering Committee as outlined in the Terms of Reference (Appendix C) These reports will be available to Council and updates on specific initiatives relating to the Strategy will be provided through Information Notes and Decision Notes.

## Summary

Healthy Cities don't just happen. They result from a creative vision, strategic decision-making and thoughtful implementation that respects the health needs and challenges of all residents. They happen by design through intentional and thoughtful investment and provision of infrastructure, programs, and services with health in mind.

This Healthy City Strategy focuses on ensuring that everyone has equitable access to programs, services, and conditions that support health and wellbeing.

The pillars, assets, and implementation strategies demonstrate a way forward for the City of St. John's to improve health, inclusion, and safety for all. With support from Council, Eastern Health, and other key stakeholders we will collaborate to achieve our vision of a healthy St. John's.

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## Appendices

### APPENDIX A – INTERNAL STAFF INVOLVED IN THE DEVELOPMENT OF THE HEALTHY CITY STRATEGY

Internal Staff that have assisted in the development of the Healthy City Strategy:

**Natalie Godden** – Healthy City Strategy Team Lead  
**Stephen Gurr** – Healthy City Strategy Team Support  
**Jessica O’Dea** – Healthy City Strategy Team Support  
**Judy Tobin** – Housing  
**Simone Lilly** – Housing  
**Lindsay Lyghtle Brushett** – Urban Design  
**Ken O’Brien** – Urban Design  
**Marianne Alacoque** – Transportation  
**Mike Adam** – Environment  
**Brian Head** – Environment  
**Edmundo Fausto** – Environment  
**Elizabeth Lawrence** – Economic Development  
**Thea Morash** – Arts & Culture  
**Crystal Barron** – Healthy Neighbourhoods and People  
**Jen McGrath** – Healthy Neighbourhoods and People  
**Karen Sherriffs** – Healthy Neighbourhoods and People  
**Vanessa Bambrick** – Inclusion  
**Trisha Rose** – Inclusion  
**Stacey Roberts** – Inclusion

External stakeholders, Advisory Committees, Working Groups, Expert Panels and other groups involved in the review of the Healthy City Strategy:

**Environment and Sustainability Experts Panel** – Environment  
**Affordable Housing Working Group** – Housing  
**Eastern Health Population Public Health** – Healthy Neighbourhoods and People  
**St. John’s Food Policy Council and residents with lived experience of food insecurity** – Access to Food  
**Community Sector Council Go-Getters NL Youth Group** – Healthy Neighbourhoods and People; Urban Design; Transportation; Environment; Inclusion  
**St. Paul’s Junior High School Leadership Group** - Healthy Neighbourhoods and People; Urban Design; Transportation; Environment; Inclusion; Housing  
**Eastern Health Population Public Health, Primary Health Care, Mental Health and Addictions** – Healthy Neighbourhoods and People; Inclusion  
**Gonzaga High School Students** - Healthy Neighbourhoods and People; Urban Design; Transportation; Environment; Inclusion; Housing  
**Seniors Advisory Committee** - Healthy Neighbourhoods and People; Urban Design; Transportation; Environment; Inclusion  
**Inclusion Advisory Committee** - Healthy Neighbourhoods and People; Urban Design; Transportation; Environment; Inclusion

## APPENDIX B – MEMORANDUM OF UNDERSTANDING

### **Purpose of the Partnership Agreement:**

The City of St. John's and Eastern Health are working in collaboration, as 'the partners', to establish a Healthy City Strategy. The City of St. John's and Eastern Health have long histories of collaborating with leaders from various disciplines, sectors and levels of Government to work together to improve health and wellness, in St. John's and across the region.

This Healthy City Partnership Agreement intends to reinforce our collective goals of making more informed decisions on issues that impact the health of residents. In this partnership agreement, partners commit to a guiding vision, partnership principles and frameworks, as well as to facilitate on-going efforts to collectively improve the health, mental health, inclusion and safety of all residents in the City of St. John's. This Partnership Agreement will provide opportunities to:

1. Use 'Collective Impact' to improve collaboration on the identified focus areas of the Healthy City Strategy and improve the coordination of services between the two organizations.
2. Establish a '*Healthy City St. John's Advisory Committee*' of stakeholders to provide leadership on the Healthy City Strategy, including high level decision-making, advocacy, and policies that impact health and wellness.
3. Develop an '*Implementation Strategy*' to improve the coordination of action between the partners on the policies and services that affect the health and wellness of residents (based on public engagement, emerging health trends and health needs in neighborhoods across the city).
4. Support new partnerships and collaborations that increase the partners capacity to create conditions that promote health, mental health, inclusion, and safety (addressing the social determinants of health) in neighborhoods across the city.
5. Build a strong foundation for data collection, evaluation, and knowledge dissemination to highlight existing resources and tools, and to package pilot projects in shareable formats to mobilize action in neighbourhoods across the city.

