

5.0 PROGRAM DRAFT

# *The Ally*

Gabrielle D'Errico // October 2019

# Table of Contents

## 1.0 The Project 3

Purpose	4
Problem Question	4
Goals & Benefits	5
Assumptions & Determinants	6
Project Type	6

## 2.0 The People 7

Brief History & Research	8
Women in Vancouver's Workplaces	10
Statistics	10
Unique	11
Challenges	11
Primary Users	12
Secondary Users	13
Staff	14
Organizational Chart	15

## 3.0 The Space 16

Zoning	18
Neighborhood	20
Building History	21
Amenities	22
Access	23
Building analysis	24
Site plan	26
157 Alexander st.	28
195 Alexander st.	30
Proposed spaces	32
Adjacencies	34
Test fits	45
<b>References</b>	<b>60</b>

# The Project

# 1.0

**PROJECT PURPOSE:** To provide a third space for women which combines the comforts of home and connection building of a workplace.

**LOCATION:** 157-195 Alexander Street, Vancouver BC

**PROJECT SIZE:** Two buildings, 24,802 sq. ft. total interior space

**EXISTING BUILDING CONDITION:** These are historic buildings have character through their wood post and beam construction, brick facades, iron fence elements and interesting mullion designs on the windows. There is a empty lot between the buildings which we plan to use as an opportunity.

**PROJECT PARTS:** Co-working spaces collaborative and solo co-work areas, bookable meeting rooms ,and large presentation), Hospitality amenities (such as Cafe, Restaurant, Gym/Yoga space, and outdoor space), 9 hotel sized suites

**CLIENT:** Our project is privately owned by the Women's Enterprise Organizations of Canada

**USERS:** Diverse female working women of Vancouver

# *Purpose*

The purpose of our project is to create a work environment specific to women which creates an inclusive and community essence under the common career driven goals which align these women. While doing so we hope to create a well balance work-life routine which incorporates both personal career benefits along with personal benefits, which create a synergy that follows through all users of/and including the space itself.

# *Problem Question*

The business world has always been a place dominated by, and designed for men. In a world that is seeking to redefine gender roles and improve the operations of business culture, there is an opportunity to take things from a different perspective. There is a lack of spaces that offer the same opportunities men have been receiving for forever. Many women find it difficult to gain the same level of respect as men and often find this a problem even between women. Our question becomes:

*How might we create a space that promotes a healthy lifestyle for women while supporting allyship to henceforth promote a successful career?*

# *Goals & Benefits*

## **ENFORCING WORK-LIFE BALANCE**

We want to create a space that influences a balanced lifestyle through the balance throughout the spaces with encourage both work and play. Work will be emphasized through the focused work areas which promote focused work to be done alone however are also directly met with areas for collaboration and interaction.

## **PROMOTING ALLYSHIP**

The women which will use our space by nature will feel connected to each other through their shared desire to empower all working women collectively however the goal of our space is to foster this support for one another further. We plan to do so by creating an ease of access to a range of socializing areas, and areas which showcase the successes of different members. We will also create spaces which promote a mentorship program and classes to make sure knowledge and advice can be shared amongst the intermediate and experienced women.

## **CREATING AN EXPERIENCE WHICH SLOWS PACING DOWN**

In the midst of the busyness many of these women must endure in throughout their day to day, they often lose opportunities for enjoyment and forget to slow down. Therefor we want to create a space that allow for socializing and enjoying life, we want to slow the pacing of these womens busy lives.

We hope that through answering this question we can provide a space that is a combined yet different experience from home and work, which works to produce connections and slow the pace of their lives to create work-life balance and overall promote success.

## Assumptions & Determinants

This is a club for women only and is for women that seeking a space outside of work and home. We have use of both buildings as well as the sites between the buildings and the neighboring east green space. We assume these women work downtown Vancouver or our location is en route from home, and will use this space a checkpoint to easily access at any point throughout their day.

Some constraints/opportunities are that this is a members only private club, that is exclusive to women in business. Members will apply for membership and will start with 1000 members with the assumption that there will be 300 members visiting per day. A member can be a woman from birth, or someone who identifies as a woman, including transgender and nonbinary peoples. Our opportunity raised in a members exclusive club is to address specific needs of women in space.

## Project Type

Type: Mixed-Use project

The primary function of the space is to create allyship between women through a work environment which encourages a balance between focused and collaborative work. This suggests spaces for solo, focused tasks to be adjacent to spaces for collaboration and socializing. The equal and adjacent balance of these spaces will encourage a balanced life and therefore create well rounded and successful women.

The secondary function of this space is to provide amenities that offer a space for women to reside. This encompasses all things outside of work and social life that a women may need throughout her day from coffee, to gym time, to sleep. By creating an ease of access to these multiple functions of spaces, we can allow the busy, hard-working women of our space to be comforted.

By offering a variety of spaces and functions, we will create a space that allows for it's users to slow down and allow them to take in the experience of the space.

### Female allies of the workplace



# Brief History & Research



Women's transition into the workplace has proven to come with challenges having to cohabit in a world built for men. Historical and societal expected female/feminine qualities as well as biological differences between men and women which, when not acknowledged appropriately, effect the comfort and acceptance for women in the workplace. Women entered the workforce between the 1930-1940s during the great depression. Since then, women had to adjust themselves to fit into the male dominated workplace, having to adopt masculine qualities to earn respect.



## *The "strong woman":*

- Always in charge
- High performer
- High achiever
- Takes the lead
- Never asks for help
- Always on top
- Never shows weakness*

(Tedx Talks, 2017)

The myth of the "strong woman" was adapted as women joined the workforce. It is believed amongst many, that the strong woman is the only type of woman to reach the top of the ladder, the executive positions, the women with the respect from men.

## *Masculine qualities:*

- Competitive
- Action-oriented
- Analytical
- Tough
- Courageous
- Self-reliant
- Logical
- Systematic

## *Feminine qualities:*

- Compassionate
- Contemplative
- Intuitive
- Gentle
- Vulnerable
- Collaborative
- Emotive
- Creative

(Tedx Talks, 2016)

*All important to business and success*

*Company's are now seeing the importance of these feminine qualities to counter-weight the masculine.*

## *Problems with masculine Corporate culture:*

- Driven with short-term goals
- Action, no reflection
- Hierarchical & competitive

## 3 conditions for creating a balanced corporate culture

1. Recognize that masculine and feminine qualities are present within every individual
2. The feminine is undervalued
3. Find the courage to integrate the feminine within.

(Tedx Talks, 2017)

## *So what?*

History as well as the current state of affairs, is revealing to the need for balance of the masculine and feminine within corporate culture. By empowering both the masculine and feminine, ensures a balanced and therefore a more successful corporate culture.



# Women in Vancouver's Workplaces

Women continue to be economically disadvantaged. Women make up **51%** of Vancouver's population<sup>1</sup> and continue to be economically disadvantaged relative to men. A specific focus on improving all women's lived experiences is needed in order to achieve the City's targets in the Healthy City Strategy.

## Women in Vancouver earn less than men...

Vancouver's annual living wage: \$37,500<sup>2</sup>  
 Men's annual median income: \$36,900<sup>3</sup>  
 Women's annual median income: \$29,800<sup>3</sup>

### Because...

- Even within the same occupations, women earn **87** cents for every dollar earned by men.
- **56%** of women are employed in traditionally female-dominated and lower paying occupations such as teaching, nursing and health-related occupations, social work, clerical, administrative, and sales and services.
  - Women make up:
    - 70%** of minimum wage workers.
    - 76%** of part-time workers.
    - 60%** of those collecting Employment Insurance.
    - 24%** of workers in higher paying professional science, technology, engineering, mathematics (STEM) occupations.

(Vancouver. ca, 2019)

## Why they need a space outside of work and home?

**Work** places often lack socialization or support. A large part of building a strong career is building a strong network.

**Home** is a space where women are often the barriers for household duties. Historically, the space for a woman is within the privacy of the home.

In a world that is trying to escape these ideas, we should allow for a woman's life to be lived outside of work and home.

In this project, we want to address the physical and thermal discomforts that women in the workplace experience due to the workplace being originally designed for men. These discomforts add to an unproductive environment and enforce an idea that women are an inferior consideration in the workplace. Through addressing these issues we hope to empower women and reclaim the feminine in everyone.

## Clothing Standards

Discomforts from walking in heels, or being too cold in a skirt or dress required formal business environments

*Consideration:* Opportunities for respite and relaxation as well as changing areas, and places to store varying clothing attire.

## Ovaries

Female reproductive systems cause monthly discomforts for women through all stages of life. While 20-25% of women are of childbearing age, this means period pains are a monthly challenge. Pregnant women are also to be a consideration for working women starting families. Older women may experience menopausal symptoms to be considered as well.

*Consideration:* Bathrooms should accommodate all sorts of female hygiene needs. Comfort for women in these stages should be addressed.

## Metabolic rates

Female metabolic rates can be up to 35% lower than men's - an average 5° hotter temperature preference. However, this may vary between ages and sizes of women due to varying muscle mass and hormonal hot flashes.

*Consideration:* Temperature controls and thermally conductive materials where possible for personalized comfort.

## So what?

The stigma around the role of women in the workplace can affect how the needs of women are considered in design, we want to make sure this design not only supports a feminine corporate culture but also considers the physical needs of women as a driver.

## Primary Users

They are diverse urban professional women of Vancouver. Strong women while of different levels of stature.



### **Lisa, 50**

*Current CEO*

Wanting to encourage other women into leadership roles  
Wanting a space to work outside office hours



### **Linda, 67**

*Former Beauty Entrepreneur  
Current Business Owner*

Wanting to share what she's learned  
And mentor young business starters.



### **Lana, 35**

*Chef, designer, and Artist*

Often working in cafes  
Seeking a space between work and home  
and to grow her potential



### **Leah, 24**

*New University Graduate*

Seeking a space to grow her company  
and network and receive mentorship

## **Their goals:**

- Seeking community and networking opportunities
- Common goal of empowerment for all women
- Support the growth of women in the workplace
- Career driven
- Aren't afraid to put themselves first

Member's Guests are also welcome to the club no matter what gender. However, non female identifying persons are restricted from use of the 195 Alexander street building.

## Secondary Users



### **Leanne, 21**

*Student*

Prospecting club member and friend of Leah  
Goes to UBC



### **Lori, 30**

Vancouver based printmaker  
In a relationship with club member



### **Laura, 57**

*Wild Coast Perfumery Owner*

Visiting as a guest speaker to talk about her business and  
journey

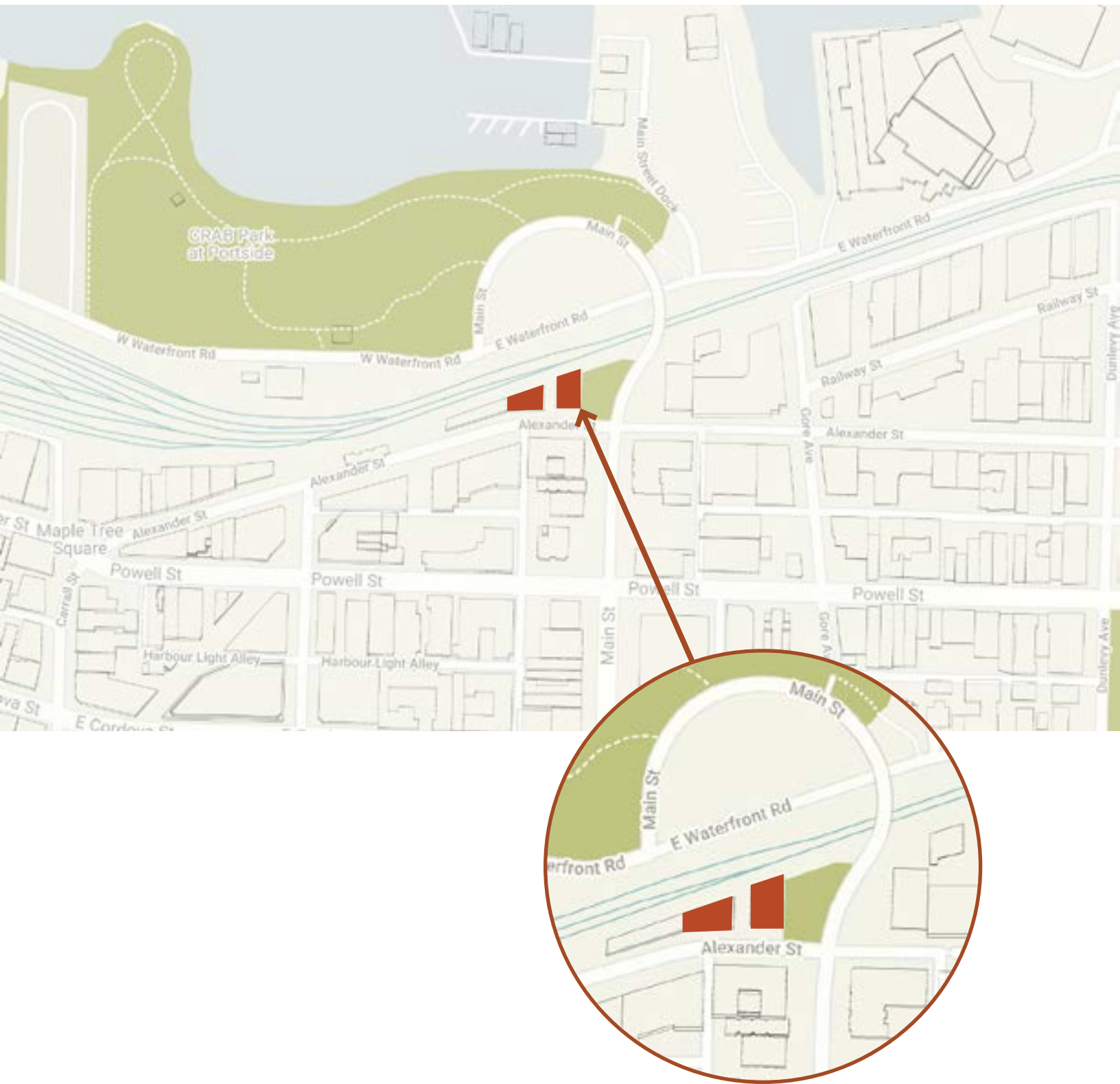
Staff Member	Job	Needs
<b>General Clubhouse Manager</b>	Working as lead decision maker for operations of the clubhouse	Office space with space for interaction with members and other staff.
<b>Chief Financial Officer</b>	Manages expenses for club, and ensures success for profit	Office space with computer and access to meeting room
<b>Culinary and Beverage Director</b>	Manages kitchen and food service, focusing on the menu development.	Office space near kitchen.
<b>Impact Manager</b>	Social media and event manager.	Shared office space, privacy not a priority.
<b>Membership Manager</b>	Meets with prospecting and current members and manages memberships.	Office space with sufficient room for meeting with 1-2 people.
<b>Guest Services Coordinator</b>	In charge of the services provided for members including classes, mentorship, creating connections, and Wellness team.	Needs easily accessible space for members to use their help.
<b>Janitorial Staff</b>	Cleaners to clean all spaces, residing rooms to be cleaned during the day and all other areas to be cleaned during the night.	Janitors closets for each building on floors needing most cleaning, and near elevators for trolleys to move between floors
<b>Maintenance</b>	Always around setting up different events	Storage closets



## So what?

The intent with the organizational chart is to show the flat hierarchy and collaborative effort that is reflected in the runnings of our club. This shall also be evident in the design of the administration office space through equal distributions of space designated to each person.





