

CITY OF MISSION

Community Wellness Strategy

2022-2027



MISSION HEALTHY
COMMUNITY COUNCIL
ACTION PLAN



Land Acknowledgement

This place is situated on the unceded, ancestral, and shared territory of the Stó:lō people.

The City of Mission is located on Leq'á:mel, Semá:th, Kwantlen, Sq'éwlets, Máthexwi, and Katzie traditional territories.

The land provides services within the unceded and traditional lands of the Coast Salish and Nlaka'pamux Nations as well as five Metis chartered communities who live, work and play across these territories. We want to thank Indigenous Elders and Knowledge Keepers past, present and emerging for stewarding these lands and for contributing Indigenous ontologies and epistemologies towards more holistic healing and wellness.



Message from the Mayor

This place was a community long before it was a city. Shared hardship required the people of this area to overlook petty differences and to come together readily in difficult times. Without ever knowing it, we were setting an example for other communities, including those much bigger than ours. We were proving that helping one another relied on teamwork, innovation and openness, rather than money or government coordination.

This plan builds on that tradition. It is a plan for Mission as a community, not merely as a City. There is work here for all of us to do, as individuals, as members of groups of all types and as professionals.

If we are to truly have a community for all, we must build on our tradition of being there for others. We must create spaces for people in need. We must allocate resources – time, work, money, expertise and empathy – for others. We must be there to support others, rather than to judge.

All of us need help sometimes, so all of us need to help sometimes.

This plan represents much work from those who helped to create it, but it represents much more from us as we work to realize it.

But I have faith that we will do so.

That's the Mission way.

Mayor, Paul Horn



Strategy at a Glance

Wellness in our community is critical to the future of Mission. We want Mission to be a place where everyone in our community has access to the supports they need to be well. Wellness encompasses a range of factors, including physical and mental health, healthy living environments, and community connectedness. This wellness strategy applies to all people who live, learn, work, and receive services in Mission.

The community wellness strategy provides clear goals for Mission's future of wellness, and charts a path for how to get there. As the world changes and Mission grows, we are in a critical moment to address wellness. Mission is grappling with complex challenges including climate change, rising costs of living, and the dual public health crises of COVID-19 and the overdose/toxic drug supply crisis. A community wellness strategy can help address the changing landscape of wellness in Mission.

Community wellness is a shared responsibility between all levels of government and requires collaboration with many different agencies, groups and community members. Through intentional collaboration we can together achieve our community wellness goals. This strategy provides five long-term goals and fifteen strategic directions.

Aspirational Statements

Mission will be...

1. An equitable community that meets basic needs
2. A secure community where everyone feels safe
3. An accessible community that fosters both physical and mental health and wellness
4. A compassionate community where everyone belongs
5. A participatory community where everyone engages at the level they desire

Strategic Directions

To support our goals, Mission will...

1. Expand housing options
2. Provide basic needs supports
3. Improve access and quality of active transportation options
4. Enhance care for Indigenous people
5. Ensure community members do not face stigma or discrimination
6. Support wellness for youth, families, and seniors
7. Strengthen mental health and substance use prevention
8. Prepare for climate emergencies
9. Attract, retain and train social service and healthcare staff
10. Improve inter-agency coordination and collaboration
11. Improve communication with the public about wellness services and resources
12. Create a central hub for services
13. Encourage relationship building through community spaces and programs
14. Create a culture of strong civic engagement where many participate in local democracy
15. Create a robust volunteer network

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PART 1

BACKGROUND



Introduction

WHY A COMMUNITY WELLNESS STRATEGY?

One of our most precious resources is our wellness. Wellness enables us to live our lives fully and to take care of others so that they can live full and happy lives. Although wellness is about individual health, it extends far past that to encompass where we live, where we go to school, where we work, and where we recreate. Wellness is about people – and how healthy their bodies and minds are – but wellness also extends to our environments and community. In well environments, we have access to safe places to live and clean water and air. In well communities, we show up to help each other, connect with others, and create opportunities for everyone to participate in local democracy.

There are also major threats to wellness, both in the world and for Mission. The public health crisis of COVID-19 continues to strain wellness everywhere. Mission has been affected by climate change, escalating substance use and overdoses, and the rising cost of living across British Columbia. Further, the face of Mission is changing as new populations move to the area. Mission has experienced shortages of healthcare providers, and demand for services remains high and will likely increase. There is a desire in Mission for wellness care without judgment of one's appearance, culture, identity, or past experiences. Access, equity, and inclusiveness are imperative to all wellness services in Mission.

The importance of wellness has led Mission to design its first community wellness strategy, intended to provide a road-map for wellness in Mission for years to come. Many groups and people are working hard to ensure everyone in Mission can thrive and be well. This community wellness strategy can support the city in aligning different programs, initiatives and organizations. We know that a strong wellness future in Mission will require the leadership of the City of Mission and the commitment of many different organizations to make this possible.

This is our call to action for wellness to ensure a healthy future for the Mission community. The purpose of this strategy is to describe shared goals for community wellness and provide a road-map for how to get there. The road-map includes clear strategic directions and actions to ensure everyone in Mission has access to the resources they need to be healthy and well.

WHAT IS COMMUNITY WELLNESS?

Wellness is variable and changes for people over time – there are times in our lives when we are well and times when we are not. Wellness can be connected to many factors including safety, health, age, environment, and life circumstances. In Mission we seek to approach wellness with a holistic lens. Two key factors impact wellness across all its forms. This first is access to wellness, which includes logistical access like times and places as well as feeling welcome. The second is the need for personal and cultural safety, including not feeling judged.

Wellness includes many interconnected dimensions:

- **Physical** | Nourishing a healthy body in all stages of life
- **Spiritual** | Drawing on traditions or practices to search for a sense of life’s purpose
- **Mental** | Taking care of one’s mind through rest, relaxation, learning, and creativity
- **Emotional** | Compassion and empathy towards oneself and others
- **Social** | Connecting with and supporting others in meaningful ways
- **Diverse** | Inclusive of different backgrounds, identities, and abilities
- **Environmental** | Nurturing positive relationships with the land, water and animals

These aspects of wellness are intrinsically connected at the individual, family, and community level.



Wellness for All People

The wellness strategy is intended for all people in Mission, regardless of age, race and ethnicity, cultural background, gender identity, income, and ability. It is intended to support Mission people where they are in their wellness journey, from crises to routine care, from their worst days to their best days. A key value we uphold in Mission is that people are treated with dignity and respect in all their wellness experiences. We also value dignity and respect for our wellness caregivers. We believe all people deserve the tools they need to achieve wellness, including feeling physically and mentally healthy, safe, and connected to care providers as well as family and friends in the community. We hope that wellness in Mission can become a way of life for all our people.

Building the Strategy

In 2021, the City of Mission launched the Mission Healthy Community Council (MHCC), consisting of interdisciplinary partners. To build the strategy, we used a variety of methods.



FOCUS GROUPS: LIVED/LIVING EXPERIENCE

To understand the personal/family experiences of wellness, we hosted a BBQ in the community. We talked with 75 community members, some of whom had a living/lived experience of homelessness.



FOCUS GROUPS: STAKEHOLDERS

We talked with almost 70 sector leaders in 11 focus groups. Some focus groups were virtual, while others were in person. We hosted focus groups that were themed around different priority areas (i.e. food security, housing and homelessness, mental health and substance use, youth, environment and climate change, immigrant services, Indigenous health, and basic needs). During these focus groups, we asked about the ideal vision of wellness in Mission and the actions needed to reach the vision.



PUBLIC SURVEY

From June 17 to August 15, a public online survey was available on the Engage Mission page. This 6-question survey asked participants to identify Mission's strengths as it relates to wellness, suggest what could be improved, and reflect on their own state of wellness. This survey was distributed and promoted through online mail lists, social media and at community events. There were 295 respondents.



INDIGENOUS ENGAGEMENT

In June 2022, we hosted a focus group with the Primary Care Network’s Indigenous Working Group. In September 2022, staff members at the Mission Friendship Centre facilitated conversations at the Elder’s Luncheon and during the daily lunch program. We also invited the local First Nations to be part of the process, including Leq’á:mel, Semá:th, Kwantlen, Sq’éwlets, Mathexwi and Katzie First Nations. The lived experience workshop included participants from Indigenous communities. This engagement has not stopped and will evolve—we will continue to learn from our Indigenous partners to further advance the work of Truth and Reconciliation.



REVIEW OF KEY DOCUMENTS AND POLICIES

We reviewed strategic documents and policies to inform the Community Wellness Strategy including the Affordable Housing Strategy, Official Community Plan, and Environmental Charter. We reviewed regional to global trends (including trends about demographics, climate change, cost of living, etc.) that are impacting wellness across scales.



DATA SEARCH

We reviewed data sources in Mission and the region that provide indicators of wellness. This data was sourced through My Health My Community, BC COVID Speaks, Statistics Canada, and other government sources.