Through this partnership, the City of St. John's and Eastern Health will focus on creating environments that consider the social, economic and environmental conditions necessary to promote mental and physical health, strengthen neighborhoods and create a sustainable healthy future for all. Ultimately, this partnership will contribute to improving health and wellness outcomes by implementing evidence-based policies and practices that work to close the gap in health status between neighborhoods, while addressing the social determinants of health.

Vision: St. John's is a progressive, inclusive and connected city with active, healthy citizens, living in affordable, accessible, complete neighborhoods where citizens can move about freely, connect with the natural environment and feel a sense a belonging.

### **A city where people thrive!**

Mission: The Healthy City Strategy is about making changes in our systems and neighborhoods that promote mental and physical health, strengthen capacity, and create a healthy future for all.

**Assumptions:** Addressing the social determinants of health as an upstream, long-term approach to supporting healthier environments that support healthier populations.

The Canadian Social Determinants of Health include: Indigeneity, early life, education, employment and working conditions, food security, gender, health care services, housing, income and its distribution, social safety net, social exclusion, unemployment and employment security. (*Social Determinants of Health 2<sup>nd</sup> edition – Dennis Raphael, 2009*)

### **Partnership Principles:**

To fulfill the purpose of this 'Partnership Agreement', and to guide the Healthy City Strategy through continued collaboration, the partners commit to a series of principles that:

1. Support 'health' as defined by the World Health Organization: "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity".
2. Reflect Eastern Health's Population Public Health approach; The City of St. John's approach to creating healthy communities by:
  - discussing community health issues
  - promoting collective action across sectors and disciplines to improve health and wellness; and
  - providing leadership, guidance, and support for evidence-based decision-making and policy development at the local level that aim to support healthier, equitable, more livable neighborhoods across the city.
3. Facilitate the development of the '*Healthy City Advisory Committee*' and engage local organizations from several sectors and disciplines as part of the '*Implementation Strategy*'.

These principles are based on a set of assumptions that guide the work of the Healthy City Strategy (as well as the future work of the '*Healthy City Advisory Committee*' and the '*Implementation Strategy*'). These assumptions are listed and described below:

- **Collaboration:** We enter into this agreement based on the mutual understanding that we can create more neighborhood-based population health change by working together. We commit to the principles of 'Collective Impact' and to building a governance structure (i.e. '*The Healthy City Advisory Committee*'; led by the City of St. John's and Eastern Health). This 'Partnership Agreement' means that the partnering members agree to pursue innovative solutions that challenge our traditional approaches to achieve long-term community change.
- **Health:** We commit to using a broad definition of health that includes physical, mental, and social health – as defined by the WHO<sup>1</sup>.
- **Equity:** We will approach decisions with an equity lens to ensure the benefit of all residents and take collective approaches to issues that affect specific populations that may be more vulnerable to health inequities.
- **The Social Determinants of Health:** We acknowledge that the social and economic conditions that impact the health and wellness of individuals, families and neighborhoods (the social determinants of health) is largely shaped and influenced by the services, policies, and governance of both the City of St. John's and Eastern Health.

- **Preventative and Upstream Thinking:** We will prioritize the social determinants of health and decisions that impact the determinants of health, and take a preventative approach to health, rather than reacting to problems as they emerge.
- **Whole Systems Approach to Health:** In order to address health and well-being for all, residents of the City of St. John's and the partners must think and act collectively and resist the pressure to act in isolation from the bigger picture of Public Health – addressing the complex inter-relationships between health, societies and systems (individual, interpersonal, community, organizational, policy environment) that impact health.
- **Expert Knowledge:** We will utilize the expert advice from those participating on the '*Healthy City Advisory Committee*' and the assigned staff and partners from the '*Implementation Strategy*' to provide expert knowledge on improving population health.
- **Culturally Competent:** We respectfully acknowledge, and will be responsive to, the diversity in populations and their unique needs across the City of St. John's.
- **Sustainability:** We will consider social, economic, and environmental sustainability plans to ensure that sustainability objectives are integrated into all aspects of the work coming from the Healthy City Strategy.
- **Mutual Benefit:** We will utilize collective impact to work toward mutually reinforcing activities and shared measurement outcomes/indicators that benefit all partnering organizations on the '*Healthy City Advisory Committee*' and throughout the '*Implementation Strategy*'.
- **Communication:** Each organization will identify a liaison staff at the management level who will facilitate communication and information sharing between organizations and with key stakeholders and the public. We will work toward continuous communication between regular meetings to ensure that capacity continues to grow.
- **Evaluation:** We will engage experts on the '*Healthy City Advisory Committee*' and through the '*Implementation Strategy*' to evaluate data and the work happening in communities, provide expert advice, as well as measure outcomes to report success.
- **Knowledge Mobilization:** We agree to build a platform and systems to share the activities and resources developed through this partnership to mobilize healthy community action across the City of St. John's, and by collaborating with other levels of government and other municipalities across the region.
- **Knowledge Translation:** We agree to work together to communicate health information in plain language to improve health literacy amongst citizens and decision makers.
- **Engagement:** We will work together to engage residents, key stakeholders, and various levels of government to identify needs that inform the Healthy City Strategy and its desired outcomes.