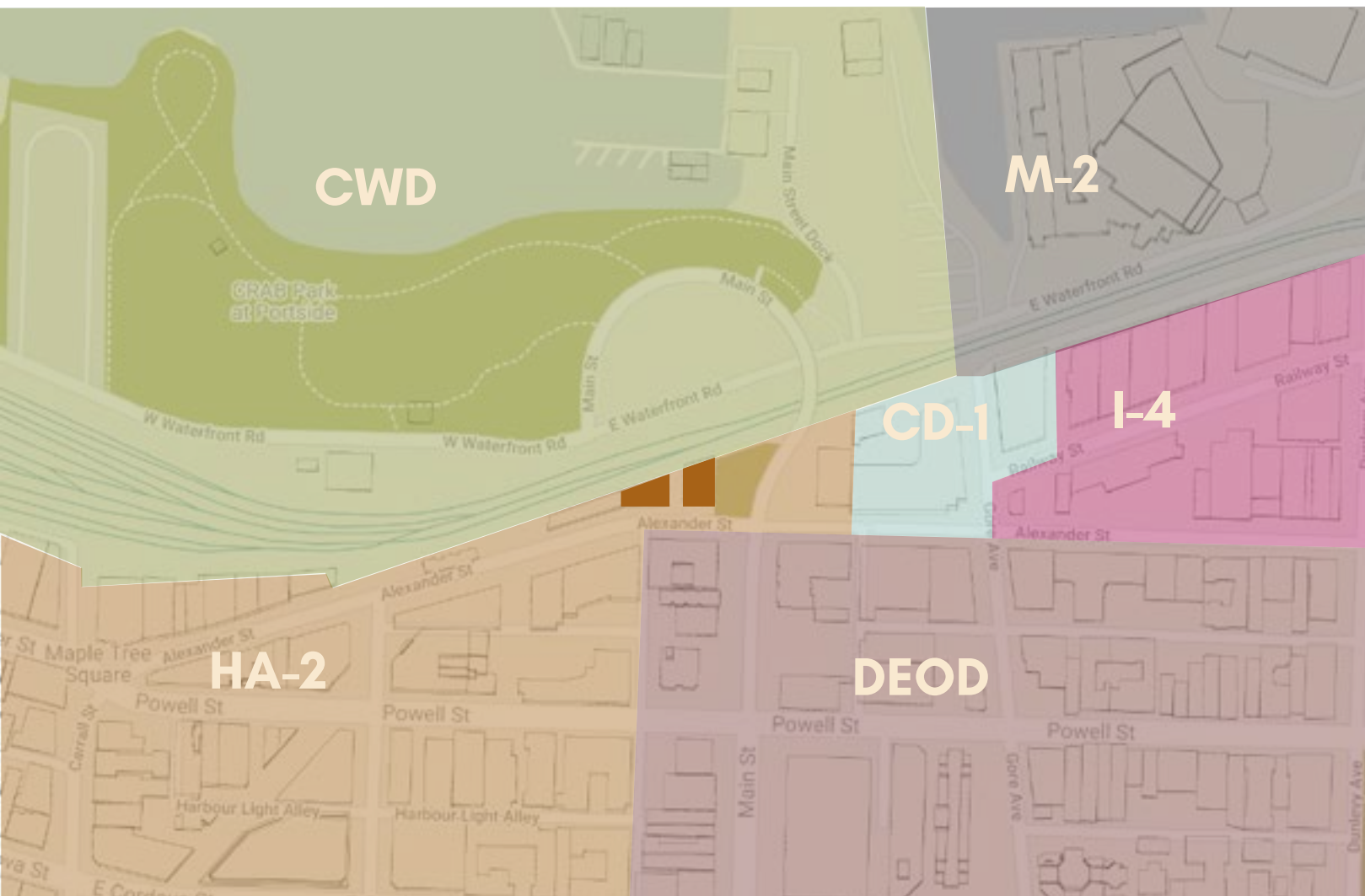
### *157-195 Alexander Street, Gastown, Vancouver*

We have chosen this location for its connection to the business district of Vancouver, as well as a somewhat more private area surrounded by a mix of industrial, residential, and small business offices. As found in our analysis of this site, we have empty lots between and to the east of our buildings which we hope to activate either physically and/or visually while maintaining a strong connection to the prime open views of the north coast mountains. We have an opportunity for design constraints around the noisy railways directly outside our buildings (as viewed in the photo below).

We also acknowledge that we are on the traditional territory of the Coast Salish People.



# Zoning



Our site is located within HA-2 zoning (discussed on page 4), however is a central junction point of many zones with different attributes.

"The Alexander/Powell sub-area... is intended to be medium density, mixed industrial-residential area, appropriate for small scale light industrial uses and residential uses. New industry, and expansion of existing industry, should be compatible with nearby and adjacent residential uses."  
 (...)

- HA-2** **Gastown Historic Area**  
Historic character to be conserved
- CWD** **Central Waterfront District**  
Dominant uses include: port; transportation; marine; commercial; Institutional; light industrial; parks and open spaces; public uses and facilities; Urban Farm - Class B.
- M-2** **Heavy Industrial**  
To permit industrial and other uses that are generally incompatible or potentially dangerous or environmentally incompatible when situated in or near residential districts...
- I-4** **Historical Industrial District**  
Railtown is one of the city's original industrial districts. The precinct has a distinct industrial character defined by its collection of historic building forms, building material, proximity to the Port of Vancouver and unique street pattern... The retention or conservation of historic buildings and features is encouraged.
- DEOD** **Downtown-Eastside**  
Dominant uses include: residential uses; commercial uses; industrial uses (light); parks and open spaces; public uses and facilities; Urban Farm - Class B; and other uses comparable or accessory to such uses;
- CD-1** **Comprehensive Development**

## Future zoning:

Due to the historic preservation actions in Gastown, future zoning is to remain the same, and revitalization of older heritage buildings is to continue.

## So what?

Our site is surrounded with a diverse variety of zones pertaining to differing atmospheres. We hope to capture this diversity in our design.

(Vancouver.ca, 2019)

## HA-2

### Gastown Historic Area

The Gastown area, being the starting point for the development of Vancouver, is a place that, through this historical significance, can foster new types of growth and development. This area is considered edgy and trendy with newer, contemporary brands using these historic buildings for their popular and touristy draw, as a prime location. The grungy streets of Gastown have their charm as well, with historical landmarks such as the steam clock, cobblestone streets, and lined with hip eateries and chic cocktail lounges.

*"Gastown's roots are authentically entrepreneurial. Since Gassy Jack opened the doors to the Globe over 140 years ago, it's been a community of risk takers and passionate minds building businesses they love. Today, the neighborhood retains its historic charm and independent spirit. And as the original Vancouver, there's no mistaking Gastown for any other area, either here in BC or across the country."*

### Gastown By The Numbers

#### AREA

18.2 hectares  
44.97 acres  
1,959,032 ft<sup>2</sup>

#### SHOPS

137 retail shops  
73 restaurants and bars  
7 galleries  
10 schools and colleges

#### POPULATION

1,896 in 2001  
2,323 in 2006

(Neighborhood -Gastown. 2019)

## So what?

Gastown is an early site in Vancouver which holds diverse yet characteristic historic charm. The history and character of Gastown is deeply important to respecting this neighborhood and will be done so through an understanding and respect for the history and character of the existing building.

## 157 Alexander st.

- Built in 1913
- Small fur and hide warehouse
- Squeezed between railways and Alexander st.
- Architect: William Marchall Dodd
- Company: Edward W. Cook and Co.
- Building history reflects important aspect of BC's history, from heavy industrial to white-collar businesses.
- One of the only post Prohibition era social club spaces
  - Fur trade warehouse
  - Glove manufacturer workshop
  - Import/export warehouse
  - Long-term ships chandler
  - Now, since 1970s, offices, with clubs Restaurants at street level.



## 195 Alexander st.



- Built in 1910 as transfer warehouse
- Related to shipping line's activities
- Architect: Samuel Maclure and Cecil Fox
- Grand Trunk Pacific Coast Steamship Company
- Converted to offices in 1970s for legal firms, bank administration, etc.

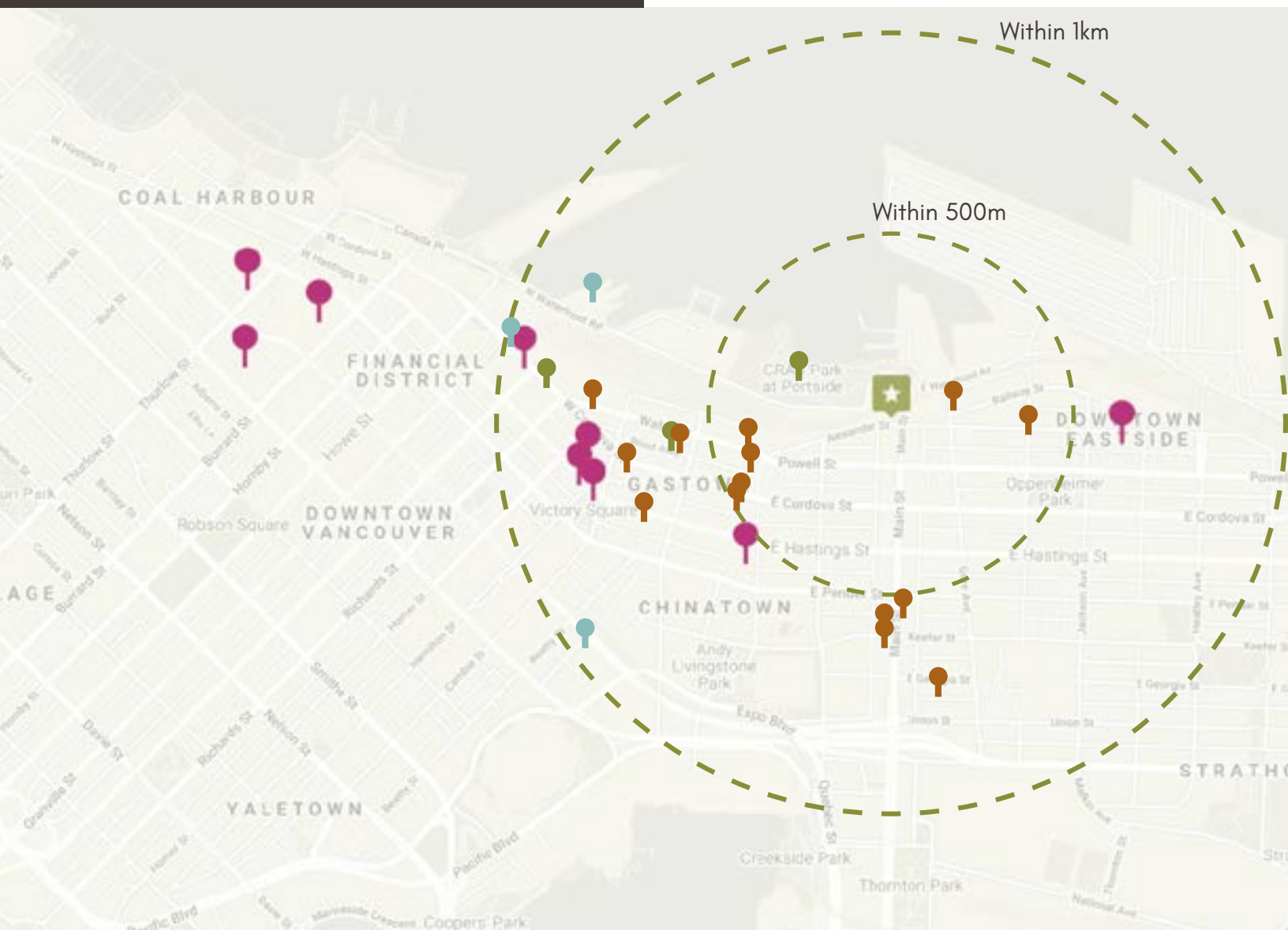
## Alexander Street

Named after Richard Henry Alexander (1844-1915), manager of Hastings Sawmill.

## So what?

To celebrate the opportunity of rejuvenating these historic buildings and support the area's heritage character, we will preserve the exterior heritage elements.

# Amenities




 Our location @ 157-195 Alexander st.


 6 competing co-working spaces


 Restaurants & Bars  
 Al Porto Ristorante  
 Ask for Luigi  
 Bauhaus Restaurant  
 The Belgard Kitchen  
 Catch 122 Cafe & Bistro  
 The Charles Bar  
 Clough Club  
 Coquille Fine Seafood  
 Di Beppe  
 L'Abattoir Restaurant  
 Tacofino Taco Bar  
 ... Plus many more

 Transportation stations  
 Waterfront station  
 Skytrain Expo & Canada Line  
 Seabus  
 West Coast Express  
 Stadium-Chinatown Skytrain station


 Landmarks  
 Steamclock  
 Gassy Jack Statue  
 CRAB Park at Portside


# Access

 **Walkability of area:**  
 There are many amenities within a walkable distance of our site. The homeless rates of the Downtown Eastside (to the East of location) are heavy, yet most crime occurs to the west. While crime rates are high, little of the crime is an offense against a person, however still cautionary for a women, especially alone at night.


 **Bike access:**  
 Site has a Shawgo bike rental station directly outfront of the door  
 Mostly shared car and bike roads in area  
 1 minute bike ride from protected bike-way on Carral St


 **Car access:**  
 Street parking along Alexander St., Main St. and all other nearby roads.  
 Impark across Main St. overpass- requires 3 minute walk

 **Bus access:**  
 10 Bus stops within 3-7 minute walk from site

 **Skytrain access:**  
 Waterfront Skytrain station (Canada Line, and Expo Lines)  
 - 13 minute walk through populated streets in Gastown  
 Stadium-Chinatown Skytrain station (Expo Line)  
 - 14 minute walk through near Chinatown, less desirable route

 **Train access:**  
 Waterfront station (West Coast Express) - 13 minute walk

 **Boat access:**  
 Waterfront station (Seabus) - 13 minute walk

 **Air travel access:**  
 Helijet & Pacific Helicopter Services - 14 minute walk

## So what?

Our location is right outside of the Central Business District of Vancouver. This location is easily accessible for our users who are working women of the Vancouver business district. This location also offers easy access to a multitude of amenities, including a wide range of restaurants, and nearby access to multiple modes of transportation.