Roles & Partnerships

ROLES FOR THE CITY OF MISSION

To ensure community wellness, an intentional collaboration across many systems and partners is necessary. To achieve this collaboration, the City of Mission partners with many organizations. When advancing community wellness, the City and its partners may perform different roles:

- **Advocate:** Influence decisions and policy through an organized effort.
- **Educator:** Communicates, informs, and develops knowledge and understanding.
- **Capacity Builder:** Enhances the ability of other organizations to deliver and partner on shared goals.
- **Convener and Coordinator:** Brings organizations and people together to explore, strategize and undertake initiatives and work through opportunities and challenges.
- **Funder:** Provides funding to other organizations to do their work.
- **Planner/Regulator:** Develops plans, policies and regulations.
- **Service Delivery:** Provides services directly to citizens or customers.

MISSION HEALTHY COMMUNITY COUNCIL

In 2021, the City of Mission's social development program renewed the Mission Healthy Community Council (MHCC) table (formerly the Mission Community Wellness Committee), which includes a range of interdisciplinary partners. The goal of the MHCC is to work together to build collaborative capacity and address multiple complex issues that impact community wellness for individuals from all walks of life. The MHCC is a committee of City Council. Its role includes collaborating between a broad range of stakeholders and providing recommendations to City Council on Wellness policy initiatives.

PARTNERS

The City of Mission and Mission Healthy Community Council can enhance community wellness through collaboration with many organizations and groups, including:

- The Government of Canada
- The Province of British Columbia
- First Nation communities (including Leq'á:mel Nation, Semá:th Nation, Kwantlen Nation, Sq'ewlets Nation, Máthexwi Nation and Katzie Nation)
- Child and Youth Mental Health
- Fraser Health
- Fraser Valley Regional Library
- Ministry of Children and Family Development
- Mission Division of Family Practice
- Mission Friendship Centre
- Mission Community Services Society
- Mission Association for Community Living
- Mission Association for Seniors Housing
- Mission RCMP, Fire and Rescue and Search and Rescue
- School District 75
- SARA for Women
- University of the Fraser Valley
- Community groups and faith-based organizations, including United Way BC, Union Gospel Mission, Fraser House Society, Hope Central, Youth Unlimited
- Community members

Context

ABOUT MISSION

Mission is located on the unceded and ancestral territory of the Stó:lō people. Since time immemorial, the Stó:lō people have been stewards of the lands and have been contributing to community wellness since long before incorporation. Settlers incorporated the municipality of Mission in 1892—it is one of the oldest settled communities in British Columbia.

Located in southwestern British Columbia within the Fraser Valley Regional District (FVRD), Mission has a mix of urban, rural and natural environments. Mission is bounded to the north by Electoral Area F (FVRD), to the south by the Fraser River and City of Abbotsford, to the east by Electoral Area D (FVRD) and to the west the City of Maple Ridge.

Relative to its Lower Mainland neighbours, Mission is a small urban community in terms of population and workforce. Residents of Mission enjoy the small town charm, scenic views, many opportunities for outdoor recreation, arts and culture.



TRENDS, CHALLENGES, OPPORTUNITIES

Mission is growing

From 2016 to 2021, almost 3,000 people moved to the City of Mission at a steady rate of 7.7% (compared to BC's rate of 7.6%).¹ In 2021, 41,519 people lived in Mission. From 2011 to 2021, almost 1500 people immigrated to Mission from other countries.² The city's population is projected to grow to 57,862 by 2040.³

Community growth provides the opportunity for more investment in community amenities (parks, recreation, social services, etc). But it also poses potential challenges to maintaining the 'small-town character' and sense of neighborliness that many Mission residents enjoy. Community growth also poses challenges about ensuring there is enough housing for all residents.

A community of all ages

The City of Mission has both an aging population and a large youth population. In 2021, a large proportion of the city's population were children under 14 (19%, 7,810 residents) and seniors over 65 (16%, 6,500 residents)⁴. In the Mission local health area, the proportion of seniors (65+) is projected to steadily rise (21% to 39% from 2021 to 2040)⁵. The youth proportion (under 15) is projected to drop slightly (24% to 21% from 2021 to 2040)⁶. As the population ages, there are opportunities to consider intergenerational connections, aging in place and supporting youth to thrive. The City of Mission and the Mission Healthy Community Council will need to balance multiple and competing needs as the city continues to change.

Car-oriented community

Many small cities in North America are car-oriented communities. Mission is car-oriented with limited options for public transportation, cycling and walking. As of 2016, 85% of Mission workers drove to work. Almost half of Mission's commuters spend over 30 minutes driving to work.⁷ Studies show that longer commutes correlate with worse physical and mental health outcomes. Further, transportation is a common barrier for accessing health care. In a survey by the Mission Primary Care Network about Indigenous patients, 23% of participants reported a lack of sustainable transportation outside of Mission as a barrier to accessing health services.⁸ Fourteen percent identified a lack of transportation within Mission as a barrier. Improving transportation options is complex but can help improve community wellness.

Rising cost of living

Globally, the cost of living is on the rise. In Canada, the consumer price index rose 9% (2016 - 2021)—the largest annual change in a generation. Mission has felt these impacts. Within the city, 77% of residents are homeowners, 20% of which are living in unaffordable housing. Among renters, 39% are living in unaffordable housing.⁹ The cost of housing is out-pacing income increases. From 2010 to 2019, median home price increased by 38%, while median income only increased by 14%.¹⁰ Cost of food and other basic needs is also on the rise. Providing affordable housing and basic needs support is a complex challenge for municipalities.

COVID-19 CRISIS

The COVID-19 pandemic has profoundly impacted societies worldwide. From April 2020 to September 2022, 3,002 British Columbians died from COVID-19.¹¹ The pandemic response had unprecedented economic and social disruptions since 2020. COVID-19 also revealed systemic weaknesses and has put a massive strain on healthcare and social services. As a community, province and nation, we face significant staff recruitment and retention challenges across these sectors, which directly impacts the complex challenges we are trying to solve.

Labour force changes

The COVID-19 pandemic changed labour forces worldwide. Many people have changed jobs, and some have retired early. Front line health care workers have reported much more stress. Despite demand for workers in health and social sectors, employment has fallen.¹² These stresses have led to burnout, fatigue and high staff turnover. Two years since the pandemic started, the health and social sectors are still faced with massive challenges. Yet, there is also opportunity to now refocus attention from emergency planning toward aligning priorities to have a collective impact in the community.

Social isolation

The public health measures to reduce the spread of COVID-19 led to increased social isolation and mental health impacts. As communities open up again, some experience anxiety about gatherings and COVID-19 exposure.

Substance use and toxic drug supply

The toxic drug supply crisis is the leading cause of unnatural death in British Columbia, with over 4,000 people dying from illicit drug toxicity in 2022 and 2021.¹³ A majority of overdoses occur when people are alone at home.¹⁴ Reducing stigma about substance use and ensuring those who use substances are safe is challenging. In BC, there has been some progress in shifting towards harm reduction approaches when interacting with people who use drugs.

Mental health

As of 2019, British Columbians rated their mental health as nearly the lowest in the country, despite having generally healthier lifestyles.¹⁵ The percentage of British Columbians reporting positive mental health is trending downward.¹⁶ In Mission, a 2020 survey reported that 56% of responses indicated that their mental health is worsening.¹⁷ According to a 2022 survey by the Primary Care Network about Indigenous patients, 42% of respondents said they are unable to access mental health care.¹⁸ As we emerge from the pandemic, there is opportunity to support mental health more proactively.

Physical health

Many aforementioned factors impact physical health (climate change, COVID-19, substance use, etc.). With an aging population, chronic diseases will likely continue to impact BC communities. The leading chronic conditions in the Fraser Health region are mood and anxiety disorders, hypertension, diabetes, heart disease and osteoarthritis.¹⁹ Preventative measures, such as providing recreation opportunities, access to healthy food, and reducing alcohol/tobacco use can help prevent some chronic conditions. A 2020 survey reported that 87% of Mission respondents reported good general health (slightly lower than the Fraser Health Authority average).²⁰