## Planning Framework and Engagement

To ensure viability and transparency in this endeavor, there are two levels of external engagement for Healthy City St. John's.

The Healthy City Advisory Committee: The role of the Advisory Committee is to discuss community health issues; promote collective action across sectors and disciplines; and provide leadership, guidance, and support for evidence-based decision-making on the actions as outlined in the '*Implementation Strategy*'. The Advisory Committee focuses on high-level facilitation of the Healthy City Strategy. The Advisory Committee focuses on the bigger picture

of health by reviewing public policies and municipal by-laws through a social determinants of health and Population Public Health lens to inform decision-making, and to help decision-makers understand the health impact of their decisions at the population level. The work of the Advisory Committee is focused on policy development, advocacy, and knowledge mobilization as informed by the experts from the '*Implementation Strategy*'.

The Implementation Strategy: The *Implementation Strategy* is led by the assigned staff from The City of St. John's and Eastern Health, respectively. The assigned staff will focus on developing a Healthy City workplan with specified focus areas, each with respective implementation strategies and supported action items. The assigned staff will work collectively to engage local organizations, collaboratives and experts to establish working groups for each of the respective focus areas. The assigned staff will work with partnering organizations and experts as part of the '*Implementation Strategy*' to facilitate meetings as required based on objectives of the respective working group. This group will act as a "Mobilization Team" for the Healthy City Strategy and work collectively between the Advisory Committee and the working groups for the focus areas of the strategy.

The signing parties commit to a minimum of two-yearly meetings of the '*Healthy City Advisory Committee*'. At the two-yearly meetings, the partnering members of the '*Healthy City Advisory Committee*' agree to:

- Use the principles of Collective Impact to guide collaboration.
- Identify areas of focus and priorities based on the needs of neighbourhoods.
- Identify measurable outcomes and indicators for data-collection and future evaluation.
- Identify the reporting process for outcomes at the neighbourhood level.

The partners will organize yearly public meetings which include all stakeholders associated with the Healthy City Strategy, as well as members of the general public to highlight the ongoing Healthy City framework, indicators of success, and share collaborative initiatives arising from the Healthy City Strategy.

## **Reporting**

The partners commit to pursue the sharing of non-personal aggregate data in support of priority collaborative initiatives and the formalization of a data sharing agreement. Any data collection or data sharing that takes place will be to inform decision-makers on population health changes at the local level. Measures will be put in place to regularly "clean" data stores to ensure that any data collected that cannot be used, or is not needed, is removed from data stores.

The members of the '*Healthy City Steering Committee*' and its '*Implementation Strategy*' agree to sharing measurable outcomes, indicators for evaluation, and regular reports to ensure that there is clear and consistent communication between all partners on impacts at the community level. Sharing data will provide all members with a better understanding of complex community health challenges and the social, economic, environmental and health impacts that change as a result of the work facilitated through the Healthy City Strategy.

## **Focus Areas for Enhanced Collaboration**

Through the process of this agreement, the partners, agree to focus on taking collaborative efforts on the identified priority areas as listed below, while acknowledging the systemic

interconnection of these priorities as determinants of health. The partners also acknowledge that these priorities will continue to evolve based on the unique needs of neighborhoods.

- Housing: Affordable Housing
- Urban Design: Mixed-Use; Getting Around & Accessibility
- Transportation: Active Transportation; Public Transportation
- Environment: Parks and Open Space; Interaction & Connectivity, Environmental Benefits
- Healthy Neighborhoods and People: Neighborhood identity & Place-making; Safety; Mental & Physical Health; Early Childhood Development & Lifelong learning; Economic Wellness; Arts and culture; Access to food
- Inclusion: Social Connections; Diversity

### **Term**

This agreement is for the period of January 2021-December 2024, with an annual review of the agreement by the Healthy City Advisory Committee.

### **Resource Commitment**

Each of the signing partners on this memorandum agree to assign staff to participate and contribute to the work of the Healthy City Strategy and the focus areas as previously identified. The partnering organizations (City of St. John's and Eastern Health) agree to share the costs of hosting the two annual meetings, as well as the open public meetings or other public engagement events to showcase the work and accomplishments of the City of St. John's Healthy City Strategy.

### **Measures of Success**

The partners agree to the principles of Collective Impact and to developing shared outcome measures, and to report on the identified indicators of the focus areas on an annual basis. The first tasks of the partners will be to bring together a diverse group of stakeholders to establish the 'Healthy City Advisory Committee' and a develop an 'Implementation Strategy' led by the "Mobilization Team". Once established, the 'Healthy City St. John's Advisory Committee' will approve the Healthy City Strategy Terms of Reference and support the development of a Healthy City workplan.