# Building analysis

## Surrounding Vegetation

New photos



The surrounding vegetation is lush and compensates for the otherwise industrial surroundings. Crab Park across the street as well as Wendy Pool Park neighboring to our provides green views. Alexander Street is lined with trees directly in front of the face of our building which shades from the direct sunlight. The trees cover up to the 3rd stories of each building, however don't cover the entire front of either.

## Site Access



New photos



February // am



February // noon



February // pm



June // am



June // noon



June // pm



October // am



October // noon



October // pm

## So what?

The sun path is from the south side of the building which is also the buildings street facing side with other taller buildings directly across the street. These other buildings in addition to the trees lining Alexander street put our building's bottom levels dominantly in the shade year round however the upper floors seem to consistently have a great amount of light.

# Site plan

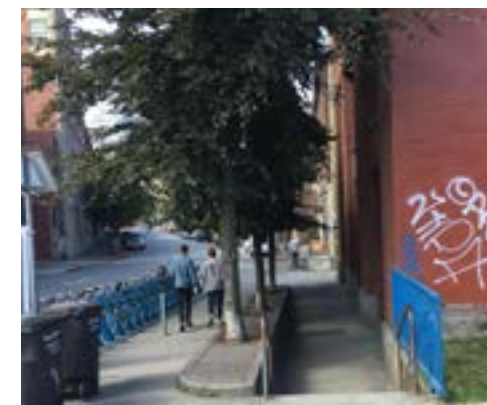
## So what?

Our site is located in a rich location, with a range of views and challenges which present possible opportunities.



### Alexander st.

Our buildings front onto Alexander street which is a quiet street with minimal car and pedestrian traffic and includes car and bike parking for the surrounding commercial and residential properties.



**157**

- One tree in front
- 3 storeys + basement

**195**

- 3 trees in front, covering bottom 2 window rows
- 5 storeys
- Side walk access with stairs from east side

## North views

Beautiful views capturing the range of Vancouver landscape:

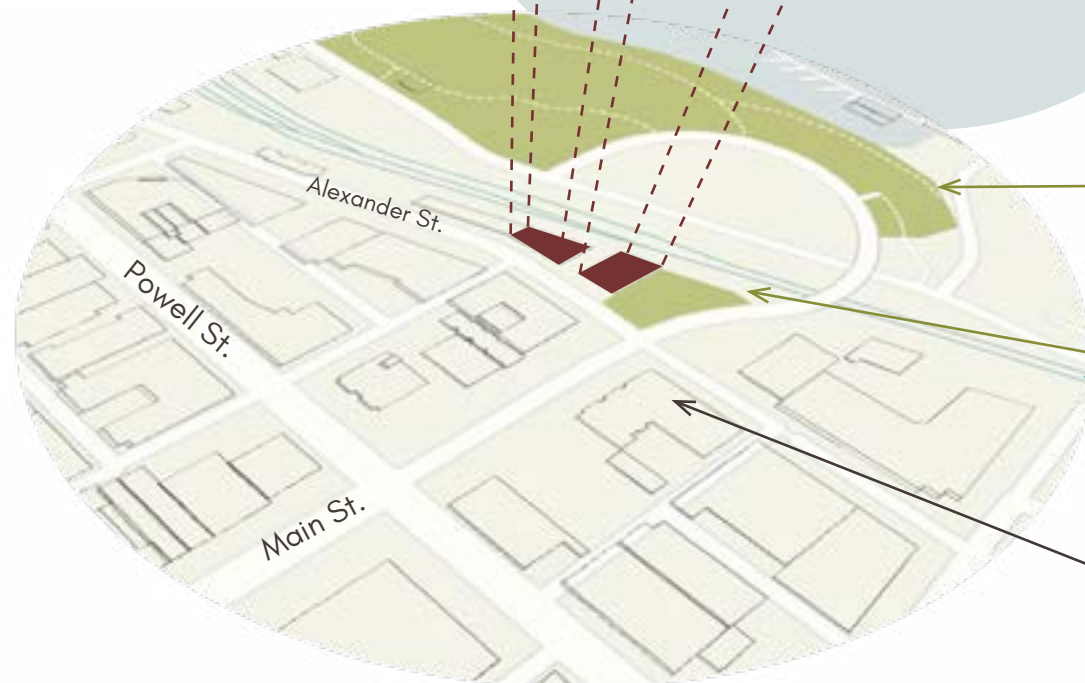
- Park- green space + trees
- City -towers
- Mountains
- Water
- Industrial

### BENEFITS:

- Well connected area while in the quieter part of Gastown.
- Dominantly residential buildings surrounding.
- Fronts onto quiet street with minimal car traffic.
- Nearby green spaces.
- Access to prime views.

### CHALLENGES:

- Noise from trains and other automotives
- Industrial surrounding areas
- Near the Downtown Eastside



### CRAB park at Portside

- Beautiful green grass
- Small beach area
- Walking trails
- Dog park
- Demographics range from business class to homeless

### Wendy Poole park

- Memorial park for young aboriginal woman who was murdered
- Tribute to all aboriginal women with unsolved murder cases

### CPR Train tracks directly outside north facing windows

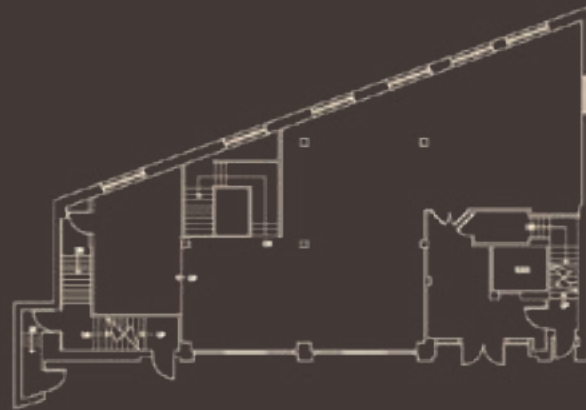
- Noise level not ignorable but visible and causes vibrations

### -Nearby buildings dominantly residential and offices

- Cafe across street with grungy, diner style

# Building 157 Alexander st.

- Slanted north wall facing admirable views of mountains and city (blocking industrialized area)
- 3 storeys + basement
- Simple, central column grid-opening up to views from windows
- Egress only from south
- Large fenestrations on south face to let in light
- Medium sized fenestrations on north to let in north light and views
- Very small and few fenestrations on east sides



157 Alexander st.  
9791 sq. ft.

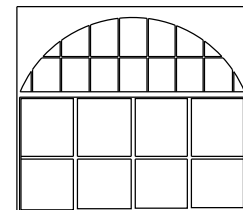
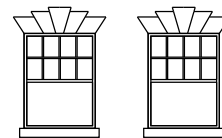


## Architectural Materials

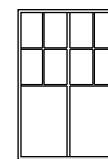
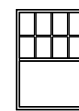


Classic Revival-style  
Designed by:  
Canadian Architect  
William Marshall Dodd

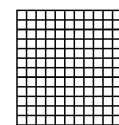
## South Window types



## North Window types

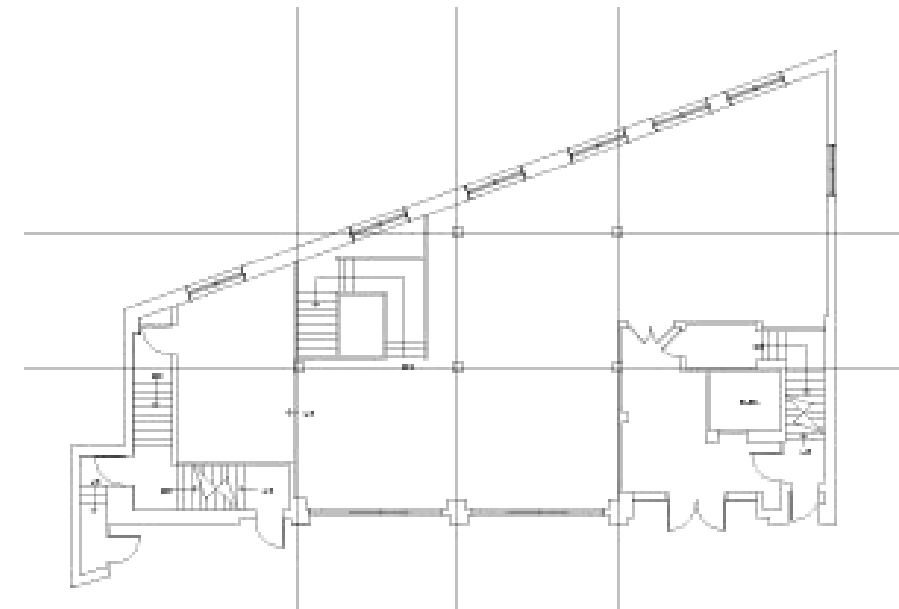


## East Window types



We intend to conserve the windows and brick exterior in order to maintain the historical character .

## Column grid



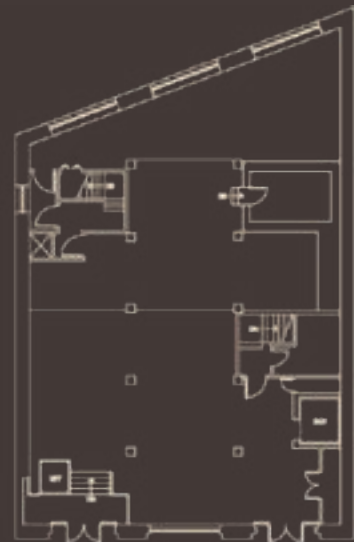
Interior Photos



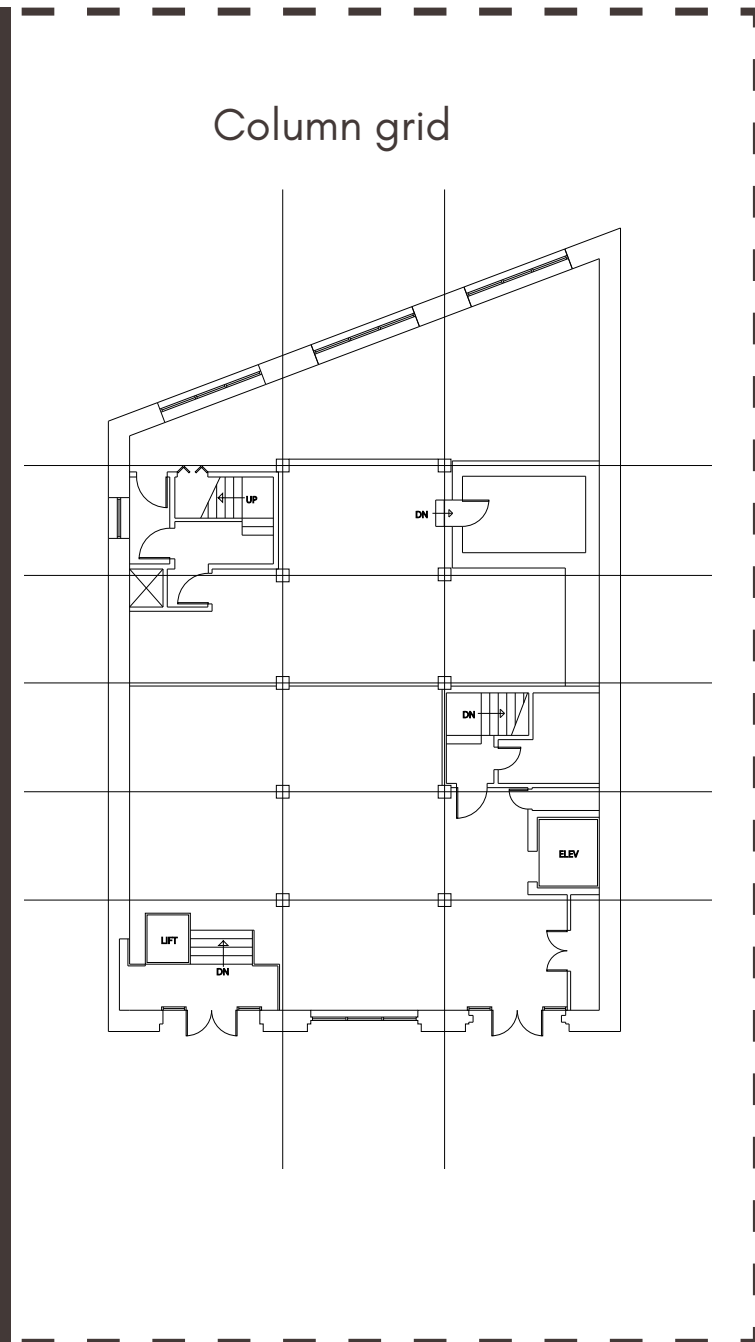
Gabrielle D'Errico // Senior Studio Project 2019

# Building 195 Alexander st.

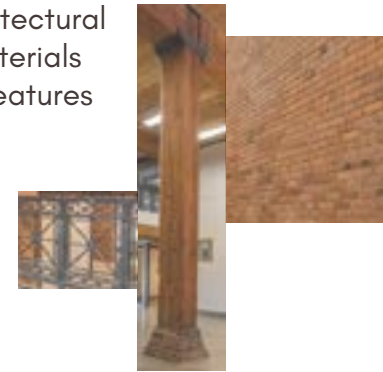
- Slanted north wall facing admirable views of mountains and city (blocking industrialized area)
- 5 storeys
- Simple, central column grid-opening up to views from windows
- Egress only from south
- Park access to east and north of building
- Large fenestrations on south face to let in light
- Medium sized fenestrations on north to let in north light and views
- Very small and few fenestrations on east and west sides



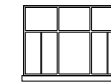
195 Alexander st.  
15011 sq. ft.



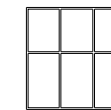
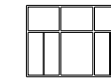
Architectural  
Materials  
& Features



South  
Window types



North  
Window types



West & east  
Window types



We intend to conserve the windows, brick exterior, and key historic architectural elements in order to maintain the historical character .