Stigma and discrimination

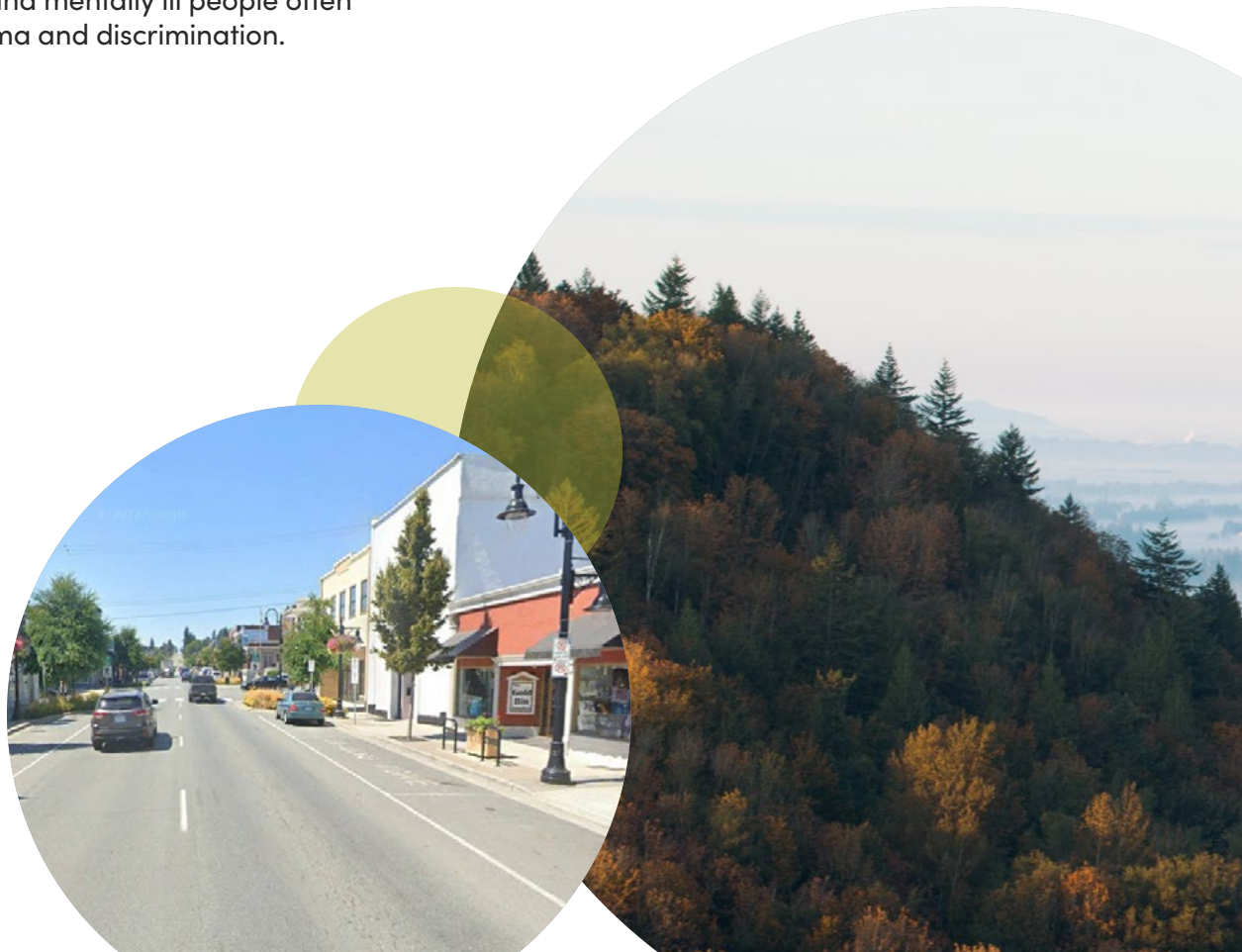
Many people face stigma and discrimination. Stigma is a negative stereotype. Discrimination is unfair treatment due to a person's identity, which includes race, ancestry, ethnic origin, gender identity, age or disability. In Mission, almost 1 in 5 Indigenous respondents (16%) reported not being treated with respect when accessing healthcare.²¹ Stigma and discrimination has harmful effects. People of color, low-income people, people of religious minorities, immigrants, people experiencing homelessness, and mentally ill people often experience stigma and discrimination.

Indigenous relations

Across Canada, Indigenous and non-Indigenous communities are working together to develop and maintain mutually respectful relationships. Located on the shared traditional territories of six First Nation communities, the City of Mission has stated its commitment to reconciliation with these communities. In 2021, the Indigenous identity for the Mission population in private households was 8.3%.²² The City is working to ensure that its work reflects the intent of the United Nations Declaration on the Rights of Indigenous People and the Truth and Reconciliation Commission's Calls to Action.

Climate change

Climate change hazards will continue to affect the well-being of people worldwide. In British Columbia, climate change has affected many communities recently. Extreme heat, wildfires, air pollution, and flooding has all affected our well-being. Climate change has mental and physical health impacts. To respond to climate change, the city of Mission is faced with both challenges and opportunities.



Engagement Snapshot

From June to September 2022, we engaged with the community and stakeholders to understand community wellness in Mission.

WHAT WE DID

Community Survey

295 responses

Community BBQ

75 attendees, many of whom have lived/living experience of homelessness

Stakeholder Focus Groups

12 sessions with 70 people

Elder's Lunch

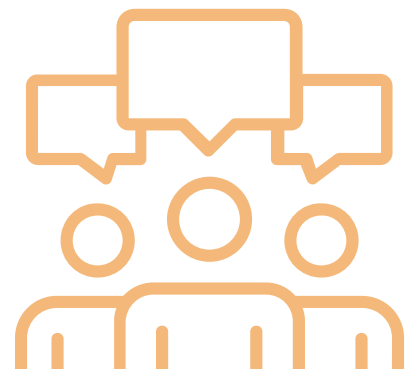
at the Mission Friendship Centre

Monthly Meetings

five meetings with the Mission Healthy Community Council

Weekly Meetings

over 20 meetings with the Mission Healthy Community Council Executive Team





WHAT WE HEARD

The following topics emerged as top wellness priorities from the community and stakeholders.

Meeting Basic Needs

- Affordable housing
- Addressing homelessness
- Access to employment
- Food security
- Childcare
- Transportation (public transportation, walking, biking)

Feeling Safe

- Eliminating stigma
- Understanding trauma
- Substance use safety
- Emergency preparedness

Mental Health Supports

- Preventative supports
- Reducing barriers to accessing services
- Providing central hubs for services
- Attracting and retaining care providers
- Crisis need response

Promoting Physical Health

- Recreation opportunities
- Reducing barriers to health services
- Attracting and retaining care providers
- Access to nature and healthy environments

Sense of Belonging

- Ensuring that everyone feels welcome
- Encouraging interpersonal connections
- Learning and connection across differences
- Youth development opportunities

Engaged Community

- Listening and engaging with the community
- Engaging with equity-priority voices
- Promoting volunteerism

PART 2

STRATEGY



Strategic Framework

The Community Wellness Strategy includes six long-term aspirations. Each aspiration connects to indicators that track progress and measure success of the strategy. To achieve these aspirations, there are multiple strategic directions (ways to reach the aspirations) which each has multiple recommended actions (that can move the work forward in concrete ways).



Aspirations

The following aspirations are long-term hopes for wellness in Mission. These interconnected goals are rooted in what we heard about wellness priorities. Similar to the dimensions of wellness, these aspirations are closely interconnected with each other.



ASPIRATION 1: AN EQUITABLE COMMUNITY THAT MEETS BASIC NEEDS

Everyone in Mission can meet their basic needs, including a safe place to live, healthy food to eat, effective transportation, and access to employment and basic income. People do not feel threatened emotionally or physically in the environments where they live, go to school, work, and recreate. These essential provisions are affordable, safe, culturally appropriate, and available to all. Everyone also lives in a healthy environment without air pollution or other environmental health risks.

ASPIRATION 2: A SECURE COMMUNITY WHERE EVERYONE FEELS SAFE

Everyone in Mission feels safe, regardless of gender identity, race, age, religion, culture, or disability. When using wellness services, everyone is treated with dignity and respect, and people do not fear judgment or bias. Prevention programs promote public safety. These include prevention related to substance use and mental health needs, natural disasters (fires, floods, storms, or extreme heat), and violence or crimes. People feel safe accessing services and being in wellness indoor spaces, like a doctor's office or treatment center. People feel safe using outdoor spaces such as parks and trails.

ASPIRATION 3: AN ACCESSIBLE COMMUNITY THAT FOSTERS BOTH PHYSICAL AND MENTAL HEALTH AND WELLNESS

Mission has “central hubs” for healthcare and minimal barriers to treatment. These central hubs allow referrals to a variety of wellness supports for integrated healthcare, including physical and mental health, as well as employment and housing supports.

Fostering Physical Health and Wellness

Everyone in Mission has access to what they need to take care of their physical health. There are enough care providers for the public to access care in timely ways. Mission is able to attract and retain qualified health professionals to the region. There are multiple options to address health emergencies without barriers to use. People have access to indoor and outdoor spaces for exercise and recreation.

Fostering Mental Health and Wellness

People have access to the mental health supports they need, including counseling services and substance use treatment. If people are in crisis, they can quickly get quality treatment regardless of the time of day and their location, including suicide prevention, overdose intervention, and mental health support. People have access to activities, spaces and programs that foster mental health promotion and prevention. There are opportunities for people to connect with others to build relationships and reduce isolation.

ASPIRATION 4: A COMPASSIONATE COMMUNITY WHERE EVERYONE BELONGS

Mission is a community that celebrates people from all walks of life. It is a community for all ages and abilities, and for people from a range of racial, ethnic, and cultural backgrounds. The community respects that the Sto:lo people have been stewards of these lands since time immemorial and works to reconcile the past and current injustices that harm Indigenous people. New people are welcomed to the community, and long-time residents are recognized for their connection to the history of Mission. Mission intentionally cultivates community spaces for people to connect with each other. There are efforts to sustain and increase social capital and feelings of belonging. There are also campaigns to increase awareness of differences so that people can learn about each other.