### **Signatures**



APPENDIX C – HEALTHY CITY STEERING COMMITTEE, (DRAFT) TERMS OF REFERENCE

<b>1. General Information</b>	
<b>Committee name:</b>	Healthy City Steering Committee
<b>Date of formation:</b>	Winter 2021
<b>Meeting frequency:</b>	Minimum of 2 times per year; Maximum of 4 times per year
<b>Logistical Lead(s):</b>	City of St. John’s, Healthy Communities; Eastern Health Population and Public Health
<b>2. Vision</b>	
St. John’s will be a progressive, inclusive and connected city with active, healthy citizens, living in affordable, accessible, complete neighborhoods where citizens can move about freely, connect with our natural environment and feel a sense a belonging. St. John’s is a city where healthy citizens want to live. A city where people thrive!	
<b>3. Mission</b>	
Healthy City St. Johns is about making changes in our neighborhoods that work to promote mental and physical health, strengthen neighborhood capacity and create a sustainable healthy future for all.	
<b>4. Role &amp; Purpose of the Advisory Committee</b>	
The role of the Advisory Committee is to discuss community health issues; promote collective action across sectors and disciplines; and provide leadership, guidance, and support for evidence-based decision-making on the actions of the Healthy City Strategy. The purpose of the Advisory Committee is to provide oversight and high-level facilitation of Healthy City St. John’s and focus on policy development and decision-making, advocacy, knowledge mobilization and the acquisition of funding.	
<b>5. Focus Areas for the Healthy City Strategy</b>	
<p>Through the process of this agreement, the Advisory Committee members agree to focus on taking collaborative efforts on the identified focus areas listed below, while acknowledging the systemic interconnection of these priority areas as ‘determinants of health’.</p> <ul style="list-style-type: none"> <li>• <u>Housing</u>: Affordable and Accessible Housing</li> <li>• <u>Urban Design</u>: Mixed-use; Accessibility and Getting Around</li> <li>• <u>Transportation</u>: Active Transportation; Accessible Public Transportation</li> <li>• <u>Environment</u>: Parks and Open Space; Interaction &amp; Connectivity; Environmental Benefits</li> <li>• <u>Healthy Neighborhoods and People</u>: Neighborhood Services, Identity and Place-Making; Safety; Mental and Physical Health; Early Childhood Development and Lifelong Learning; Arts and Culture; Access to Food; Economic Benefits &amp; Poverty Reduction</li> <li>• <u>Inclusion</u>: Social Connections; Diversity</li> </ul> <p>The Advisory Committee members acknowledge that these focus areas will continue to evolve based on the unique socio-economic needs of neighborhoods.</p>	
<b>6. The Implementation Strategy</b>	
The City of St. John’s, Healthy Communities, and Eastern Health, Population and Public Health, will act as logistical leads (hereby known as, The Mobilization Team) to facilitate the ‘Implementation Strategy’. The Mobilization Team will focus on knowledge translation and mobilization with the Advisory Committee and will develop a Healthy City Strategy Workplan. The Mobilization Team will work with the Advisory Committee to collectively engage local organizations and experts to establish working groups, expert panels, or task forces, as required. The working groups, expert panels, or task forces will work toward the respective implementation strategies and related action items that support the focus areas and larger goals of the larger Healthy City Strategy.	
<b>7. Reporting</b>	

Advisory Committee members commit to the sharing of non-personal aggregate data in support of priority collaborative initiatives and the formalization of a data sharing agreements. Members also agree to sharing measurable outcomes, indicators for evaluation, and regular reports to create clear and consistent lines of communication between all partners on health impacts at the community level. Sharing data will help the Advisory Committee inform decision-makers of the socio-economic, environmental and health impacts that result from the work of the Healthy City Strategy.

#### **8. Meetings & Term**

The signing members commit to three yearly meetings of the 'Healthy City Advisory Committee'. At the three yearly meetings, the partnering members of the 'Healthy City Advisory Committee' agree to:

- Use the principles of Collective Impact to guide collaboration
- Identify additional areas of focus and priorities based on the needs of neighbourhoods
- Identify measurable outcomes and indicators for ongoing evaluation
- Identify the reporting process for outcomes at the neighbourhood level

The Advisory Committee will organize yearly public meetings which include all stakeholders associated with the work of the Healthy City Strategy, as well as members of the general public to highlight the ongoing Healthy City framework, indicators of success, and share collaborative initiatives arising from the Healthy City Strategy.

This Advisory Committee is for the period of January 2021-December 2023.

#### **9. Resource Commitment & Compensation**

Each of the signing members/organizations on this Terms of Reference agree to assign staff to participate and contribute to the work of the Healthy City Strategy and the focus areas as previously identified. The City of St. John's and Eastern Health, as the Mobilization Team, agree to cover the costs of hosting the two -three annual meetings, as well as the open public meetings or other public engagement events to showcase the work and accomplishments of the City of St. John's Healthy City Strategy.

Advisory Committee members are volunteers and will not receive any monetary compensation for their work on the Healthy City Strategy.