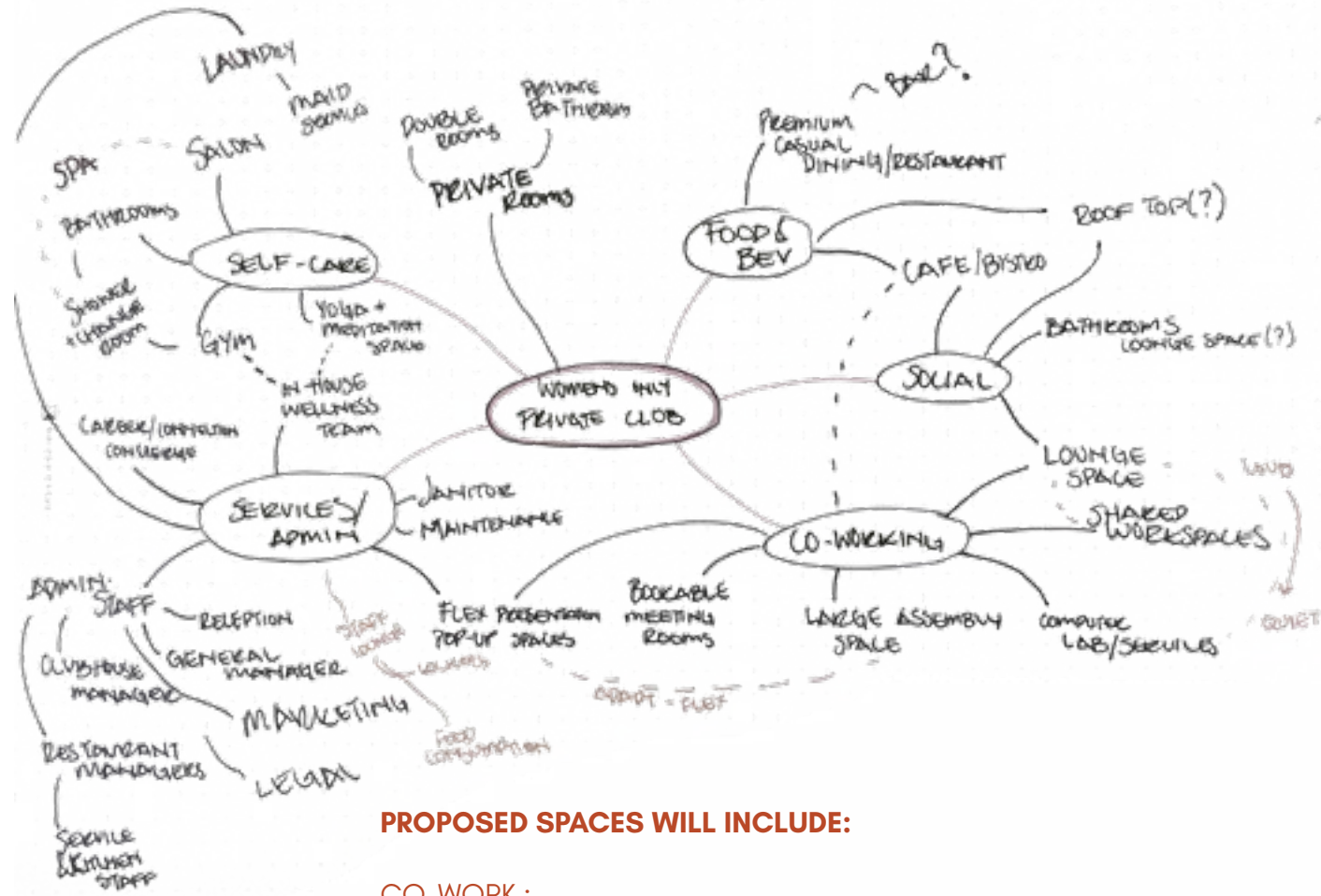
Interior Photos





# Proposed spaces

Total combined sq. ft. of existing buildings:  
**24,802 sq. ft.**



## PROPOSED SPACES WILL INCLUDE:

### CO-WORK :

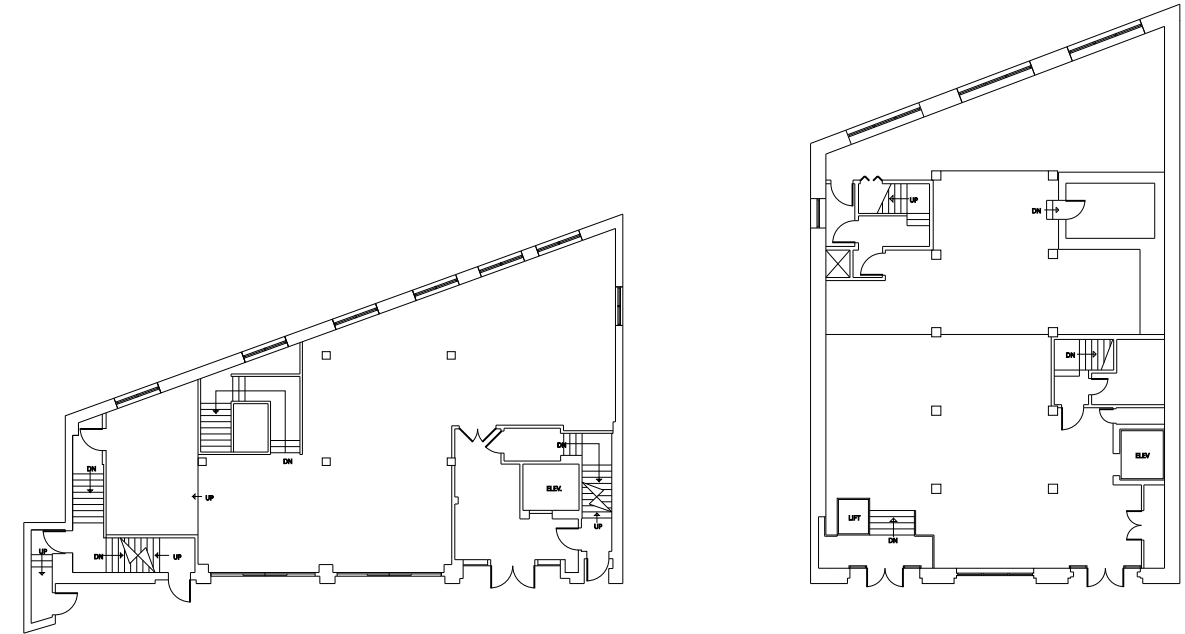
- SOLO WORK STATIONS
- COLLABORATIVE WORK SPACE
- MEETING ROOMS
- LARGE ASSEMBLY SPACE

### HOSPITALITY:

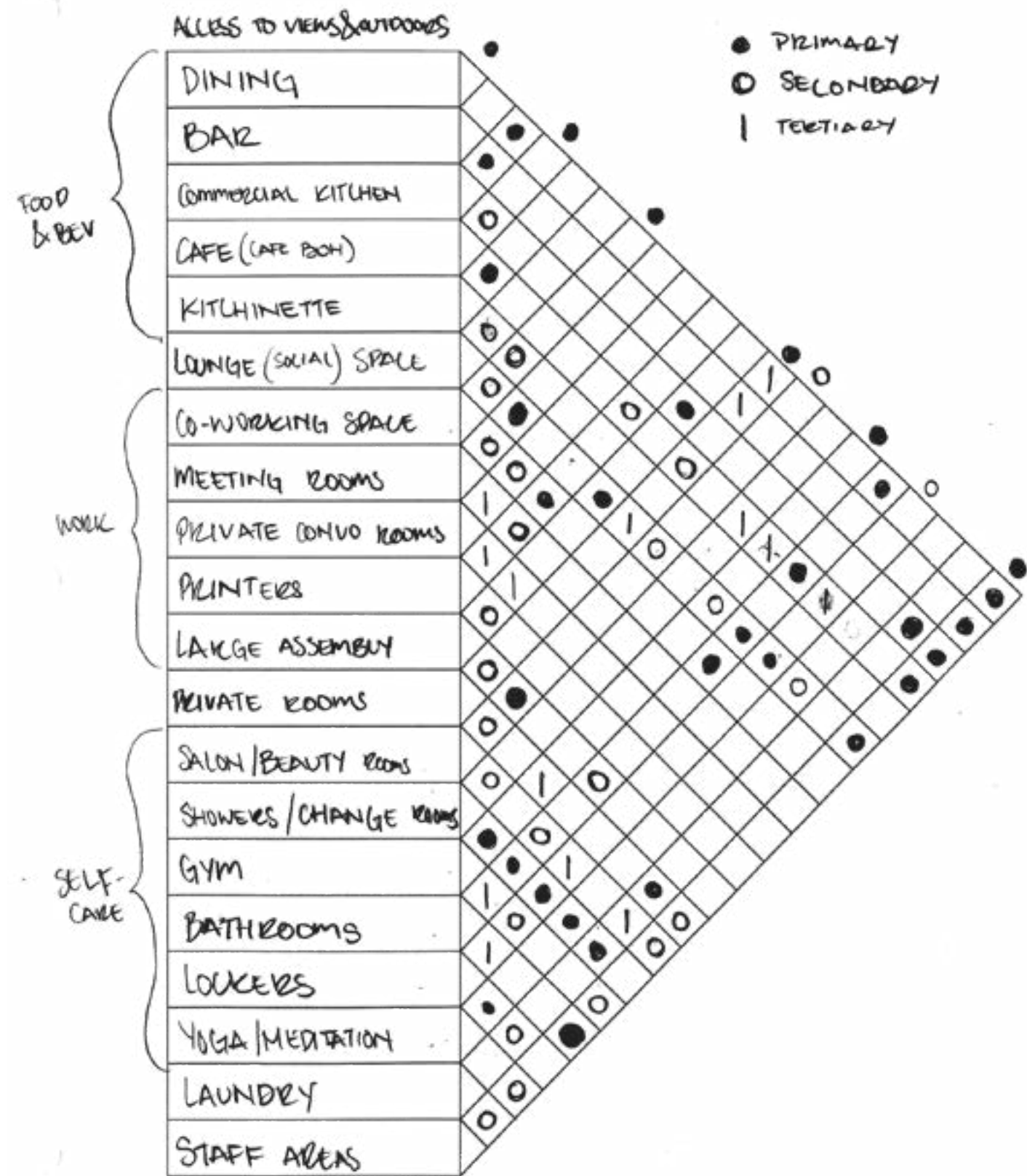
- BEAUTY ROOM
- GYM/YOGA
- KITCHENETTES
- CAFÉ/BISTRO
- DINING ROOM
- INTERSTITIAL LOUNGE SPACES

### OTHER:

- ADMINISTRATIVE OFFICES
- GUEST SERVICES
- NON-GENDERED BATHROOMS
- BOOKABLE OVERNIGHT SUITES



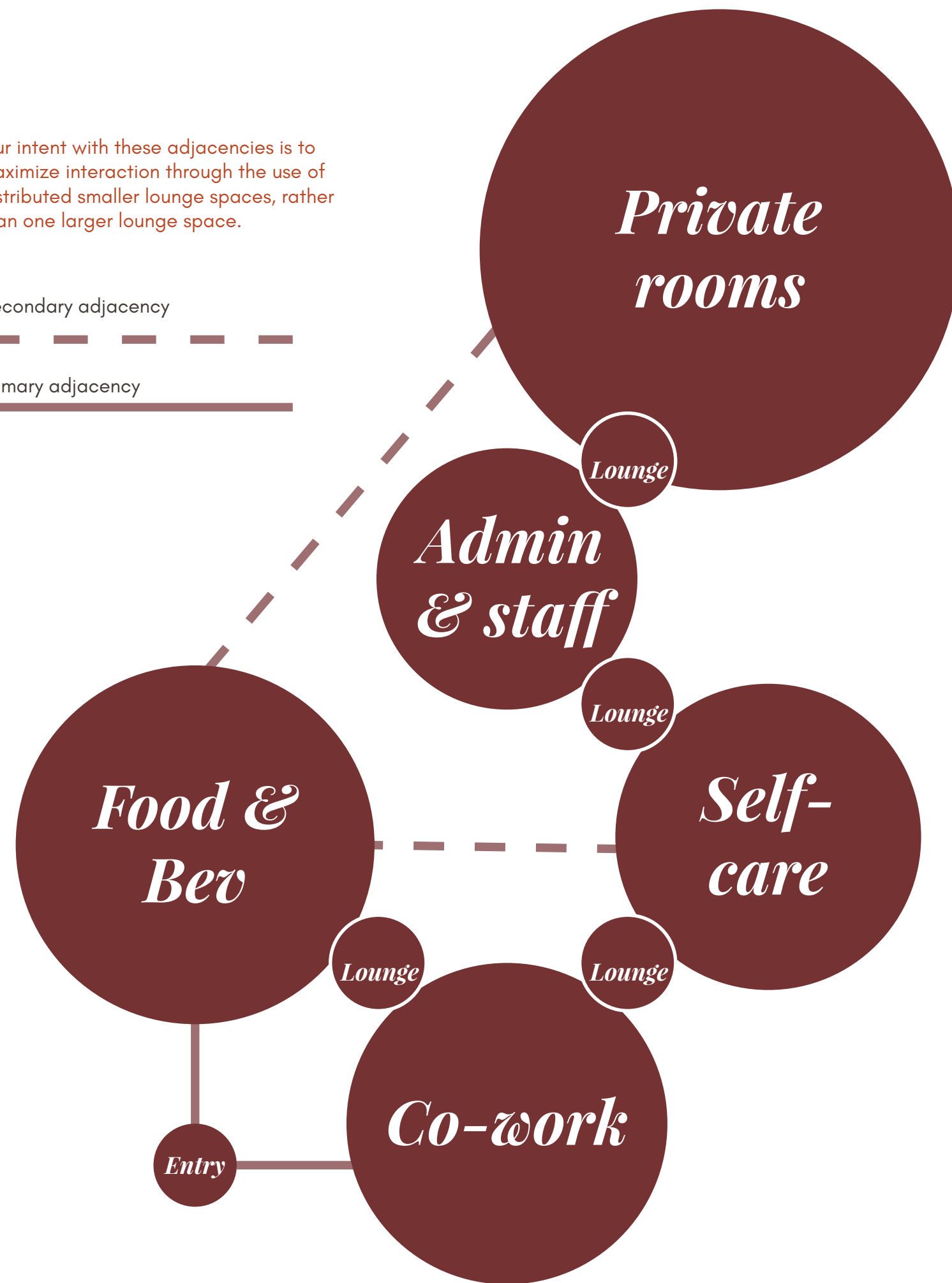
# Adjacencies



Our intent with these adjacencies is to maximize interaction through the use of distributed smaller lounge spaces, rather than one larger lounge space.