ASPIRATION 5: A PARTICIPATORY COMMUNITY WHERE EVERYONE ENGAGES AT THE LEVEL THEY DESIRE

Everyone in Mission has the opportunity to participate in civic life. Public institutions like local government, healthcare organizations, schools, police, and community organizations listen to the public and offer opportunities for civic engagement in community decisions. Mission collaborates with equity seeking groups to ensure that their voices are heard and thoughts are represented in policy and programs. Mission also cultivates opportunities for decision-makers, such as a city council member, to interact directly with people impacted by systems and services, such as a person experiencing homelessness. There is a strong culture of volunteerism and “service cycles”, where people who have been helped by programs become peer leaders and helpers to others in need.

Strategic Directions

Through this planning process, we have identified 15 strategic directions to help reach the wellness goals. Similar to the holistic nature of wellness, these strategic directions are closely interconnected with each other.

1. Expand housing options
2. Provide basic needs supports
3. Improve access and quality of active transportation options
4. Enhance care for Indigenous people
5. Ensure community members do not face stigma or discrimination
6. Support wellness for youth, families, and seniors
7. Strengthen mental health and substance use prevention
8. Prepare for climate emergencies
9. Attract, retain and train social service and healthcare staff
10. Improve inter-agency coordination and collaboration
11. Improve communication with the public about wellness services and resources
12. Create a central hub for services
13. Encourage relationship building through community spaces and programs
14. Create a culture of strong civic engagement, where many participate in local democracy
15. Create a robust volunteer network

HOW TO USE STRATEGIC DIRECTIONS

The strategic directions on the following pages each surface a key theme that has been identified as a priority for wellness. Each strategic direction includes the following elements:

- **Why this is important.** A description of why the strategic direction was included
- **Related policy.** Highlights of existing policy that already addresses the strategic direction (to help facilitate alignment between past and future work)
- **Existing strengths.** A list of existing initiatives to ensure an asset-based frame of mind
- **Recommended actions.** A list of recommended actions, based on what we learned in the planning process. Prioritizing actions will be an important next step – to learn more about the proposed prioritization process, see the Implementation Plan on page 48.

Expand housing options

Why this is important

Affordable housing was identified as a top priority for supporting wellness in Mission. There was a particular emphasis on the need for rental housing. We heard that affordable housing should be located near transportation networks, wellness services, and should support social connection. Desired transportation networks included public transit, cycling, and walking. Desired wellness services located near housing included healthcare clinics and supportive services. We also heard about the importance of destigmatizing homelessness and affordable housing. Access to safe and affordable housing enables a multitude of wellness factors, including people's ability to have convenient access to meet daily needs, to feel safe and to rest, for people to live without financial stress, and for people to live in healthy environments.

Related policy

- Affordable Housing Strategy (2021)
- Official Community Plan (2018)
- Secondary Suites Policy
- Master Transportation Plan (2022)

Building on existing strengths

- Housing Needs Assessment conducted 2020
- Affordable Housing Strategy launched in 2021
- Social Housing Coordinator hired in 2022
- The Sustainable Housing Committee is a partnership between BC Housing, the City of Mission and Mission Community Services Society
- New [Mission Association for Community Living](#) Housing & Childcare Hub

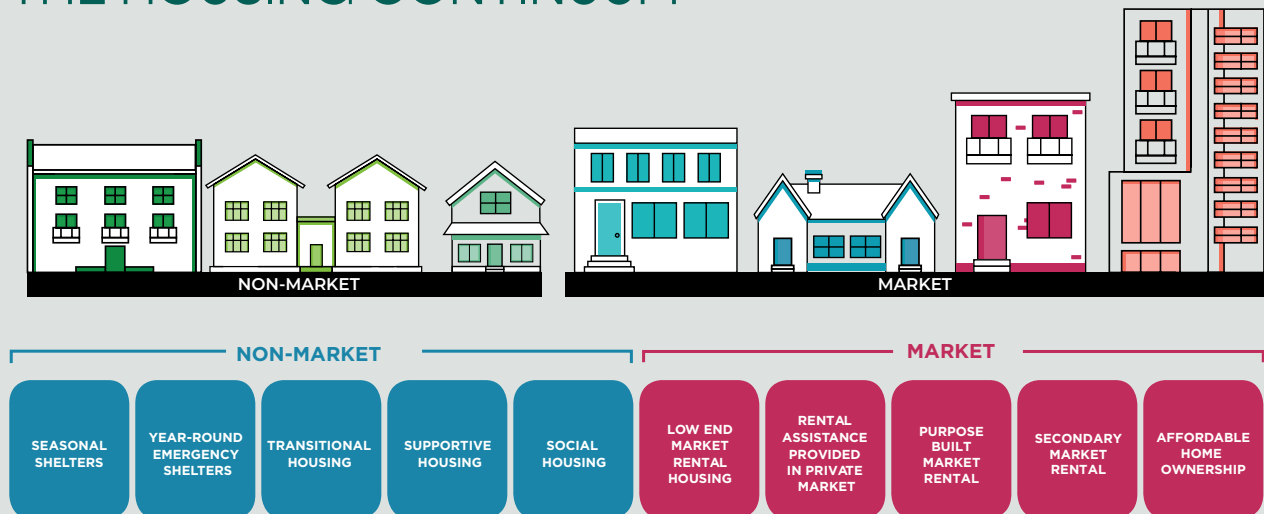
Recommended actions

1.1	<p>Implement the Affordable Housing Strategy, placing priority on existing strategies contained therein, such as:</p> <ul style="list-style-type: none">• Publish materials to destigmatize homelessness and substance use• Support SARA for Women in building more housing for women and children escaping family violence• Develop a Family-Friendly Housing Policy• Foster Partnerships between Non-Profit Agencies with Governments and Developers for Affordable Housing and Improve Local Non-Profit Capacity.• Develop a Tenant Relocation and Protection Policy
1.2	<p>Advocate for affordable and diverse housing that promotes social connection. This includes:</p> <ul style="list-style-type: none">• Review best practices in sociable design including the Happy Homes Toolkit• Develop housing and urban design guidelines that promote social connection.

Recommended actions, continued

1.3	Locate housing in strategic growth areas close to wellness services, parks, schools, shopping, and transportation options to improve access to services and care, through neighbourhood planning, Official Community Plan updates and transportation master planning. These strategic growth areas should be well connected to the rest of the community through public transit.
1.4	Prioritize affordable and safe housing for those with the most acute wellness needs and explore the complex-care housing approach .
1.5	Advocate for pet-friendly affordable housing along the housing continuum (including seasonal shelters, year-round emergency shelters, transitional housing, supportive housing and social housing).
1.6	Provide supports for people transitioning between different types of housing along the housing continuum.
1.7	Explore innovative building design that increases affordability such as modular housing.
1.8	Increase the amount of homes that are designed and built to be universally accessible.

CLOSER LOOK THE HOUSING CONTINUUM



Mission's Affordable Housing Strategy includes the housing continuum. It is an illustrative diagram that helps communicate the full range of potential housing types and tenures in a community. It is not a linear model, nor a ladder. It is a fluid network of housing options allowing households to find and afford a home that meets their needs. There is no final destination, or ideal location, along the housing continuum; it is simply intended as a framework to understand the range of possible housing types and tenures individuals may need during their lifetime.

Provide basic needs supports

Why this is important

Meeting basic needs, including housing, food, liveable wages, and income, is central to supporting community wellness. Through the community wellness survey, we heard meeting financial pressures and the cost of living is a key factor in participants' wellness. Focus group participants discussed the need to address homelessness and affordable housing along with wrap-around services, including food, childcare, and mental health support.

Related policy

- Employment Lands Strategy (forthcoming)

Building on existing strengths

- Mission Outreach Support Team
- IHART (Integrated Homelessness Action Response Team) are new at [Fraser Health](#)
- The Vulnerable Persons Action Team (VPAT) strikes up during crisis events i.e. wildfires, etc.
- MOST - Formalized 'Walk About Agreement' that will be used as best practice for interdisciplinary tables

Recommended actions

2.1	Launch the Mission Mobile Van (<i>to learn more, see the following page</i>). Once it is launched, consider expanding the services and amenities offered. Consider including a laundry service, income-tax training, power outlets and internet access.
2.2	Encourage food security by: <ul style="list-style-type: none">• Encouraging community gardens, especially in new residential areas• Partnering with local non-profit organizations of current and future food security projects (farmers markets, vertical gardens, greenhouses and regenerative agriculture)• Collaborating with the Mission Food Coalition on food security actions• Advocating for flexible food bank hours• Updating zoning bylaws to allow for local farming• Continue to support and work with local farmers• Work with the provincial government to provide regular and robust funding for school food programs• Identify strategic locations for new affordable grocery stores in Mission that are located to affordable housing
2.3	Collaborate with the Mission Food Coalition, and help implement its forthcoming strategic plan

Recommended actions, continued

- 2.4 Create collaborations between local and regional businesses and school districts to provide skill training and attract more employment to Mission.
- 2.5 Implement the forthcoming Employment Lands Strategy to protect current employment lands and strategically locate new employment near housing and frequent transit.

COMMUNITY SPOTLIGHT MISSION COMMUNITY MOBILE RV

In partnership between Social Development and the Mission Division of Family Practice, the Mission Community Mobile RV is set to be operational by 2023. This RV will offer a shower, bathroom, medical exam space, and social service space.