**\*For more information on the 'Composition' and the 'Roles and Responsibilities' of participating as an Steering Committee member, please see the attached Appendix – Advisory Committee Procedures.**

APPENDIX D – STEERING COMMITTEE (DRAFT) PROCEDURES

<b>1. Partnership Principles</b>	
<p>This Advisory Committee takes a ‘Collective Impact’ approach involving leaders from various disciplines, sectors and levels of Government working together to use evidence-based decision-making, research and evaluations to improve the health of residents of the City of St. John’s by addressing the social, economic, and environmental conditions that affect population health.</p> <p>The principles of ‘Collective Impact’ are:</p> <ul style="list-style-type: none"> <li>• A Common Agenda</li> <li>• Shared Measurement Outcomes</li> <li>• Reinforcing Activities</li> <li>• Backbone Organization(s)</li> <li>• Continuous Communication</li> </ul>	
<b>2. Composition of the Steering Committee</b>	
<p>The Healthy City Advisory Committee will be governed by a group of volunteers comprised of a <u>minimum of 10 and a maximum of 15 members who hold positions in a decision-making role</u> representing any one of the disciplines from the identified ‘Focus Areas’. The Committee will be comprised of no more than 3 members from the same discipline. They will receive no compensation for participation. Preference will be given to residents of the Northeast Avalon.</p> <p>The Advisory Committee will be Co-Chaired by the City of St. John’s and Eastern Health.</p> <p><u>Committee Co-Chair(s):</u> Mayor Danny Breen &amp; Eastern Health CEO/MOH</p> <p><u>Logistical facilitation:</u> City of St. John’s, Healthy Communities; Eastern Health, Population and Public Health (the Mobilization Team) will work with the Advisory Committee to plan meetings, circulating meeting agendas and accompanying materials electronically one week prior to all meetings/Assisting the Co-Chair(s) as required.</p>	
<b>3. Steering Committee Term Roles and Responsibilities</b>	
<p><u>Term of Appointment:</u> Unless otherwise indicated, the term of appointment is three years. Recognizing the value of experience and the need for continuity, membership during the founding year will be split into two- and three-year terms. Incumbents who are willing to seek reappointment may signify their intent to serve an additional year, for a total of four years. In some cases, members may be encouraged to provide guidance, expertise and attend in a bridging capacity following the end of their term.</p> <p><u>Midterm Appointments:</u> When an appointment is made which does not coincide with the beginning of a term (i.e. to fill a vacancy), the partial term (i.e. less than one year) shall not count towards the maximum length of service or number of terms on the committee for the appointee.</p> <p><u>Responsibilities:</u></p> <ul style="list-style-type: none"> <li>• The Advisory Committee focuses on the process of supporting healthy city initiatives as outlined in the Healthy City Strategy workplan, particularly with regards to policy change; informing localized policy and evidence-based decision making; and resource/funding allocation.</li> </ul>	

- Uphold work processes through the Mobilization Team and the Implementation Strategy, which includes striking working groups/expert panels/task forces for each of the respective focus areas of the Healthy City Strategy. The Advisory Committee will work with the Mobilization Team to aid in the maintenance of working group/expert panel/task force productivity, focus, and overcoming obstacles/barriers related to the implementation strategies and action items of their respective workplans.
- Assist in the development of content for Notice of Vacancy documents.
- Review Terms of Reference for the Advisory Committee with the Mobilization Team at the end of each year and be prepared to make needed amendments.
- Build capacity to launch the Healthy Communities Northeast Avalon Alliance to build healthy communities across the region and through a public domain.

Note: Exceptions to the above terms are as follows:

- When an insufficient number of applications have been received.
- If a particular area of expertise is indispensable and there are no other suitable replacements.
- If the Advisory Committee would suffer from lack of continuity (i.e. more than half of all members are replaced at once).
- Advisory Committee members that miss 3 consecutive meetings without sending regrets, are considered to have forfeited their membership.
- Quorum for meetings is 50% of the current membership of the Alliance plus one.

### **3.1 Role of Logistical Lead (Mobilization Team)**

The City of St. John's, Healthy Communities and Eastern Health, Population Public Health will act as 'the Mobilization Team' by:

- Providing dedicated staff capacity to guide vision, mission, and Healthy City Strategy Workplan.
- Facilitate dialogue between the Advisory Committee and the stakeholders participating on working groups/expert panels/task forces as part of the Healthy City Strategy.
- Support action and mobilize the work of partners through one collective Healthy City Strategy workplan.
- Act as logistical lead to support the administrative duties of the Advisory Committee.

### **4. Decision-Making**

The Advisory Committee will offer expert guidance, support and oversight to the Healthy City Strategy. For the purposes of governance, the Advisory Committee will hold authority over the decision-making process which will take place at the 3-4 annual meetings – which includes providing participating stakeholders with the opportunity to provide feedback prior to any decisions relating to the Healthy City Strategy as a whole.