Secondary adjacency

Primary adjacency



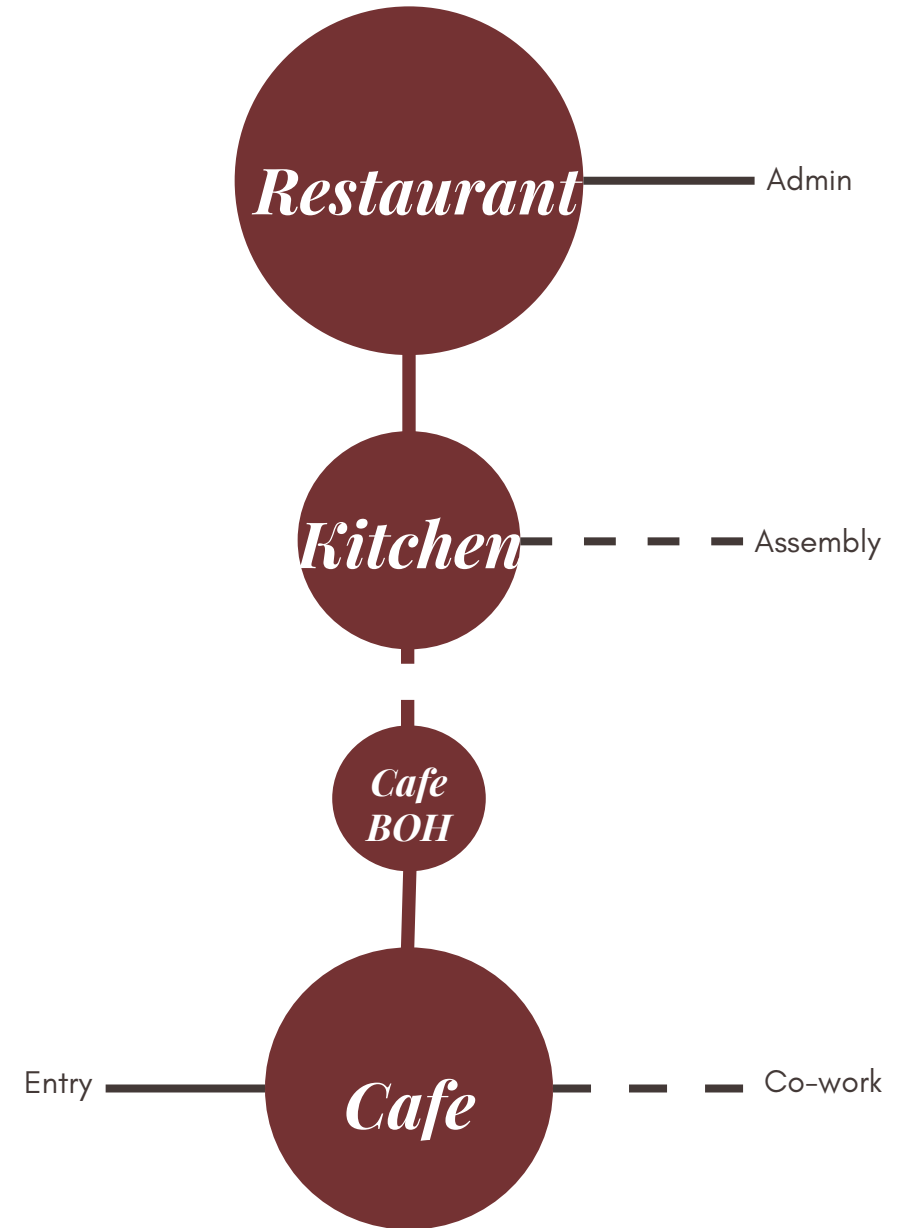
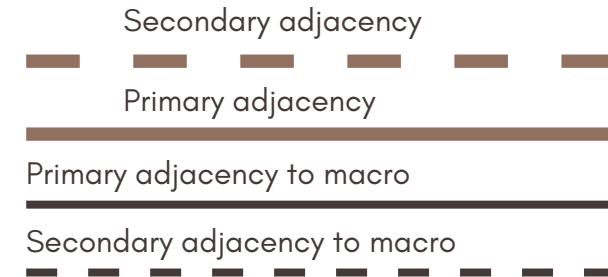
# Food & Bev

Room	RESTAURANT
Activity	Eating full meal - table setting Shared food + drink
Occupancy	40 people minimum
Time	12- 9pm
Minimum area	12 sq. ft./person *40= 480 sq.ft.. +15% circulation <b>= 1000 sq. ft.</b>
Environmental Factors	Acoustical control Access to daylight Air circulation
Spatial Requirements	Flexible seating Personal plate & shared food Bar
Adjacencies	Kitchen (Restaurant BOH)
Staff Required	1 host 1 busser 2-3 servers 1 manager 1 bartender

Room	CAFE
Activity	Drink coffee + pastry Work - laptop
Occupancy	30 people minimum
Time	6am -5 pm
Minimum area	11 sq. ft./person *30= 330 sq. f.t.. +15% circulation <b>= 380 sq. ft.</b>
Environmental Factors	Acoustical control Access to daylight Air circulation
Spatial Requirements	Space for coffee &pastry Sufficient work space
Adjacencies	Cafe BOH
Staff Required	2 barista 1 cleaner/busser

Room	COMMERCIAL KITCHEN (RESTAURANT BOH)
Activity	Cooking and prepping food Cleaning plates
Occupancy	5-8 kitchen + cleaning staff
Time	12-9 pm
Minimum area	40% *552 sq.ft.. <b>=700 sq. ft.</b>
Environmental Factors	Lots of light Acoustics from kitchen concealed to restaurant
Spatial Requirements	Cleanable surfaces Large equipment Staff safe and food safe
Adjacencies	Dining room Cafe BOH
Staff Required	3 line cooks 2 prep cooks 1 dishwasher 1 kitchen manager/chef

Room	CAFE BOH
Activity	Making coffee Reheating pastries
Occupancy	2 barista
Time	6am -5 pm
Minimum area	100 sq. ft.
Environmental Factors	Transparency of products to customers Hidden storage & dirty areas
Spatial Requirements	Accessible from cafe Coffee and pastry heating equipment Cleanable surfaces
Adjacencies	Cafe Restaurant BOH
Staff Required	2 baristas



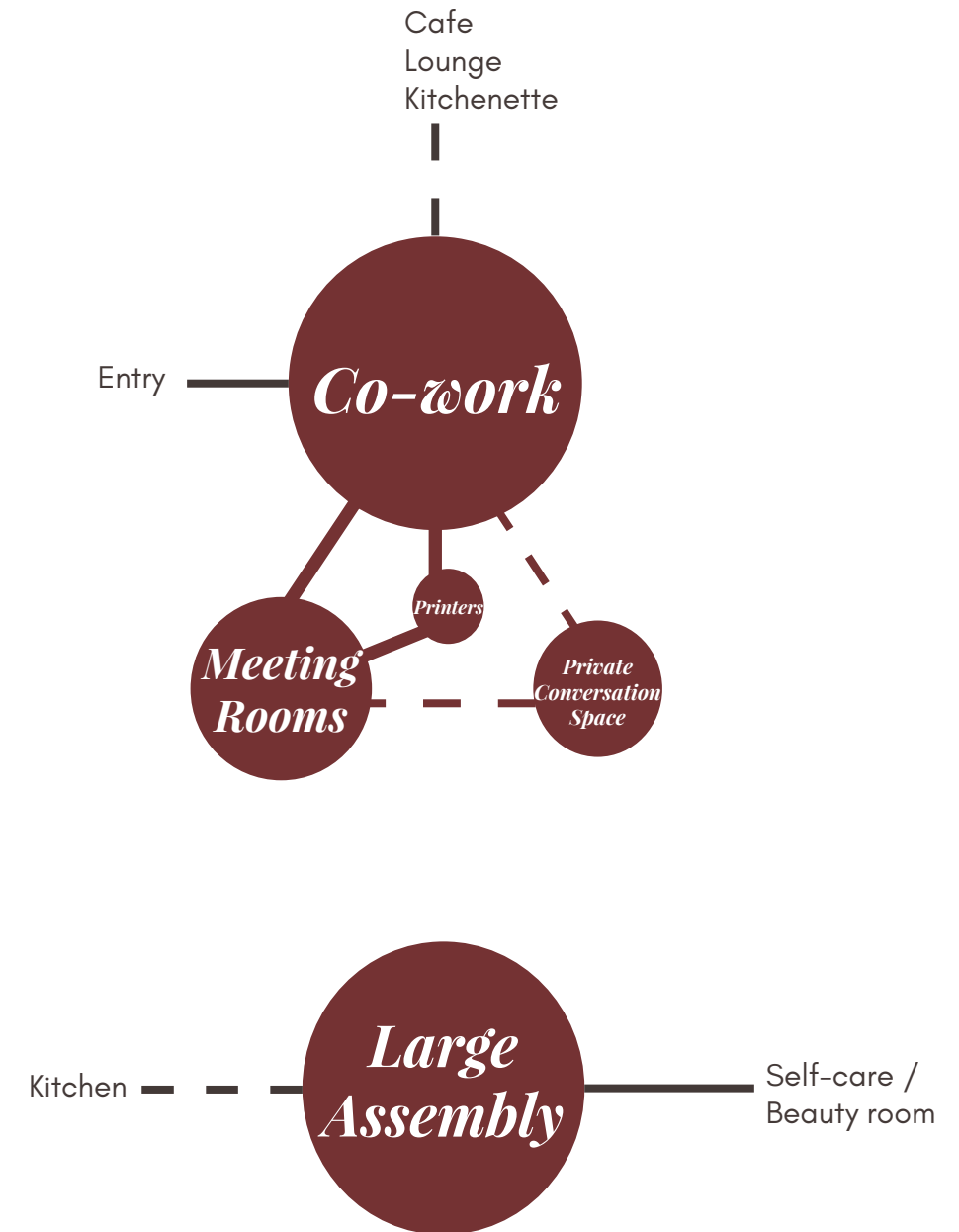
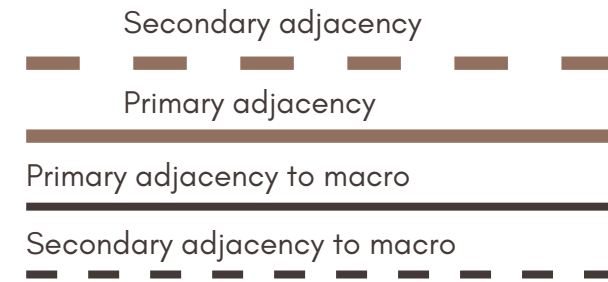
# Co-Working

Room	SHARED WORKSPACE
Activity	Work- laptop
Occupancy	30 people
Time	4 hours
Minimum area	15 sq. ft./person *30= 360 sq. ft. +15% circulation <b>=414 sq. ft.</b>
Environmental Factors	Acoustical consideration Access to outdoors/views/daylight Air circulation
Spatial Requirements	Variety of solo work spaces and collaborative work spaces
Adjacencies	Entry Meeting rooms Printers
Staff Required	General cleaners General manager

Room	PRINTERS
Activity	Printing, scanning, sorting paperwork, stapling
Occupancy	1 person
Time	5 mins
Minimum area	5*5 = 25 sq. ft.
Adjacencies	Co-working Meeting rooms

Room	MEETING ROOMS
Activity	Conversation, presentation
Occupancy	8 people (2 rooms)
Time	1 hour
Minimum area	9 sq. ft./person *8 = 72 sq. ft. +15% circulation <b>= 83 sq. ft.</b> <b>*2 = 166 sq. ft.</b>
Environmental Factors	Acoustic blocking
Spatial Requirements	Table for 6-8 people
Adjacencies	Co-working space Printers

Room	LARGE ASSEMBLY SPACE
Activity	Watching, presentation space, displays
Occupancy	50 people
Time	1 hour
Minimum area	6 sq. ft./person *50= 300 sq. ft. +15% circulation +20 sq. ft. presenter space <b>=365 sq. ft.</b>
Environmental Factors	Focus to presenter space Acoustical focus Air circulation Focused lighting
Spatial Requirements	Seats Catering space allowance Flexible from large assembly to smaller displays for pop-ups
Adjacencies	Kitchen Self-care -beauty room
Staff Required	Space coordinator



# Self-Care

Room	GYM
Activity	Using gym equipment, stretching, water
Occupancy	20 people
Time	30 mins
Minimum area	15 sq. ft./person *20= 300 sq. ft. +15% circulation <b>=345 sq. ft.</b>
Environmental Factors	Access to daylight/views Air circulation Sufficient lighting
Spatial Requirements	Large workout equipment Mirror
Adjacencies	Yoga/meditation Lockers Showers/change rooms
Staff Required	Personal trainers Wellness coach

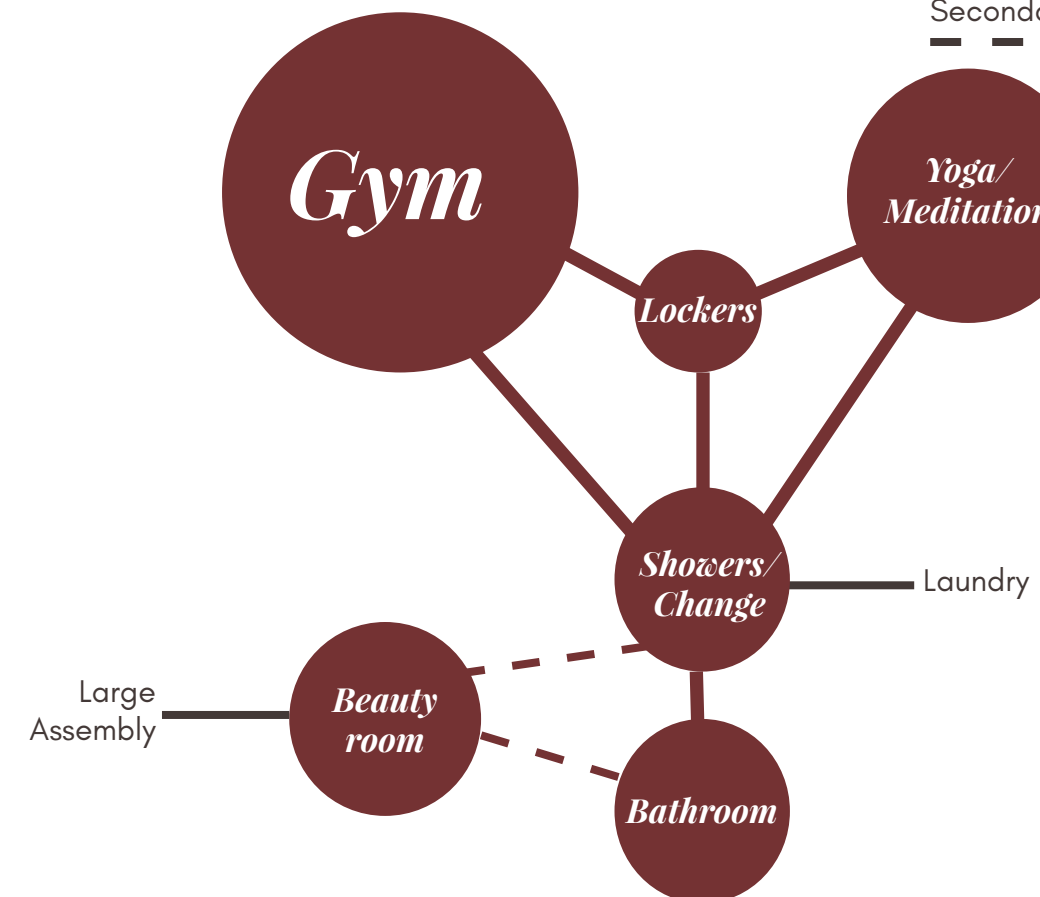
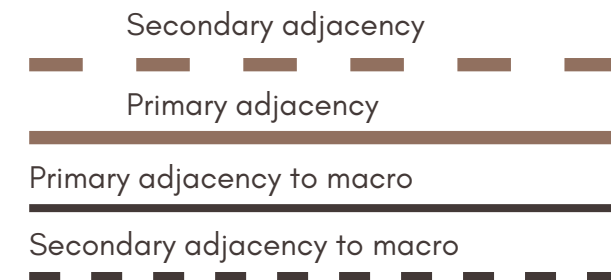
Room	YOGA/MEDITATION ROOM
Activity	Use of yoga mat, following instructor
Occupancy	6 minimum
Time	30 mins
Minimum area	25 sq ft/person *6 = 150 sq ft +15% circulation <b>=173 sq. ft.</b>
Environmental Factors	Air circulation Relaxing lighting
Spatial Requirements	Mirror
Adjacencies	Gym Lockers Shower/change rooms
Staff Required	Yoga instructor