COMMUNITY SPOTLIGHT EMMA'S ACRES

For people getting out of prison and survivors of serious crimes, reintegrating into the community is challenging. Many Mission community members are also food insecure. Emma's Acres works to address both these challenges—the community garden provides a nutritional food program, hosts dinners and donates fresh food to those in need.



STRATEGIC DIRECTION 3

Improve access and quality of active transportation options

Why this is important

There was a strong desire to ensure transportation in Mission is affordable, accessible, and efficient. We heard it was important to locate transportation near to affordable housing, wellness services, and amenities to improve the mobility of community members, allow for greater access to care, and mitigate climate impacts. Transportation includes public transit, walking and biking. Survey and focus group participants identified that improving transportation services can better connect people to services, employment and other community members. Public transportation is a regional service. As such, the City of Mission does not have direct control over all transportation access. There is opportunity to collaborate with local and regional partners to improve public transportation. The City can also provide improvements in the built environment to ensure people feel safe walking, biking or taking public transit.

Related policy

- Official Community Plan (2018)
- Master Transportation Plan (2022)
- Affordable Housing Strategy (2021)
- Development and Subdivision Bylaw

Building on existing strengths

- The United Way has a Free Bus Pass program
- The City of Mission’s planning department coordinates with BC Transit to provide bus service

Recommended actions

3.1	Ensure all active transportation options are universally accessible. This is aligned with actions in the Master Transportation Plan (2022), including: <ul style="list-style-type: none">• Ensure streets are designed to be universally accessible• Ensure a universally accessible transit system
3.2	Advocate for enhanced transit services. This is aligned with actions in the Master Transportation Plan (2022), including: <ul style="list-style-type: none">• Identify transit supportive programs and policies to encourage transit use among new riders with a specific focus on equity seeking populations• Improve regional transit connections to Abbotsford and Metro Vancouver• In partnership with BC Transit, improve transit service frequency to make transit more convenient at all times of day• Support the development of an updated transit network focusing on frequent and direct transit service along with phased implementation to increase service hours

Recommended actions, continued

3.3	<p>Prioritize safe and accessible walking, cycling and other forms of active mobility. This is aligned with actions in the Master Transportation Plan (2022), including:</p> <ul style="list-style-type: none">• Ensure the transportation system supports land use patterns with appropriate investments to enable and encourage people to walk, roll, cycle and use transit.• Develop a complete, comfortable, and connected active mobility network that places all residents and businesses within close proximity of an active mobility corridor, and provides connections to key destinations• Develop and support programs to encourage walking• Develop and support programs and facilities to encourage cycling
3.4	<p>Implement the transportation actions in the Environmental Charter (update underway), placing priority on the following actions contained therein:</p> <ul style="list-style-type: none">• Accelerate complete street planning through transportation master planning, Official Community Plan/neighbourhood planning to develop a network of paths and trails• Prioritize public transit, increasing ridership, and connecting public transport to ride-sharing programs through transportation planning, the OCP update and neighbourhood planning.• Pursue availability of car-sharing and ride-sharing programs
3.5	<p>Ensure wellness services are accessible by transit through transportation, community, and neighbourhood planning.</p>
3.6	<p>Explore innovative transportation solutions to connect residents to wellness services, especially for rural residents who do not have access to cars.</p>
3.7	<p>Install and improve energy efficient street lights throughout the city to increase sense of safety at night.</p>



Enhance care for Indigenous people

Why this is important

Throughout engagement, we heard about the importance of providing care for Indigenous populations. Community wellness survey respondents identified “supporting Indigenous communities” as the City’s top strength. Through the Primary Care Network’s Indigenous patient engagement survey, we learned that 58% of respondents agree their cultural, ethnic or spiritual background is honored within the healthcare system. However, anti-Indigenous racism is still a significant challenge in healthcare and social services and many service providers still expect Indigenous people to adopt a western way of thinking. Through meaningful partnerships, Mission can integrate Indigenous ways of knowing into care systems to enhance care for Indigenous people and the broader community.

Related policy

- Truth & Reconciliation Commission of Canada: Calls to Action (2015)

Building on existing strengths

- The Primary Care network has an Indigenous Working Group which focuses on three main areas: partnership building; identifying what enhanced Indigenous health services means for local communities; and determining the role of a future Cultural Advisor / Sacred Knowledge Keeper.
- In October 2022, the Primary Care Network and Leq’a:mel, Sq’ewelts and Mission Friendship Centre co-hosted a collaborative event at Xa:Ytem
- The Primary Care Network is hiring a full-time Cultural Advisor/ Sacred Knowledge Keeper
- Fraser Health’s Indigenous Mental Health Liaison program connects and supports First Nations, Métis and Inuit people, their families, and mental health staff to provide culturally appropriate services.
- Indigenous mental health case manager and Indigenous mental health liaison services

Recommended actions

4.1	Consult further with First Nation communities to better understand needs as it relates to wellness services.
4.2	Continue to strengthen relationships with Indigenous partners to enhance care.
4.3	Establish consistent policies and protocols with Indigenous communities and Indigenous serving organizations. These policies would foster meaningful, purposeful and respectful engagement with Indigenous partners at all stages of planning, implementation and evaluation of wellness services. This would move beyond asking communities to identify needs and move towards taking leadership from communities on how we can best partner to meet those needs.
4.4	Consider hiring a cultural knowledge keeper at the Primary Care Network to help incorporate Indigenous healing practices.

STRATEGIC DIRECTION 5

Ensure community members do not face stigma or discrimination

Why this is important

Eliminating stigma and discrimination will help to improve community safety and feelings of belonging in Mission. We heard the need for trauma-informed health care, culturally safe services and spaces, particularly for Indigenous community members, and various opportunities to improve community connectedness across differences through events, programming, and volunteerism.

Building on existing strengths

- The Mission Overdose Community Action Team (MOCAT), Mission Outreach Support Team, Mission Friendship Centre and other local organizations take many efforts to reduce stigma and discrimination in the community.
- Some service providers in Mission have been trained in trauma informed practice and San'ya's Indigenous Cultural Safety Training.

Recommended actions

5.1	Co-develop a community education campaign to reduce stigma about topics such as mental health, homelessness, substance use and disability related topics. Partner with people with lived/living experience and their families, as well as agencies to develop this campaign.
5.2	Work with the RCMP to respond to incidents of racism and discrimination in timely and meaningful ways.
5.3	Work with the RCMP to review and revise its current response to incidents of racism.
5.4	Review, update and adopt organizational policies that encourage a stigma and discrimination free environment.

COMMUNITY SPOTLIGHT

IN-PHASE CARE CLINIC HEPATITIS C SCREENING DAY

The In-Phase Care Clinic launched Hepatitis C Screening Day in 2019 to increase awareness about hepatitis C, minimize stigma associated with diagnosis, and provide early diagnosis and treatment. In 2019, 30% of people tested positive for Hepatitis C. Of those, one third were treated.

By engaging the community— including youth, local businesses and the Mission Friendship Centre—the Hep C Screening Day has been a successful initiative. It has helped to destigmatize hepatitis C while also providing direct care.



STRATEGIC DIRECTION 6

Support wellness for youth, families, and seniors

Why this is important

We heard the importance of supporting wellness for all ages, including youth, families and seniors. When asked what is most important as it relates to wellness, the top response from the survey was ‘supporting youth development’. Survey participants shared concern for youth at risk and the need for improved programming, in addition seniors’ supports, particularly related to housing. Focus group participants identified opportunities to improve wellness through early childhood care, senior check ins, improved access to resources, and programs. We also heard about the importance of supporting youth, families and seniors of all abilities.

Related policy

- Child and Youth Committee Strategy (forthcoming)
- Parks, Recreation, Arts & Culture Master Plan (2018)

Building on existing strengths

- The City of Mission recently received funding to build safer communities for youth. This includes making space for healthy risk taking behaviour, exploring models of alternative school suspension models and exploring a community based help line
- The University of Fraser Valley and City of Mission have partnered to integrate practicum students to run community-based wellness programs for teams.
- Mission UFV Campus expansion is underway
- The Mission Community Health Centre includes a seniors clinic. This clinic is part of the Fraser Health seniors clinic program which provides specialized services to seniors experiencing medical problems who are at risk of losing the ability to function independently.
- Mission Youth House provides collaborative support for youth, specializing in substance use and homelessness.

Recommended actions

6.1	Connect youth to local career training opportunities <ul style="list-style-type: none">• In the forthcoming Employment Lands Strategy, advocate for creative solutions for youth to be connected to local employment opportunities
6.2	Develop a child-care strategy to further understand opportunities and priorities for child care space in Mission.

6.3	Implement the Parks, Recreation, Arts & Culture Master Plan, with emphasis on recommendations that support youth, families and seniors. Many recommendations within the plan support facilities, public space and park amenities that advance wellness for all ages.
6.4	<p>Create wellness learning opportunities for all ages</p> <ul style="list-style-type: none"> • For youth, these might center on nutrition, consent and sexual behavior, substance use, and mental health • For older adults, this might center on healthy communication and relationships, aging alone, changes in mobility, mental health, and building new communities after life changes like divorce or an empty nest
6.5	Advocate for a Foundry in Mission. Foundry is a province-wide network of integrated health and wellness services for young people aged 12-24.
6.6	Strengthen partnerships with the School District to ensure alignment and collaboration for youth supports
6.7	Work with community organizations to increase opportunities for connection across age generations through events and programs
6.8	Create an inventory of space for programming and services for children, youth, families, and seniors
6.9	Monitor and update the City's financial tools to provide amenities. This includes Density Bonusing, Community Amenity Contributions, and the Amenity Reserve Fund. These financial tools help provide amenities for youth, families and seniors.