Decisions will be tabled at Advisory Committee meetings and voted on by Advisory Committee Members. When a decision is not unanimous the Committee will operate using a consensus decision making model and in the case of matters requiring a vote, a 50% plus one voting system will be used.

### **5. Recruitment, Vacancies and Applications**

When new members are required, a "Notice of Vacancy" will be prepared by the Advisory Committee (with support from the Mobilization Team) and distributed through appropriate channels by the Mobilization Team. The "Notice of Vacancy" will include general information regarding committee purpose, the terms of reference and include an invitation for interested persons to write a letter of interest to the Advisory Committee.

A vacancy on the Committee occurs when a member resigns, vacates a position or when their resignation is requested by the Co-Chairs. Vacancies may occur at: the date of resignation; the date the member ceases to be qualified; the date the committee Chair declares the position vacant due to lack of attendance or incapacitation.

### **6. Conflicts of Interest and Confidentiality**

A conflict of interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness of decisions related to the committee activities. A conflict of interest may be real, potential or perceived in nature. Conflict of interest may occur when a Committee member participates in discussion or decision-making about a matter which may financially benefit that Member or a member of their family, or someone with whom the Committee member has a close personal relationship, directly or indirectly, regardless of size of benefit.

In some cases where the Committee agenda or committee discussions present a conflict of interest for a member, that member is required to declare such conflict; to abstain from discussion; and remove themselves from the meeting room until the agenda item has been dealt with by the committee.

## APPENDIX E – DEMOGRAPHIC CHARACTERISTICS

Table E1. Demographic characteristics of St. John's residents who completed the Healthy City Strategy survey

<b>Demographic Characteristics</b>	<b>n</b>	<b>%</b>
Gender identity (N=450)		
Male	115	25.6
Female	325	72.2
Something else, like gender fluid or non-binary	10	2.2
Age (N=455)		
Under 15 years	27	5.9
15-24 years	34	7.5
25-34 years	68	14.9
35-44 years	97	21.3
45-54 years	86	18.9
55 years and older	143	31.3
Region of St. John's (N=556)		
West	125	22.5
Central	132	23.7
East	299	53.8
Self-identified Indigenous status (N=443)	10	2.3
Household income (N=334)		
Under \$19,999	19	5.7
\$20,000-\$39,999	22	6.6
\$40,000-\$59,999	31	9.3
\$60,000-\$79,999	49	14.7
\$80,000-\$99,999	44	13.2
\$100,000 and over	169	50.6
Living with a disability (N=439)	61	13.9

Table E2. Demographic characteristics of residents who completed the Healthy City Strategy survey by region of St John's

<b>Demographic Characteristics</b>	<b>East % (n)</b>	<b>West % (n)</b>	<b>Central % (n)</b>
Gender identity (N=447)			
Male	24.9 (61)	26.7 (24)	25.0 (28)
Female	72.2 (177)	73.3 (66)	72.3 (81)
Something else, like gender fluid or non-binary	2.9 (7)	0.0 (0)	2.7 (3)
Age (N=450)			
Under 15 years	8.3 (21)	3.3 (3)	2.8 (3)
15-24 years	6.7 (17)	12.2 (11)	2.8 (3)
25-34 years	11.9 (30)	15.6 (14)	20.4 (22)
35-44 years	21.0 (53)	23.3 (21)	21.3 (23)
45-54 years	19.8 (50)	14.4 (13)	21.3 (23)
55 years and older	32.2 (81)	31.1 (28)	31.5 (34)
Self-identified Indigenous status (N=441)	2.9 (7)	1.2 (1)	1.8 (2)
Household income (N=334)			
Under \$19,999	4.0 (7)	8.5 (6)	6.7 (6)
\$20,000-\$39,999	5.7 (10)	1.4 (1)	12.2 (11)
\$40,000-\$59,999	6.3 (11)	15.7 (11)	10.0 (9)
\$60,000-\$79,999	15.5 (27)	11.4 (8)	15.6 (14)
\$80,000-\$99,999	12.1 (21)	14.3 (10)	14.4 (13)
\$100,000 and over	56.3 (98)	48.6 (34)	41.1 (37)
Living with a disability (N=438)	12.6 (31)	12.8 (11)	17.1 (18)

## APPENDIX F – HEALTHY NEIGHBOURHOODS AND PEOPLE

Table F1. Analysis of assets relating to the Healthy Neighbourhoods and People pillar from the Healthy City Strategy survey

Healthy Neighbourhoods and People	Total	
	n	%
Level of safety (N=492)		
Low	65	13.3
Moderate	128	26.0
Safe	299	60.8
Access to healthy food options (N=484)		
Low	61	12.6
Moderate	90	18.6
High	333	68.8
Satisfaction with amenities that support physical and mental health (N=461)		
Very dissatisfied – Dissatisfied	109	23.7
Somewhat satisfied	178	38.6
Satisfied – Very satisfied	174	37.8
Satisfaction with childhood education and development opportunities (N=288)		
Very dissatisfied – Dissatisfied	80	27.8
Satisfied – Very satisfied	208	72.2
Reported lifelong learning opportunities are available (N=481)		
No	123	25.6
Yes	129	26.8
Not sure	229	47.6
Satisfaction with arts and cultural opportunities (N=422)		
Very dissatisfied - Dissatisfied	166	39.3
Satisfied – Very satisfied	256	60.7