Room	SALON/BEAUTY ROOM
Activity	Doing hair, make-up, and nails
Occupancy	6
Time	5-30 mins
Minimum area	25 sq. ft./station *6= 150sq ft +15% circulation <b>=173 sq ft</b>
Environmental Factors	Flattering lighting
Spatial Requirements	Surface for beauty products Circulation space for beauty artists
Adjacencies	Lockers Bathrooms Assembly space
Staff Required	Hirer beauty artists

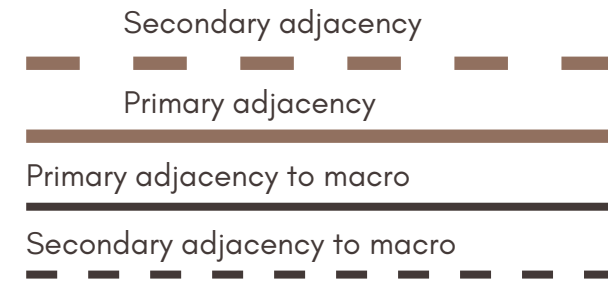
Room	LOCKER ROOM
Activity	Locking and unlocking lockers, taking things in and out
Occupancy	40 lockers
Time	10 mins
Minimum area	<b>60 SQ. F.t.</b>
Environmental Factors	Security Sufficient lighting
Spatial Requirements	Space for sorting belongings
Adjacencies	Gym Yoga/meditation Showers/change rooms

Room	SHOWERS
Activity	Showering, shampoo, shave, dry
Occupancy	5 showers
Time	15 mins
Area	12 sq ft/shower *5=60sq. Ft. +15% circulation <b>=69 sq ft</b>
Environmental Factors	Privacy & security Sufficient lighting Water temperature control
Spatial Requirements	Wet and dry separation Surface for personal cleaning products
Adjacencies	Lockers Change space Bathrooms Gym + yoga

Room	CHANGE SPACE
Activity	Taking on and off clothes
Occupancy	5 change spaces
Time	5 mins
Area	12 sq ft/room *5=60sq. Ft. +15% circulation <b>=69 sq ft</b>
Environmental Factors	Privacy & security Sufficient lighting
Spatial Requirements	Hanging and sorting space Sufficient space for full extension of
Adjacencies	Showers Lockers



# Admin



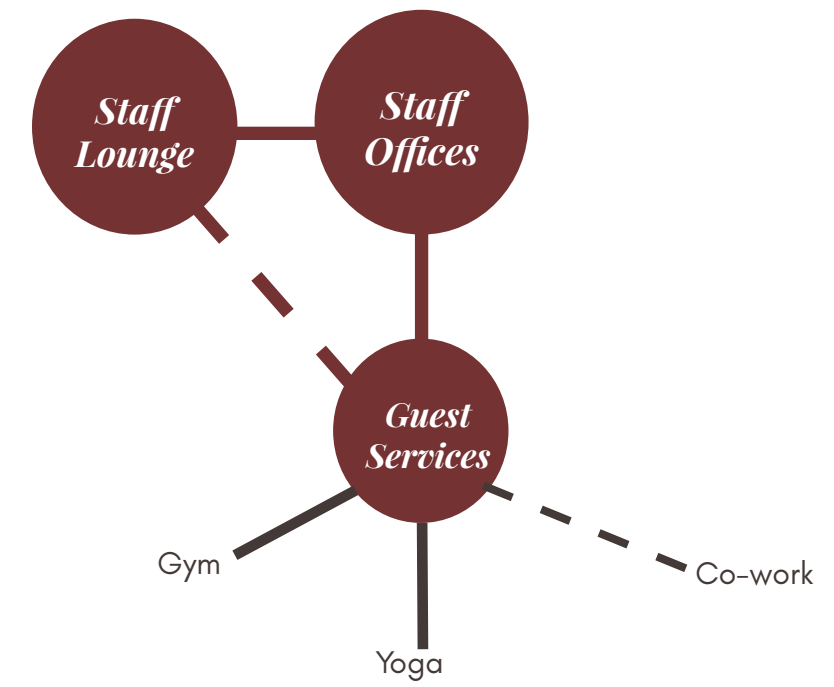
Room	RECEPTION/ENTRY
Activity	Talking with guests upon arrival, answering phone, sorting emails, bike storage
Occupancy	1 receptionist, passing by guests and members
Time	
Area	18 sq. ft./reception desk 60 sq. ft/entry space.
Environmental Factors	Access from street
Spatial Requirements	Large doors and windows
Adjacencies	Entry Co-work Cafe
Staff Required	Receptionist

Room	STAFF OFFICES
Activity	Work on computer, sorting documents
Occupancy	11 staff (8 admin, 3 guest services)
Time	8 hour shifts
Area	Desk space: 25 sq. ft./person *8 <b>=200 sq. ft.</b> Guest services: 38 sq ft./staff+guest *3 <b>=114 sq. ft.</b>
Environmental Factors	Access to daylight Acoustical control
Spatial Requirements	Desk space Collaborative environment
Adjacencies	Food & Bev

Room	CLEANING
Activity	Storage of cleaning products, and tools
Area	Dispersed Janitors closets: 6 sq. ft./closet

Room	STAFF LOUNGE
Activity	Eating, break, lockers
Occupancy	21 staff total
Time	1 hour
Area	9 sq. ft. /staff member *21 <b>=189 sq. ft.</b>
Environmental Factors	Access to daylight Cleanable surfaces
Spatial Requirements	Surfaces to eat, and prep food Lounge space
Adjacencies	Staff offices Staff bathrooms Food & Bev Guest services

Room	HOUSEKEEPING
Activity	Washer, dryer, storage closets (clean and dirty), folding
Area	120 sq. ft.
Adjacencies	Bathrooms Self-care facilities Private rooms Food & Bev
Staff Required	3 cleaning staff



# General

# Test fits

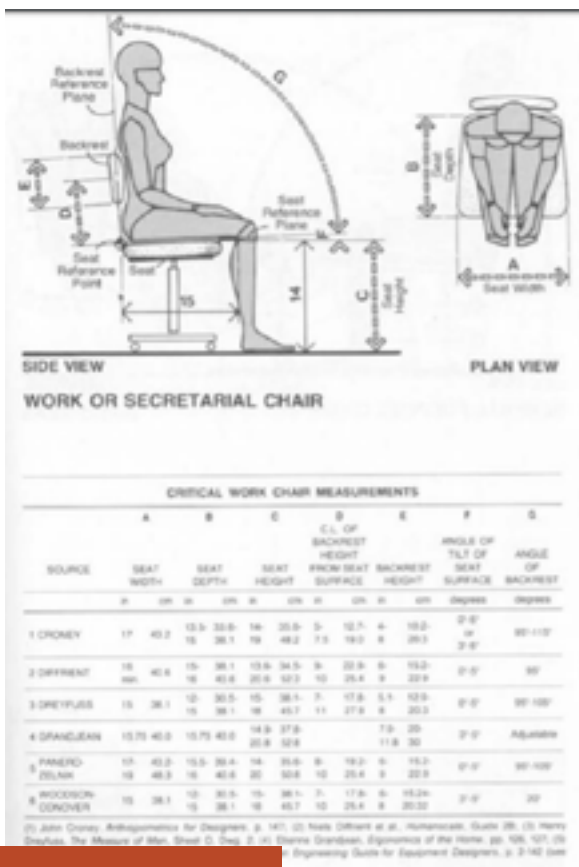
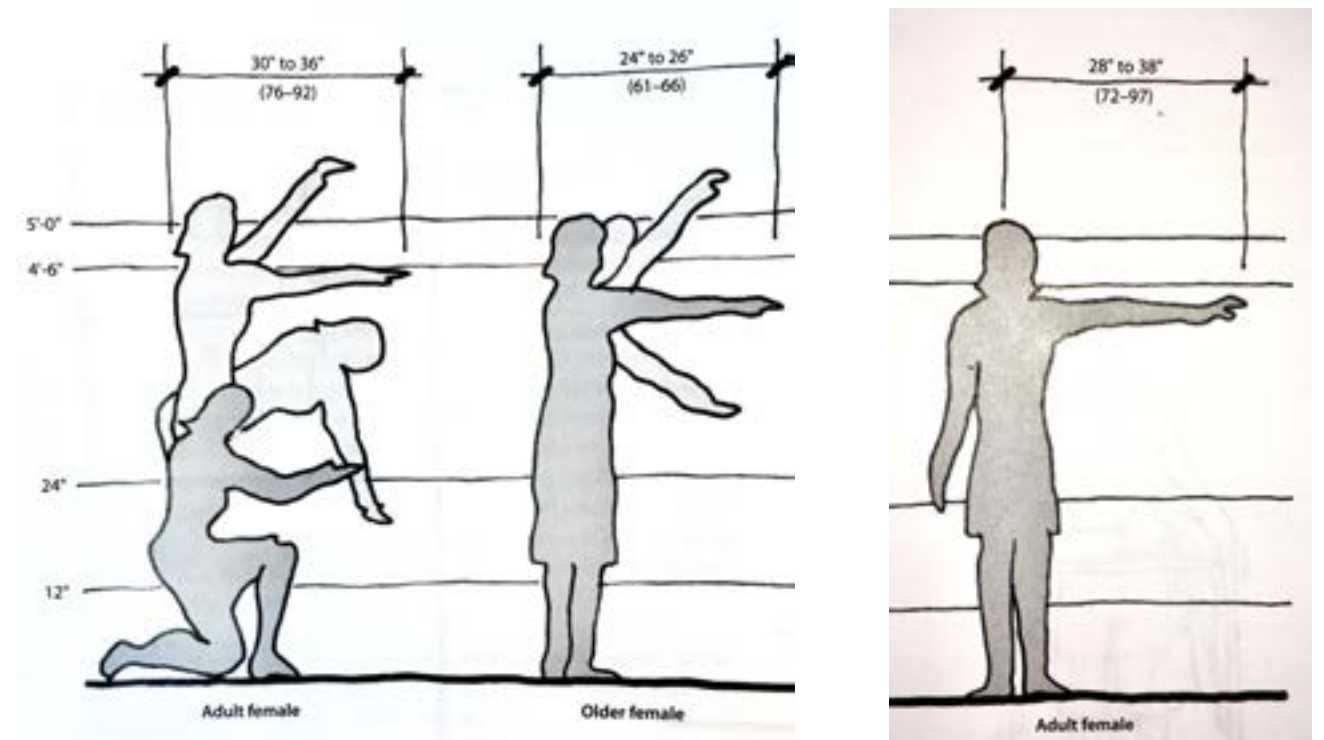
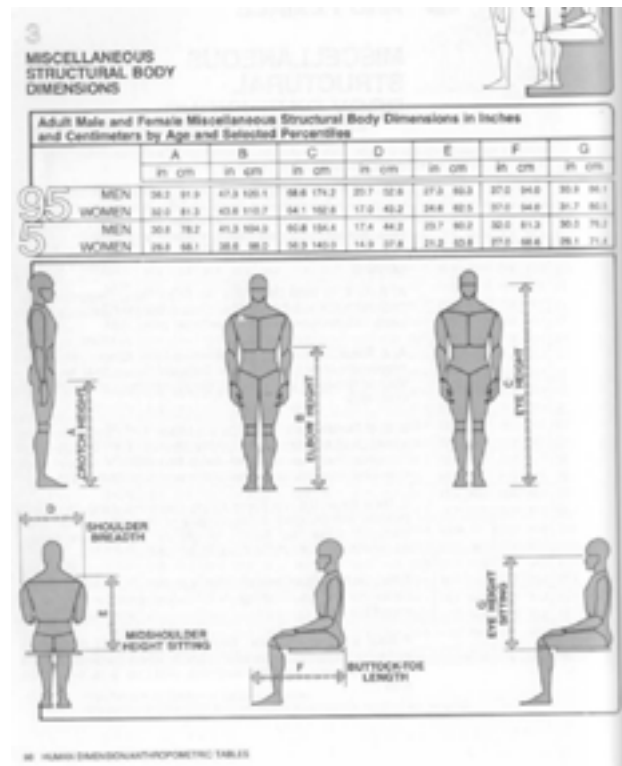
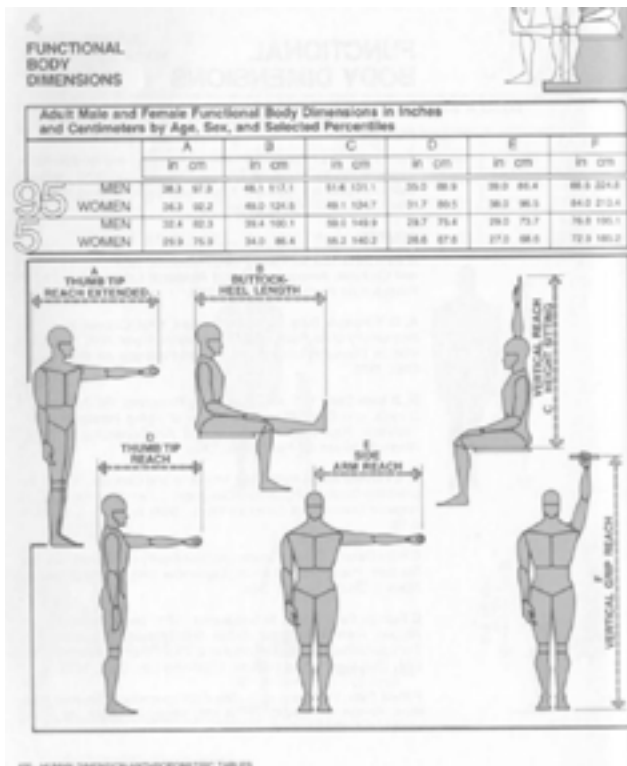
Room	KITCHENETTE
Activity	Prep, clean, storage of food
Occupancy	1 person at each activity
Time	5 mins
Area	50 sq. ft.
Environmental Factors	Sufficient lighting Cleanable surfaces
Spatial Requirements	Food prep and storage equipment
Adjacencies	Co-work
Staff Required	Just general staff Cleaning, maintenance