COMMUNITY SPOTLIGHT

MISSION YOUTH HOUSE MOBILE

This re-purposed RV will bring outreach workers and volunteers to locations throughout the community, bringing food, clothes, supplies, harm reduction, connection to resources and relational support. MY House Mobile will be a mobile youth drop in, going to locations such as the skate park, schools and shelters. It will also be attending events such as Mission Youth Week, Mission Fest, Jesters Theatre and special events of partner organizations.



Updated branding is soon to come for MY House Mobile.

STRATEGIC DIRECTION 7

Strengthen mental health and substance use prevention

Why this is important

Providing mental health and substance use support was the second top priority among community survey respondents. In both the community survey and Primary Care Network's Indigenous patient survey, we heard challenges related to accessing mental health services and resources, including service capacity and location. We also heard about the stress of the pandemic and rising costs of living placing a growing need on mental health support and treatment. Many strategic directions in this plan relate to the interconnected efforts of mental health and substance use prevention. The following strategic direction provides some more specific actions related to the topic.

Building on existing strengths

- The Mission Overdose Community Action Team (MOCAT) leads many initiatives related to harm reduction. Pop-up events provide naloxone training, partnerships with the downtown business association raise awareness about substance use through art programs; and the Around the Fire Podcast explores everything from stigma to safe supply.
- The Primary Care Network has a Mental Health and Substance Use working group which focuses on finding ways to implement formal systems to enhance opportunities to strengthen partnerships, collaborate and communicate. This group also hosts a combined resource/health fair for service providers.
- Learning Together Tuesdays provides virtual education
- There is a Fraser Health Mental Health Centre in Mission. This centre supports adults (19+) experiencing mental illness.
- The Rapid Access to Addiction Care Clinic (RAAC) clinic provides low-barrier, responsive care to patients with substance use concerns with an aim of assessment, initial stabilization and transition to community-based clinics and services.
- Mission Youth House (MY House) provides collaborative case management for youth requesting mental health and substance use support. Including episodic supervised consumption and harm reduction
- Fraser House provides counselling and prevention services for substance use in Mission

Related policy

- Health Canada recently announced almost \$40 million in funding to help support people who use substances across Canada.

Recommended actions

7.1	Advocate to the provincial government for counseling services to be included in the Medical Service Plan
7.2	Collaborate with community agencies and the School Board to create new outreach and mentorship positions in schools
7.3	Advocate for a local bylaw for decriminalization of drugs so that more people pursue help without fear of incarceration. To begin, work with Fraser Health to understand the health evidence supporting this type of policy.
7.4	Develop partnerships between RCMP and Fraser Health Authority (Mental Health and Addiction Services) to create a program responsive to emotional and mental health needs in the community.
7.5	Partner with Fraser Health, MOCAT, Fraser House Society, MY HOUSE, and other partners to create a collaborative communications campaign to promote substance use prevention
7.6	Collaborate with partners to implement proven harm reduction services. This could include establishing an overdose prevention site and providing safe supplies.

Prepare for climate emergencies

Why this is important

With climate change impacts increasing in frequency and severity, we heard several ideas to prepare for climate emergencies in Mission. Community wellness survey respondents identified opportunities to create walkable communities to mitigate climate impacts and improve community response to emergencies like extreme heat events.

Related policy

- Environmental Charter
- City of Mission Emergency Response Plan
- Get Emergency Ready - A Guide for Mission Residents

Building on existing strengths

- The City of Mission recently received an Extreme Heat Grant. This grant will lead to mapping extreme heat vulnerabilities in Mission, creating risk assessments and developing response plans to prepare, mitigate, and adapt to extreme heat episodes.
- During extreme heat events, there are cooling centres in Mission Public Library, Mission Leisure Centre, Mission Friendship Centre, Haven in the Hollow and Hope Central. The city also delivers water to shelters in Mission during extreme events.

Recommended actions

8.1	Develop a climate adaptation plan to prepare for future hazards.
8.2	<p>Incorporate climate action policies in the forthcoming Official Community Plan to ensure that climate adaptation and mitigation is a top City priority. These policies should include:</p> <ul style="list-style-type: none"> • Concentrating growth in strategic areas to minimize greenfield development • Design guidelines for climate resilient buildings and public spaces that meet green rating systems (i.e. LEED) • Requirements for walkable neighbourhoods • Tree protection and increased tree canopy cover • Protecting stream courses and ravines
8.3	Encourage tree protection and more planting through the development approvals process
8.4	Continue to locate cooling centres for extreme heat events and heating centres for cold winter months, and consider building a pet-friendly cooling/heating centres.
8.5	Continue to educate the public about neighbourhood-level emergency preparedness and climate adaptation efforts.
8.6	Coordinate climate adaptation and mitigation planning across disciplines to ensure maximum effectiveness. For example, ensure policies and actions are aligned across City departments.

STRATEGIC DIRECTION 9

Attract, retain and train social service and healthcare staff

Why this is important

Ensuring healthcare staff capacity will help to improve both the quantity and quality of care in Mission. We heard health care providers are often facing staffing shortages, contributing to staff being overworked and community members facing service waitlists.

Building on existing strengths

- The Primary Care Network welcomes new healthcare providers to Mission
- Mission Division of Family Practice is responsible for support, recruitment and retention of physicians, nurse practitioners
- The PCN has been hiring an interdisciplinary allied health team. The Primary Care Network and Social Development team has recognized the value of education in trauma-informed practice.
- Mission has been a leader in an interdisciplinary TRIP approach and value a continued cross-sectoral relationship.
- Mission PCN prioritizes cultural safety and humility training as a requirement for all new team members

Recommended actions

9.1

Create a strategy to attract and retain healthcare and social service providers to Mission. This begins with:

- Creating a Mission Healthy Community Council subcommittee to develop an employee retention strategy. Consider this example framework that considers planning, recruiting and retaining staff.
- Learning from leaders who have experience with staff retention and training (such as Fraser House and Child & Youth Mental Health)
- Providing more funding for programs that welcome new staff
- Exploring innovative recruitment/retention campaigns such as “Adopt-A-Doctor”
- Expand opportunities for free and low-cost clinic spaces in community to attract new primary care providers
- Learning from neighbouring communities about staff retention challenges and successes.

9.2

Develop orientation videos and standard onboarding resources for social service providers.

Recommended actions, continued

9.3	<p>Sustain and expand staff training for Mission RCMP, Mission Bylaw Enforcement, Mission Association of Community Living, Mission School District, Social Services, Missions Community Services and Mission Friendship Centre, Mission Primary Care Network and other agencies and groups. Trainings should include topics related to:</p> <ul style="list-style-type: none">• Trauma-informed care• Mental health and substance use• Understanding poverty• Justice, equity, diversity and inclusion and cultural sensitivity training• Celebrating and supporting staff
9.4	<p>Create a strategy for providing affordable housing for wellness workers. To begin, explore best practices such as the Whistler Housing Authority.</p>
9.5	<p>Develop benefits packages for social service and healthcare staff. This could include free leisure centre and bus passes.</p>

STRATEGIC DIRECTION 10

Improve inter-agency coordination and collaboration

Why this is important

Improving coordination and communication internally was a top theme through focus group discussions. Internal communication and coordination referred to agencies and organizations working in the wellness sector. We heard improved collaboration can help to address challenges with staffing and funding shortages as well as patient transitions between various parts of the healthcare system. Further, strong internal communication and coordination allows for alignment of resources rather than a duplication of efforts. A key aspect of this internal communication and coordination is to help create awareness among organizations working in the same field about what wellness supports exist in the community, so they are well-prepared to refer clients to a variety of supports.

The intent is to ensure agencies and organizations are supporting people through the entire spectrum of wellness, from their first appointment until they depart the community, either through death or moving. Increased coordination and collaboration should address gaps in services and create a smoother experience for clients. This strategy will provide care that is thoughtful about the whole person's needs rather than just one ailment.

Building on existing strengths

- In 2020, Mission's Social Development team formed an intentional partnership with the Primary Care Network. We are intentionally focusing on a collective impact approach to link, cross pollinate and create alignment within community for a multitude of strategies and initiatives.
- Post Covid Connect Events have resumed as of December 2022.