Table F2. Analysis of assets relating to the Healthy Neighbourhoods and People pillar from the Healthy City Strategy survey by region of St John's

<b>Healthy Neighbourhoods and People</b>	<b>East % (n)</b>	<b>West % (n)</b>	<b>Central % (n)</b>
Level of safety (N=481)			
Low	10.2 (27)	19.2 (19)	15.4 (18)
Moderate	22.6 (60)	31.3 (31)	31.6 (37)
Safe	67.2 (178)	49.5 (49)	53.0 (62)
Access to healthy food options (N=473)			
Low	10.8 (28)	15.5 (15)	14.6 (17)
Moderate	16.9 (44)	23.7 (23)	19.8 (23)
High	72.3 (188)	60.8 (59)	65.5 (76)
Satisfaction with amenities that support physical and mental health (N=450)			
Very dissatisfied – Dissatisfied	22.4 (56)	37.4 (34)	17.4 (19)
Somewhat satisfied	38.8 (97)	27.5 (25)	51.4 (56)
Satisfied – Very satisfied	38.8 (97)	35.2 (32)	31.2 (34)
Satisfaction with childhood education and development opportunities (N=277)			
Very dissatisfied – Dissatisfied	27.3 (41)	22.4 (13)	34.7 (24)
Satisfied – Very satisfied	72.6 (109)	77.6 (45)	65.2 (45)
Reported that lifelong learning opportunities are available (N=470)			
No	24.7 (63)	21.6 (21)	33.1 (39)
Yes	27.8 (71)	20.6 (20)	24.6 (29)
Not sure	47.5 (121)	57.7 (56)	42.4 (50)
Satisfaction with arts and cultural opportunities (N=411)			
Very dissatisfied – Dissatisfied	35.2 (81)	60.5 (46)	35.2 (37)
Satisfied – Very satisfied	64.8 (149)	39.4 (30)	64.8 (68)

## APPENDIX G – URBAN DESIGN

Table G1. Analysis of assets relating to the Urban Design pillar from the Healthy City Strategy survey

Urban Design	Total	
	n	%
Satisfaction with access to community services (N=477)		
Very dissatisfied – Dissatisfied	106	22.2
Somewhat satisfied	166	34.8
Satisfied – Very satisfied	205	43.0
Satisfaction with access to retail opportunities (N= 482)		
Very dissatisfied - Dissatisfied	101	20.9
Somewhat satisfied	142	29.5
Satisfied – Very satisfied	239	49.6
Satisfaction with access to recreational opportunities (N=482)		
Very dissatisfied – Dissatisfied	122	25.3
Somewhat satisfied	139	28.8
Satisfied – Very satisfied	221	45.8

Table G2. Analysis of assets relating to the Urban Design pillar from the Healthy City Strategy survey

<b>Urban Design</b>	<b>East % (n)</b>	<b>West % (n)</b>	<b>Central % (n)</b>
Satisfaction with access to community services (N=465)			
Very dissatisfied – Dissatisfied	19.6 (51)	26.6 (25)	27.0 (30)
Somewhat satisfied	34.2 (89)	33.0 (31)	39.6 (44)
Satisfied – Very satisfied	46.2 (120)	40.8 (38)	33.3 (37)
Satisfaction with access to retail opportunities (N=471)			
Very dissatisfied - Dissatisfied	22.4 (59)	21.8 (21)	18.8 (21)
Somewhat satisfied	26.2 (69)	25.0 (24)	41.1 (46)
Satisfied – Very satisfied	51.3 (135)	53.2 (51)	40.1 (45)
Satisfaction with access to recreational opportunities (N=471)			
Very dissatisfied – Dissatisfied	22.0 (58)	28.7 (27)	32.8 (37)
Somewhat satisfied	26.5 (70)	37.2 (35)	29.2 (33)
Satisfied – Very satisfied	51.5 (136)	34.1 (32)	38.1 (43)

APPENDIX H – ENVIRONMENT

Table H1. Analysis of assets relating to the Environment pillar from the Healthy City Strategy survey

Environment	Total	
	n	%
Access to parks, trails, and nature (N=483)		
Unavailable	27	5.6
Somewhat available	171	35.4
Available	285	59.0
Satisfaction with environmental sustainability activities (N=473)		
Very dissatisfied – Dissatisfied	201	42.5
Satisfied – Very satisfied	272	57.5

Table H2. Analysis of assets relating to the Environment pillar from the Healthy City Strategy survey by region of St John's