Room	LOUNGE (interstitial+work)
Activity	Short term lounging Work lounge
Occupancy	2-4 people clusters 12 people
Time	15-30 mins
Area	6 sq. ft./person *2= 12 sq. ft. *4= 24 sq. ft. *12= 72 sq. ft. +15%= 82 sq. ft. <b>= 100 sq. ft.</b>
Environmental Factors	Access to daylight
Spatial Requirements	Lounging Encourages interaction
Adjacencies	*Varies with approach
Staff Required	General cleaning

Room	PRIVATE ROOM
Activity	Sleeping, bathroom, lounge, temporary storage, food prep, work area
Occupancy	1-2 people
Time	24 hours
Area	350 sq. ft./room
Environmental Factors	Access to daylight Temperature control Acoustic control
Spatial Requirements	Security & privacy
Adjacencies	Admin Reception
Staff Required	General cleaning

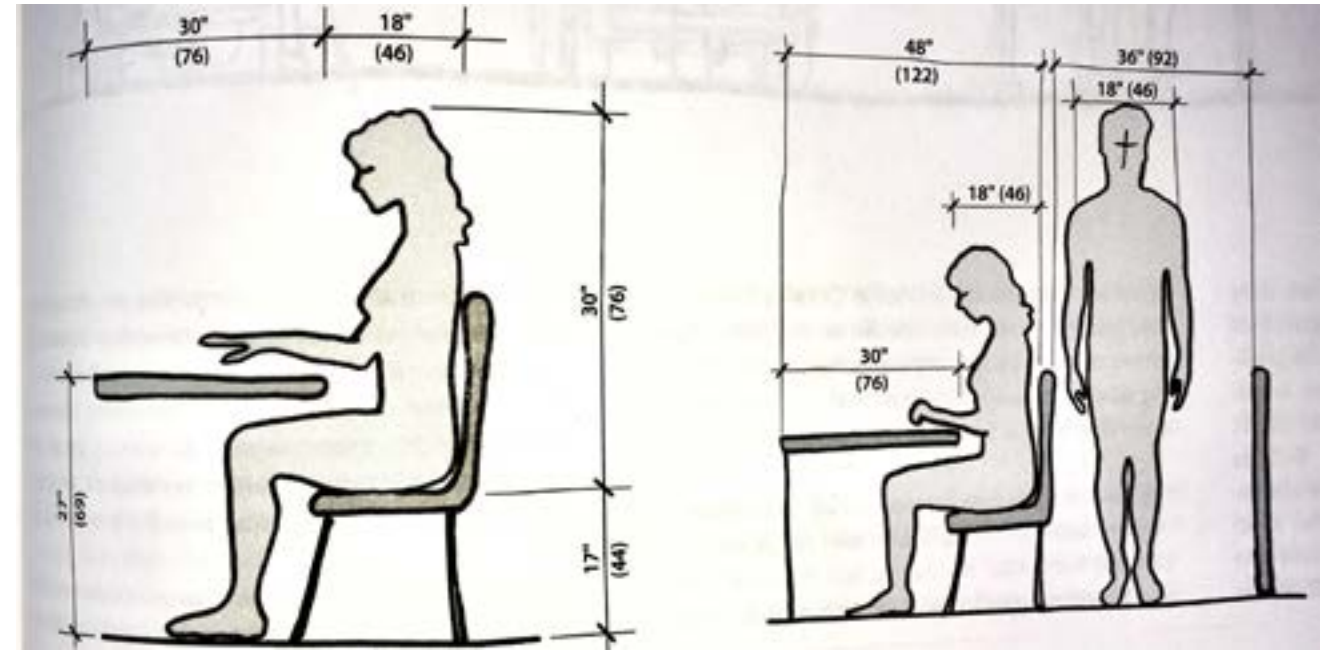
Room	BATHROOM
Activity	Toilet, sink, mirror/beauty space
Occupancy	Per 1 person
Time	5 mins
Area	30 sq. ft./person Universal: 33 sq. ft./person
Environmental Factors	Cleanable surfaces Sufficient lighting
Spatial Requirements	Privacy & security
Adjacencies	1 per macro bubble
Staff Required	General cleaning

# Test fits



Specifically paying attention to the dimensions for female bodies, as they differ a fair amount from mens dimensions. This will be considered throughout design especially with FF&E selection and other millwork pieces.

(pg. 98, 100, 127. Panero, J. Zelnik, M., 1979)



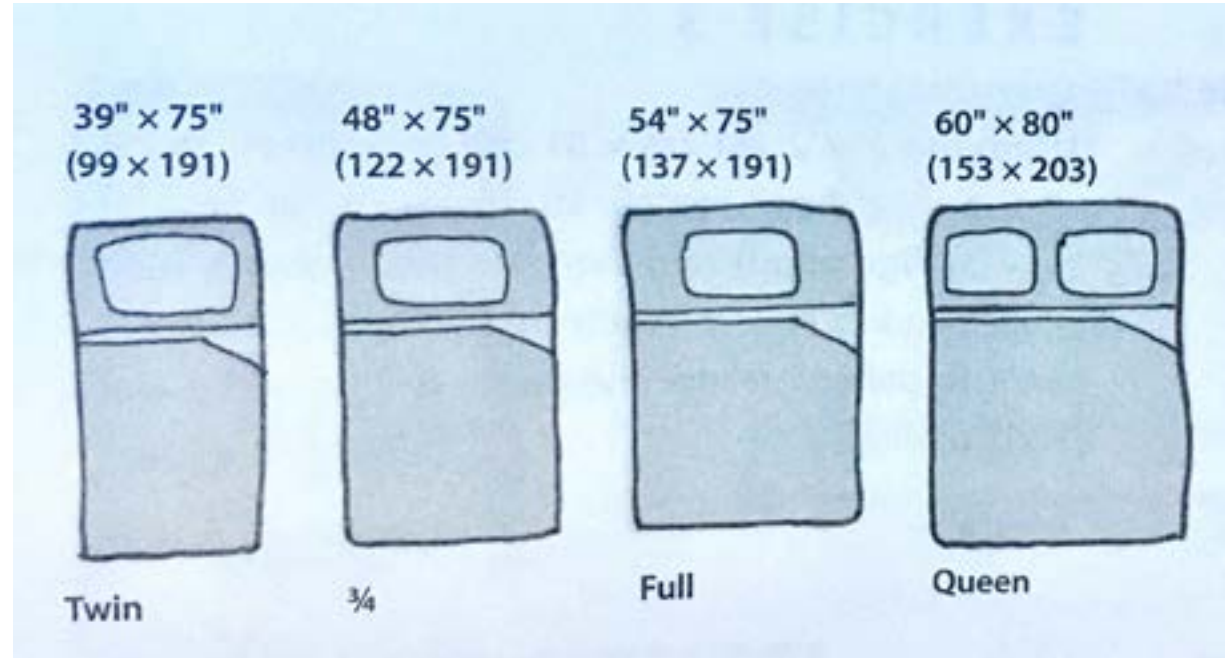
(pg. 194-195. Rengel, R. J., 2012)

New photos

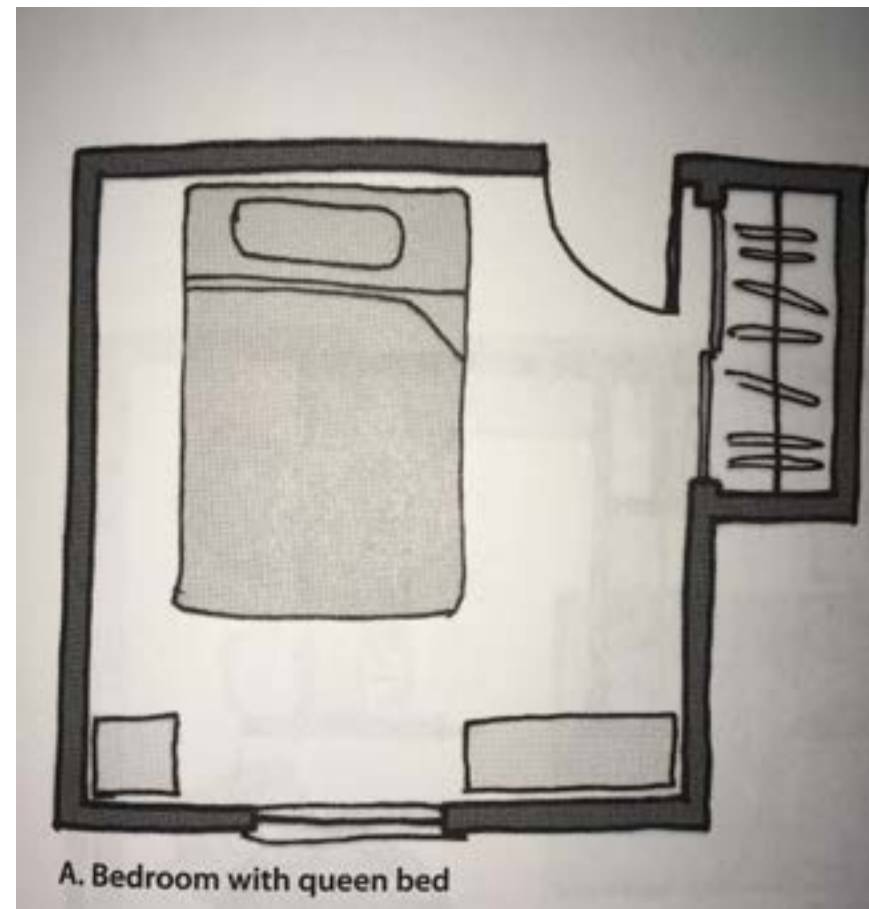
New photos



# Test fits *Private rooms*

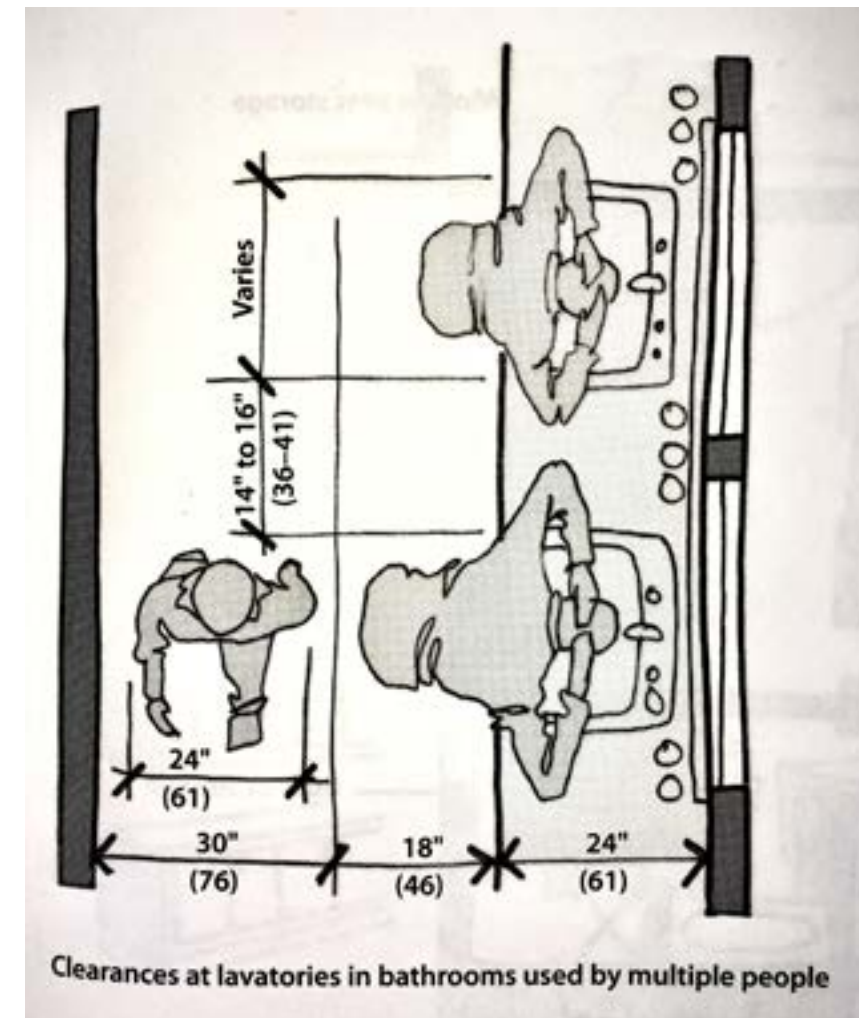
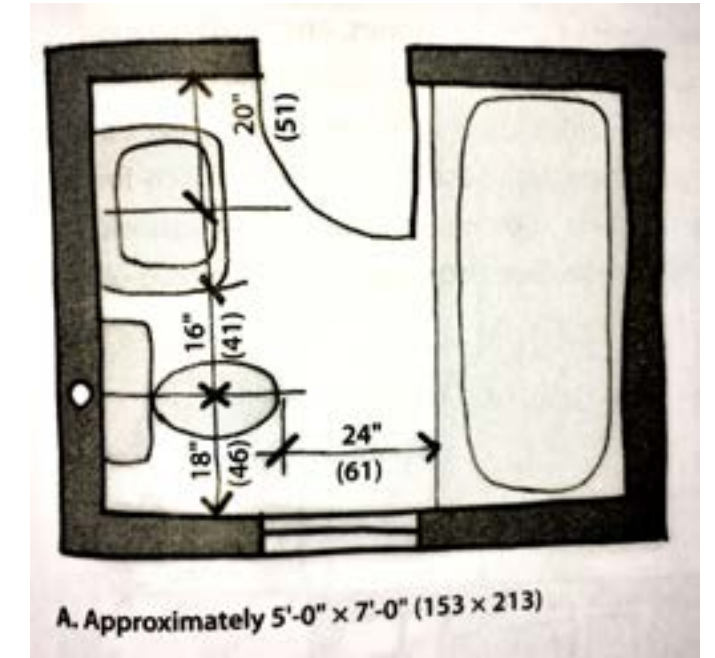
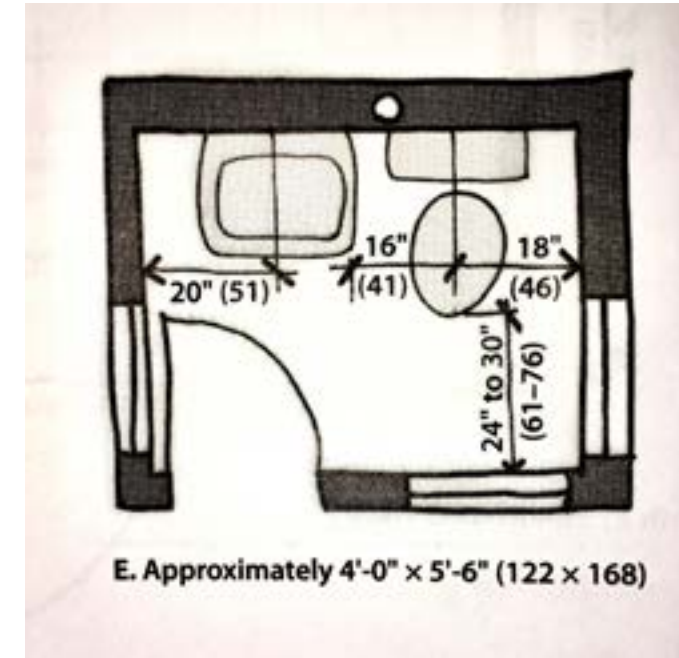