Recommended actions

10.1	<p>Create more connective tissue between agencies and departments so that staff from different organizations can learn about wellness activity and services in the community. This could include:</p> <ul style="list-style-type: none">• Encouraging staff from various wellness organizations to regularly attend MHCC tables or subcommittees• Creating various pathways to share policies in development and planning activities so that the city and community can align wellness supports• Creating a program of rotating tours to different agencies and organizations to encourage to learn about other agencies and organizations• Designating staff within agencies and organizations who are the primary point of contact around wellness services, so that colleagues within an organization knew who to approach when seeking various community resources
10.2	<p>Support and adopt Youth Unlimited’s Memorandum of Understanding for inter-agency collaboration.</p>
10.3	<p>Conduct a best practice study about effective collaboration, starting with:</p> <ul style="list-style-type: none">• Creating a sub-committee to lead the research• Conducting literature review and interviews to understand the best practices in collaboration in the health and social sectors. Research technology solutions such as slack channels and file sharing solutions.• Conducting interviews at the local level with key stakeholders about best practice experiences and case studies that have worked in Mission• Writing and distributing a memo about the best practices with recommendations for the Mission Healthy Community Council and other agencies• Committing to a method of collaboration
10.4	<p>Develop a confidential service for the public to share concerns about their experiences accessing different services.</p>
10.5	<p>Adopt a team-based care plan for supporting patients across files, departments and with nearby First Nation communities. This would include:</p> <ul style="list-style-type: none">• Reviewing resources and tools about team-based care in British Columbia• Form a patient advisory council to involve patients in developing team-based care approaches
10.6	<p>Improve communication between wellness services and the public so that people have coordinated care that serves all their needs. Wellness agencies and organizations should coordinate various services that an individual may need that are offered by different entities. This could include:</p> <ul style="list-style-type: none">• Conversations among agencies about how to share client information while upholding privacy and confidentiality.• Creating client prototypes of individuals who have multiple wellness needs and use these prototypes to trace an individual’s wellness journey, surfacing inefficiencies or gaps in services that can inform future improvements.• Conducting evaluation with clients to learn about their wellness needs as well as inefficiencies or gaps in services they have experienced. This data can inform future improvements in streamlining wellness experiences.

STRATEGIC DIRECTION 11

Improve communication with the public about wellness services and resources

Why this is important

To ensure community members are aware of and have access to services and resources in Mission, there is a need to improve public communication about wellness opportunities. We heard this during most focus groups.

Building on existing strengths

- The Mission Division of Family Practice utilizes FETCH (For Everything That's Community Health). This webpage provides information about services in Mission.
- The Stone Soup Initiative also has a landing page to share resources in Mission, however the webpage is still under development.
- Enhance and expand information to the public in various forms of media.
- The Mission Food Coalition has created a resource document that includes all food resources in Mission to be completed November 2022.

Recommended actions

11.1	Conduct an analysis related to communication gaps that examines the public's needs and how aware the public is of potential supports to meet those needs. In particular this analysis should focus on the experiences of various underrepresented groups, including refugees and immigrants, people with disabilities, and Indigenous individuals.
11.2	Develop a webpage for the City of Mission's Social Development department that serves as a hub for resources.
11.3	Expand communications to the community about wellness resources. This effort should come from multiple groups and relates to <i>Strategic Direction 10: Improve inter-agency coordination and collaboration</i> .

STRATEGIC DIRECTION 12

Create a central hub for services

Why this is important

Providing a central hub for wellness services was a top priority across focus group participants. Focus group participants felt that a central hub would encourage people seeking one service to expand to other wellness services, help reduce barriers to care, and allow for more integrated and holistic support. The hub could exist in many forms, including as a one-stop shop, as a mobile space, or built into existing community spaces. The key focus of the hub would be to reduce barriers to access such as transportation, scheduling, or anxiety about working with various providers as all care would be centralized in one location, be it physical or mobile.

Building on existing strengths

- The Mission Youth Centre, MY House, and Mission Leisure Centre have become central hubs for many youth and families
- Boswyck Senior's Centre includes a community centre and affordable seniors housing, acting as a hub for seniors
- The Youth Clinic is operating out of the Fraserview Learning Centre with both Primary Care Providers and Social Work supports available every Wednesday afternoon on a drop in basis

Recommended actions

12.1	Conduct a feasibility study about a central hub in Mission. The study would include an examination of different hub models, explore existing or new spaces for a hub, and look at financial models and implications. Ask a cross-sector group of wellness providers and city staff to lead the feasibility study to ensure a range of perspectives that maximize the hub as a coordinated and integrated space.
12.2	Through neighbourhood and community planning, advocate for a "Wellness Corridor" that locates wellness services, community spaces, and open spaces close to each other and is connected to transit options.
12.3	Locate wellness services throughout all neighbourhoods. Through community planning efforts, create neighbourhood hubs throughout Mission.

STRATEGIC DIRECTION 13

Encourage relationship building through community spaces and programs

Why this is important

Building a sense of community connection was a top priority from the community wellness survey and focus group discussions.

We heard opportunities for community celebrations, community building or events among neighbours and youth programming, and public spaces.

Building on existing strengths

- The United Way's Hi Neighbour Program provides grants to community members who want to run community events in the Cedar Valley neighbourhood.
- Connect Events have resumed and will continue.

Recommended actions

13.1	Provide more barrier-free outdoor programming to encourage walking, running, and various sports.
13.2	Develop a space-sharing system and database that: <ul style="list-style-type: none">• Inventories the space needs by non-profits, places of worship, and other community organizations• Identifies the space offerings in City-owned, community spaces, community schools, and places of worship• Provides a clear and easy booking system for organizations to book spaces
13.3	Research neighbourhood grants that may be available to cover costs for community building (i.e. insurance and space booking) to encourage broader communal participation.
13.4	Promote upcoming events on the City's social media, website and through other promotional channels such as Facebook or Nextdoor.
13.5	Create opportunities for learning and connection through community events that celebrate diverse cultures and bring people from different social groups together.
13.6	Host dialogues where people can tell their stories and learn from those different than themselves.
13.7	Conduct civic walking tours that allow for public leaders to observe and experience current public spaces, and think about how the public spaces encourage or discourage connection.

STRATEGIC DIRECTION 14

Create a culture of strong civic engagement, where many participate in local democracy

Why this is important

We heard the importance of and opportunities to foster an engaged community in Mission. This includes engaging with equity-priority voices, promoting civic engagement, and creating opportunities for the public to know about and participate in important decisions in their community.

Recommended actions

14.1	Create opportunities for city leaders and the public to have dialogue with each other by: <ul style="list-style-type: none">• Continuing with the Council Cafe program where citizens can talk with City Councillors• Hosting facilitated dialogue sessions with residents and city leaders
14.2	Involve people with lived experience in public decision making. To understand the best approach to participatory decision-making, consider <ul style="list-style-type: none">• Learning about Abbotsford's Peer Advisory Table Program• Reviewing best practices in the field• Identify case studies of people with lived experience in decision making to share with Mission agencies and organizations
14.3	Create a communication campaign to promote how Mission residents can be involved in civic life.
14.4	Commit staff time to community engagement. This could include hiring a community engagement coordinator or integrating community engagement leadership into existing job responsibilities.
14.5	Commit city funds or agency budgets to activities that promote civic engagement such as events that bring the community together or programs that bridge differences.

Create a robust volunteer network

Why this is important

Through community and stakeholder engagement, we heard the importance of promoting volunteerism. Survey respondents shared that connecting to their community through volunteer positions contributes positively to their wellness. Focus group participants also identified the benefits of volunteers, both in support programming and improving community connectedness.

Building on existing strengths

- Many organizations have volunteer programs such as Youth Unlimited and United Way

Recommended actions

15.1	Hire a volunteer coordinator. The initial roles of the coordinator would include: <ul style="list-style-type: none">• Mapping existing volunteer programs across Mission organizations• Researching volunteer management software options• Exploring different “best practice” volunteer programs.• Developing a central place for organizations to post about specific volunteer needs.
15.2	Collaborate with community partners to develop coordinated peer-to-peer volunteer strategy. This peer to peer volunteerism may be particularly helpful in youth programming and for mental health and substance use supports.
15.3	Implement a central database for people interested in volunteering (i.e. iVolunteer).

The Cost of Inaction

There are costs to taking action around wellness in Mission, including financial implications and increased efforts around collaboration and communication that will take time and resources. We recognize these costs are not insignificant in the face of strained budgets and capacity of staff in the wellness sector. However, the costs of inaction around these issues are much greater than the costs of action, and there could be grave consequences if we do not move quickly and strategically in building wellness in Mission. The costs of inaction include:

- **Increased emergency services** because people do not have access to the preventative care they need to protect against health emergencies. People may also rely on emergency services if there is not access to timely non-emergency care. Emergency services are also higher cost than preventative care, thus burdening budgets and resources.
- **Greater inefficiencies in wellness offerings and redundant services** if organizations do not work together strategically. A lack of collaborative efforts around wellness could result in gaps in services, needlessly recreating services in multiple organizations, and not coordinating wellness services for patients, all of which can impact the well-being of individuals as well as organizations
- **Continued staff burnout** due to staff feeling alone in their efforts to support wellness rather than part of a network of community wellness providers. Working in the wellness sector is hard, especially as pandemic impacts and crises around mental health and substance use continue to unfold. By failing to take action to coordinate and improve efficiencies around wellness in the community, we affect the well-being of professionals in our community that result in burn out and turn over. This in turn could further erode overall wellness in the community.
- **Lack of trust**, if people feel they don't matter and are overlooked due to gaps in wellness services or a lack of accessibility to services.
- **Increased deaths of despair** from suicide and overdoses, if the public is not provided with the support it needs around mental health and substance use recovery.