Environment	East % (n)	West % (n)	Central % (n)
Access to parks, trails, and nature (N=473)			
Unavailable	3.5 (9)	6.0 (6)	10.5 (12)
Somewhat available	31.3 (81)	34.0 (34)	48.2 (55)
Available	65.3 (169)	60.0 (60)	41.2 (47)
Satisfaction with environmental sustainability activities (N=463)			
Very dissatisfied – Dissatisfied	41.2 (105)	37.9 (36)	52.2 (59)
Satisfied – Very satisfied	58.8 (150)	62.1 (59)	47.8 (54)

## APPENDIX I – HOUSING

Table I1. Analysis of assets relating to the Housing pillar from the Healthy City Strategy survey

Housing	Total	
	n	%
Has a good range of affordable housing options (N=481)		
No	170	35.3
Yes	181	37.6
Not sure	130	27.0
Satisfaction with level of affordable housing (N=388)		
Very dissatisfied – Dissatisfied	152	39.2
Satisfied – Very satisfied	236	60.8
Has a good range of accessible housing options (N=456)		
No	190	41.7
Yes	93	20.4
Not sure	173	37.9
Satisfaction with level of accessible housing (N=319)		
Very dissatisfied – Dissatisfied	151	46.6
Satisfied – Very satisfied	173	53.4

Table I2. Analysis of assets relating to the Housing pillar from the Healthy City Strategy survey by region of St John's

<b>Housing</b>	<b>East % (n)</b>	<b>West % (n)</b>	<b>Central % (n)</b>
Has a good range of affordable housing options (N=480)			
No	38.3 (98)	26.2 (28)	37.6 (44)
Yes	34.4 (88)	42.1 (45)	41.0 (48)
Not sure	27.3 (70)	31.8 (34)	21.4 (25)
Satisfaction with level of affordable housing (N=382)			
Very dissatisfied – Dissatisfied	36.6 (70)	40.2 (35)	45.2 (47)
Satisfied – Very satisfied	63.3 (121)	59.8 (52)	54.8 (57)
Has a good range of accessible housing options (N=455)			
No	41.8 (102)	38.2 (39)	45.0 (49)
Yes	20.1 (49)	23.5 (24)	18.3 (20)
Not sure	38.1 (93)	38.2 (39)	36.7 (40)
Satisfaction with level of accessible housing (N=319)			
Very dissatisfied – Dissatisfied	47.8 (75)	43.0 (34)	50.6 (42)
Satisfied – Very satisfied	52.3 (82)	57.0 (45)	49.4 (41)

APPENDIX J – INCLUSION

Table J1. Analysis of assets relating to the Inclusion pillar from the Healthy City Strategy survey

Inclusion	Total		
	n	%	
Feels a sense of inclusion and belonging (N=477)	Not at all	52	10.9
	Somewhat	276	57.9
	Very much	149	31.2
Would like to see more diversity (N=366)	Strongly disagree – Disagree	36	9.9
	Agree – Strongly Agree	330	90.2

Table J2. Analysis of assets relating to the Inclusion pillar from the Healthy City Strategy survey by region of St John's

Inclusion	East % (n)	West % (n)	Central % (n)	
Feels a sense of inclusion and belonging (N=466)	Not at all	8.9 (23)	13.8 (13)	13.9 (16)
	Somewhat	54.5 (140)	66.0 (62)	62.6 (72)
	Very much	36.6 (94)	20.2 (19)	23.5 (27)
Would like to see more diversity (N=355)	Strongly disagree - Disagree	9.7 (19)	8.4 (6)	11.5 (10)
	Agree – Strongly agree	90.3 (177)	91.6 (66)	88.5 (77)

APPENDIX K - TRANSPORTATION

Table K1. Analysis of assets relating to the Transportation pillar from the Healthy City Strategy survey

Transportation	Total	
	n	%
Active transportation opportunities (N=492)		
Unavailable	30	6.1
Somewhat available	237	48.2
Available	225	45.7
Public transportation opportunities (N=465)		
Unavailable	29	6.2
Somewhat available	203	43.7
Available	233	50.1
Satisfaction with public transportation (N=326)		
Very dissatisfied – Dissatisfied	146	44.8
Satisfied – Very satisfied	180	55.2

Table K2. Analysis of assets relating to the Transportation pillar from the Healthy City Strategy survey by region of St. John's

Transportation	East % (n)	West % (n)	Central % (n)
Active transportation opportunities (N=480)			
Unavailable	4.9 (13)	8.9 (9)	7.0 (8)
Somewhat available	44.5 (118)	45.5 (46)	60.5 (69)
Available	50.6 (134)	45.5 (46)	32.5 (37)
Public transportation opportunities (N=458)			
Unavailable	4.0 (10)	13.0 (13)	5.4 (6)
Somewhat available	49.8 (123)	35.0 (35)	39.6 (44)
Available	46.2 (114)	52.0 (52)	55.0 (61)
Satisfaction with public transportation (N=326)			
Very dissatisfied – Dissatisfied	47.9 (80)	45.6 (31)	37.8 (34)
Satisfied – Very satisfied	52.1 (87)	54.4 (37)	62.2 (56)