Everyone in Mission should be treated with dignity and respect as they pursue wellness services and supports, regardless of their background and capabilities. In Mission, we feel wellness is a human right. Let's all come forward to support our community's well-being, so we can continue to make Mission a great place to live for all.

Implementation Plan

Prioritize Actions

To implement the recommended actions outlined in this plan, the City, Mission Healthy Community Council, and collaborative partners will need to prioritize the recommended actions. One recommended methodology for prioritization is to populate a Wellness Matrix. Suggested categories for the matrix include:

- Project status (to be determined, in progress, complete)
- Cost estimates (high, medium, low)
- Feasibility (easy, medium, hard)
- Timing (short term, medium term, long term)
- Champion (who is responsible for implementing the action?)
- Partners (list all collaborators)

Once actions are prioritized, the City and its partners can begin to implement short-term actions.

A recommended format to prioritize these actions would be to host a Wellness Action Summit in 2023. This summit would include convening small groups for each strategic direction who can help inform the priority and sequencing of the recommended actions.

Measure success

To understand if the actions are impacting community wellness, the City and its partners must track data to measure success. To measure the progress of wellness in Mission, the Progress Indicator Table (starting on page 50) demonstrates indicators that relate to each wellness goal. There are two types of indicators:

- **Current indicators** | Measurements that are already tracked with publicly accessible data. These will represent the 'first wave' of wellness measurement
- **Potential future indicators** | Measurements that relate to each goal but may require further measurement or data gathering to publicly track

The current indicators will be shared on a publicly accessible interactive dashboard. Dashboards are a way to visualize data and track progress over time. The dashboard will include wellness indicators as well as other types of indicators. It will be displayed on the City's website.

Progress Indicator Table

ASPIRATION	CURRENT INDICATOR	POTENTIAL FUTURE INDICATORS
Aspiration 1: An equitable community that meets basic needs	<ul style="list-style-type: none"> • Percentage of people in core housing need (Housing Needs Assessment, 2020) • Percentage of people experiencing homelessness (Homeless Count, 2020) • Number of households living below the poverty line (Statistics Canada, 2021) • Number of people with a highschool or higher education (Statistics Canada, 2016) • Employment rate (Statistics Canada, 2021) • Number of turnaways from emergency and short term housing (Housing Needs Assessment, 2020) 	<ul style="list-style-type: none"> • Number of pounds of food distributed to Mission residents • Child poverty rates • Water quality or pollution emissions • Shelter data (people served, beds available) • Housing stock available (vacancy rate) • Percentage of housing dedicated to seniors • Percentage of land used for housing
Aspiration 2: A secure community where everyone feels safe	<ul style="list-style-type: none"> • Feeling safe walking after dark (MHMC, 2013) • Proportion of people who reported being satisfied with their personal safety from crime (Statistics Canada, 2014) • Emergency supplies for 3+ days (MHMC, 2013) • Community GHG emissions (City of Mission Environmental Charter) 	<ul style="list-style-type: none"> • Number of immigrant & refugee services • Number of treatment programs • Emergency calls per month by neighbourhood • Number of emergency room visits • Number of Naloxone or other emergency medications used • Sexual assault cases • Car accident rates • Violent crime rates • Cultural sensitivity trainings offered (in different organizations/agencies) • Number of accessible pathways • Number of street lights installed • Feelings of cultural safety (i.e. feeling safe from incidents of discrimination)

<p>Aspiration 3: An accessible community that promotes physical and mental health</p>	<ul style="list-style-type: none"> • Reporting good or very good mental health (MHMC, 2013) • Reporting good or very good general health (MHMC, 2013) • Percentage of residents with a family doctor (MHMC, 2013) • Amenities within walking/cycling distance (MHMC, 2013) 	<ul style="list-style-type: none"> • Number of overdose prevention and outreach programs • Number of detox centres • Number of youth mental health supports/outreach workers in schools • Recreational youth programs (number and cost) • Supply and demand analysis of services and service use (such as how many mental health appointments available and how many are booked) • Credentials of physicians or therapists (e.g. Master’s degrees, special certifications) • Number of wellness buildings with disability accessible entrances • Number of programs/supports for people with disabilities/special needs • Waitlist times for family doctors, nurse practitioners, and maternity care • Number of physical health and mental health practitioners taking new patients • Number of nature paths • Canopy tree coverage • Number of parks and recreation spaces
<p>Aspiration 4: A compassionate community where everyone belongs</p>	<ul style="list-style-type: none"> • Community belonging (strong) (BC COVID SPEAK) • Percentage of population experiencing discrimination (Statistics Canada, 2018) • Percentage of immigrants (Statistics Canada, 2021) 	<ul style="list-style-type: none"> • Number of community events • Number of cultural organizations • Number of Indigenous-led service providers • Number of community building programs

Aspiration 5: A participatory community where everyone engages

- Voting rates
- Public meeting minutes and attendance logs
- City social media logs

- Number of participants attending City programming
- Number of intergenerational programs
- Number of volunteer programs
- Number of registered voters
- Number of public meetings held per year
- Number of committees in the city that include community members on their committee
- Number of community-led tables/ action groups

Develop an evaluation framework

In addition to the dashboard, the City and its partners can create an evaluation framework for tracking and understanding data. To develop the evaluation framework, the City may:

- **Establish an evaluation committee.** This committee will be responsible for tracking and evaluating wellness data. This team may overlap with other teams in place responsible for the overall community dashboard.
- **Create a schedule for evaluation.** The committee should create an evaluation schedule that includes both formative and summative evaluation opportunities.
 - Formative evaluation | conducted as an action is implemented, allowing for continuous feedback and iteration (i.e. before, three months and six months after a program is implemented).
 - Summative evaluation | measurements to understand how an action performed, to understand big picture impacts (measurement frequency example – before implementation, one or three years after)
- **Adapt the progress indicators.** The dashboard illustrates initial progress indicators that can be gathered from existing measurement tools, but over time the committee may want to consider adding some evaluation strategies to help round out the picture of wellness in Mission. In the Progress Indicator Table on page 49, we identify prospective data that may be useful to Mission related to each indicator that is not currently collected, but could be.
- **Identify wellness data partners.** The committee should identify what wellness partner in the community is responsible for providing which data stream, and by when.
- **Develop a dashboard liaison.** The committee should identify who in the city will be updating data on the dashboard, and provide a clear schedule to the dashboard liaison so that they are aware when to expect data updates.

Report annually

To track progress on the actions outlined in this plan, the City of Mission and Mission Healthy Community Council can develop annual memos summarizing progress on actions and indicators for the next five years. These memos can be distributed to wellness partners throughout the City and can be available to the public as a supplement to the dashboard.

Continue community engagement

As the project is implemented, it will be essential to continuously engage with the community, including Indigenous partnerships and people with lived experience.

Appendix A: Endnotes

ENDNOTES

- 1 Census Profile, 2021 Census of Population, District of Mission,
- 2 ibid
- 3 "Population Estimates & Projections for British Columbia," BC Population Estimates & Projections, accessed October 25, 2022, <https://bcstats.shinyapps.io/popApp/>.
- 4 ibid
- 5 ibid
- 6 ibid
- 7 Census Profile, 2021 Census of Population, District of Mission
- 8 Mission Primary Care Network Indigenous Patient Engagement Survey, 2022
- 9 Housing Needs Assessment, City of Mission, 2020
- 10 ibid
- 11 "COVID-19 Weekly Report." BC Centre for Disease Control. http://www.bccdc.ca/Health-Info-Site/Documents/COVID-19_Weekly_Report/COVID_weekly_report_09292022.pdf
- 12 Government of Canada, Statistics Canada. "Labour Force Survey, July 2022." The Daily, 2022. <https://www150.statcan.gc.ca/n1/daily-quotidien/220805/dq220805a-eng.htm>
- 13 "Illicit Drug Toxicity Deaths in BC: January 1, 2012 – August 31, 2022" BC Coroners Service. <https://www2.gov.bc.ca/assets/gov/birth-adoption-death-marriage-and-divorce/deaths/coroners-service/statistical/illicit-drug.pdf>
- 14 ibid
- 15 Taking Pulse of the Population (2019)
- 16 ibid
- 17 "BC Covid-19 Speaks Results." BC Centre for Disease Control. (2020). Retrieved from <https://public.tableau.com/app/profile/bccdc/viz/BCCOVID-19SPEAKSurvey/BCCOVID-19SPEAKresults>
- 18 Mission Primary Care Network Indigenous Patient Engagement Survey, 2022
- 19 "Chronic Disease Dashboard." BC Centre for Disease Control. <http://www.bccdc.ca/health-professionals/data-reports/chronic-disease-dashboard>
- 20 "BC Covid-19 Speaks Results." BC Centre for Disease Control. (2020). Retrieved from <https://public.tableau.com/app/profile/bccdc/viz/BCCOVID-19SPEAKSurvey/BCCOVID-19SPEAKresults>
- 21 Mission Primary Care Network Indigenous Patient Engagement Survey, 2022
- 22 Census Profile, 2021 Census of Population, District of Mission, Government of Canada