(pg. 234-235. Rengel, R. J., 2012)



New photos

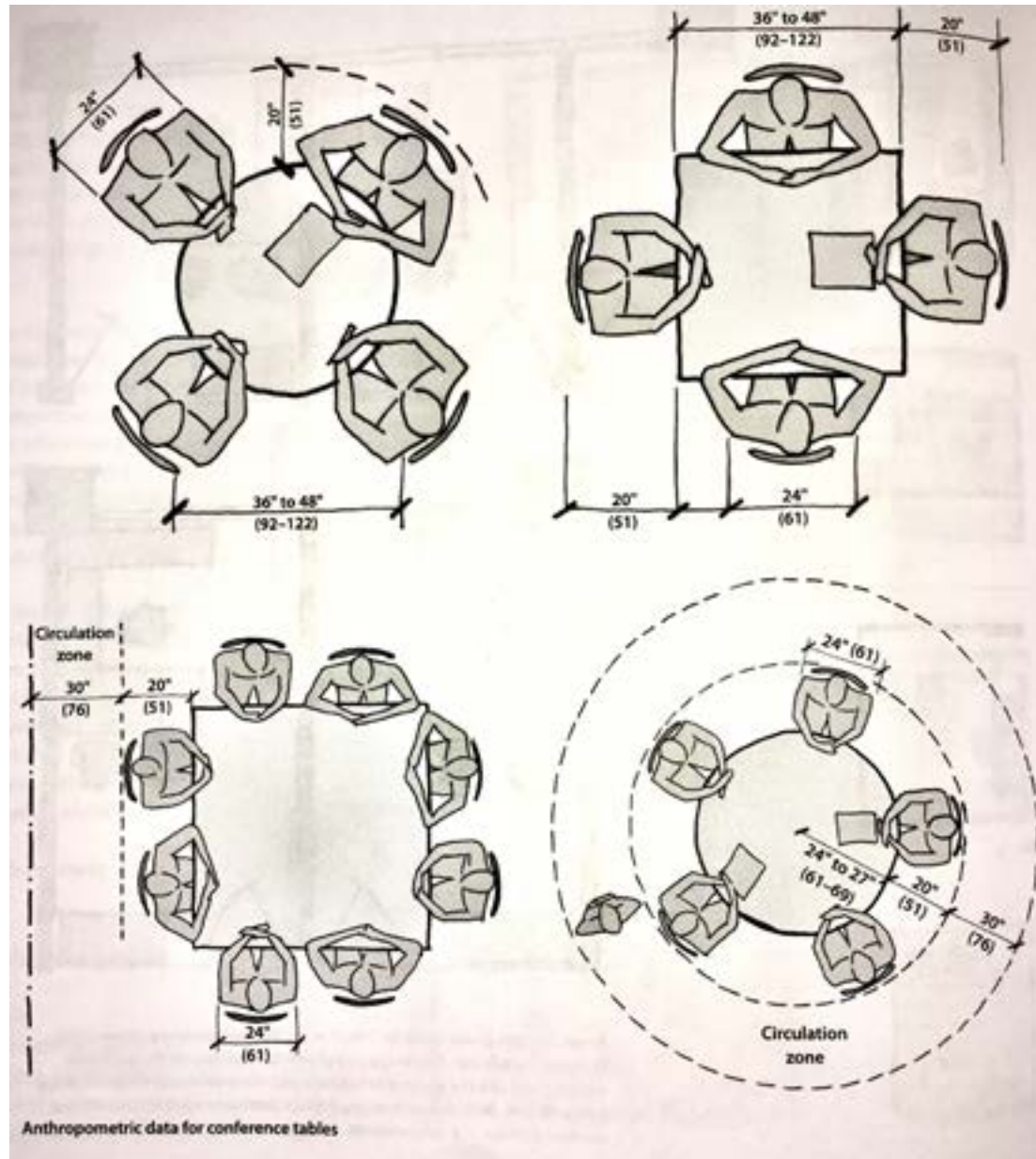
# *Bathrooms*



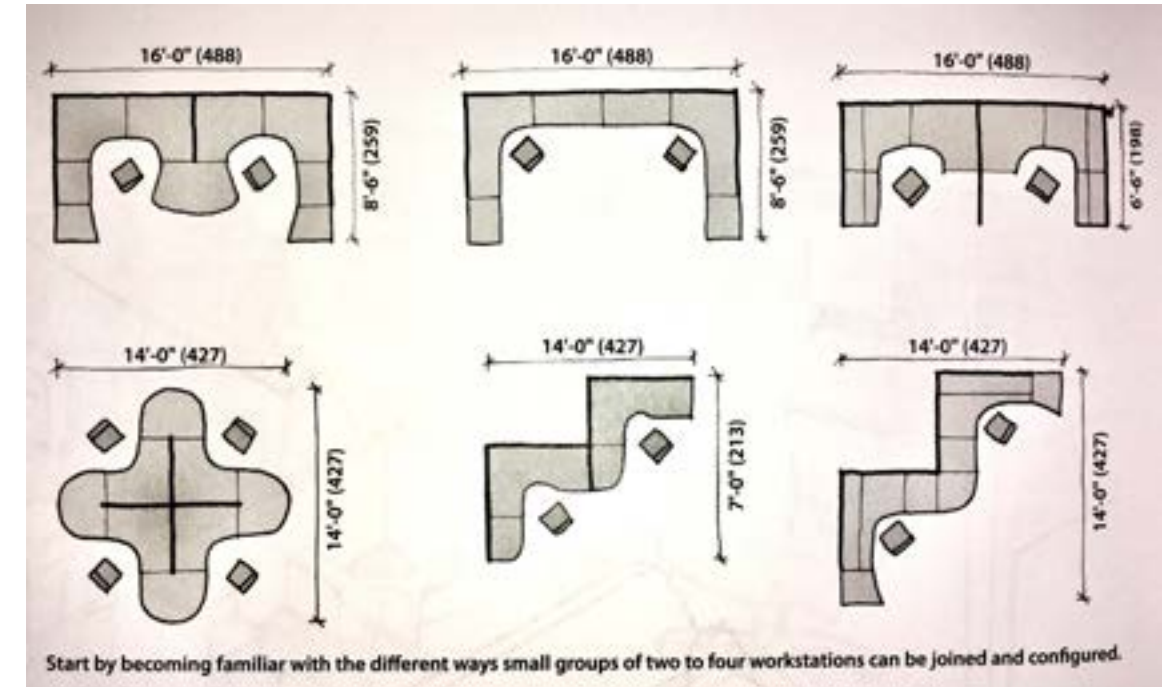
(pg. 245, 247. Rengel, R. J., 2012)

New photos

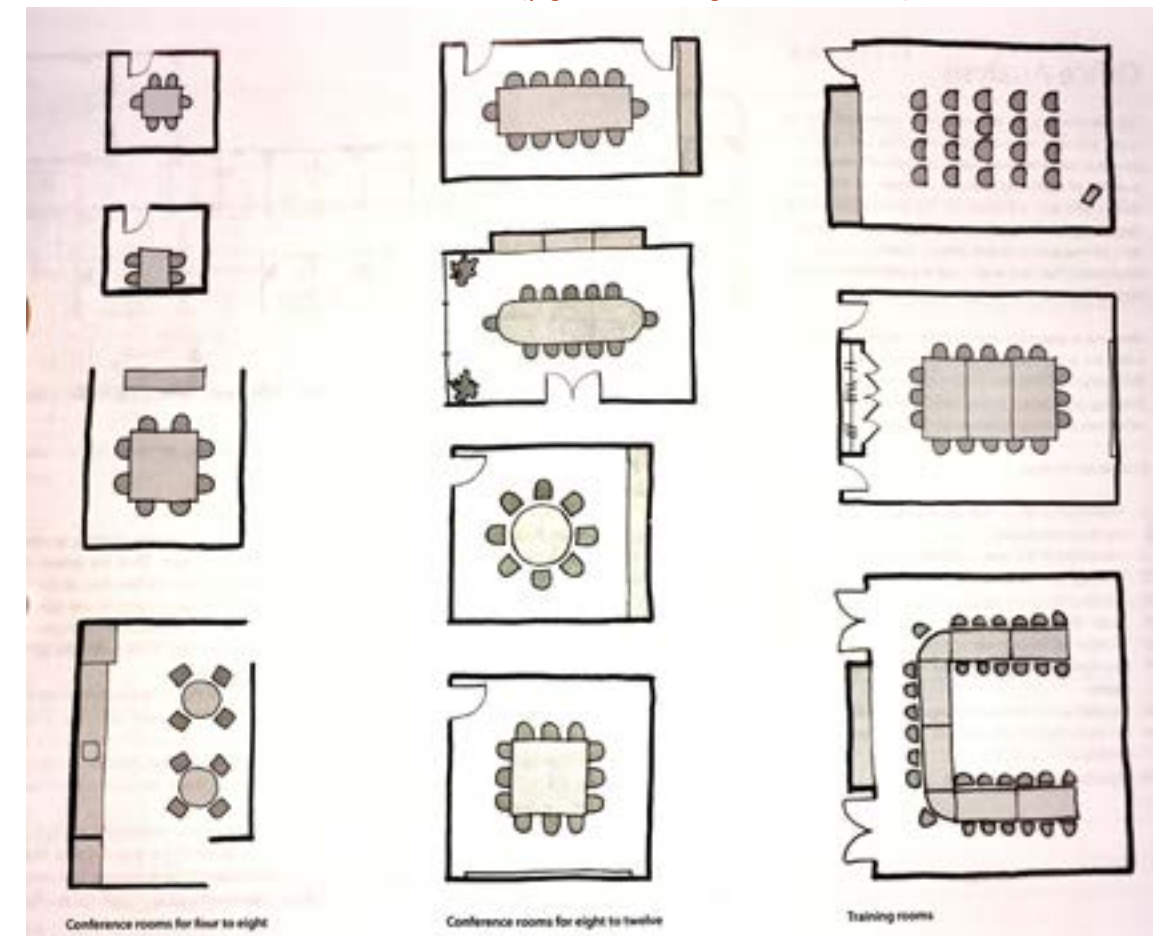
# Co-work + Admin



(pg. 292. Rengel, R. J., 2012)



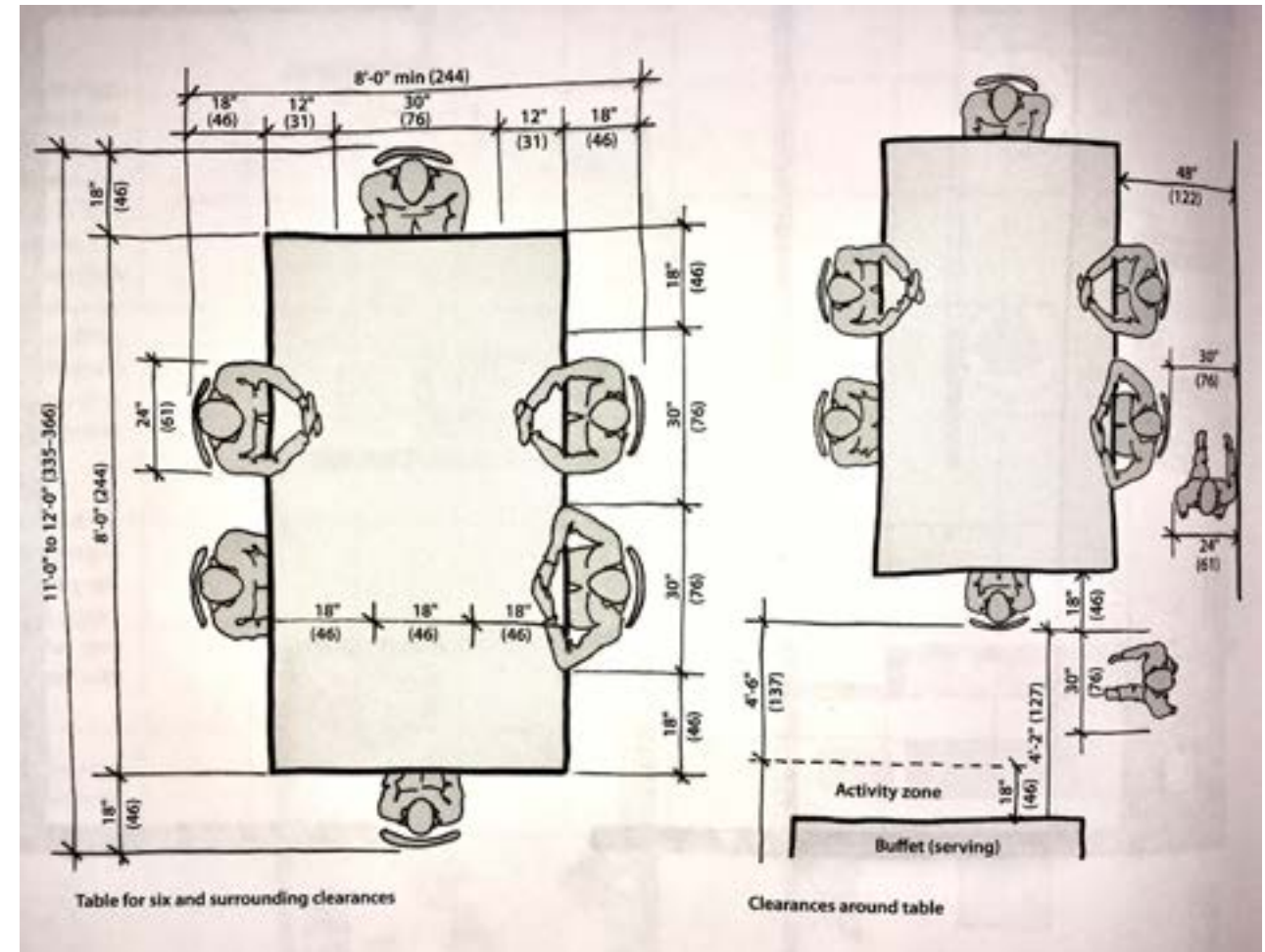
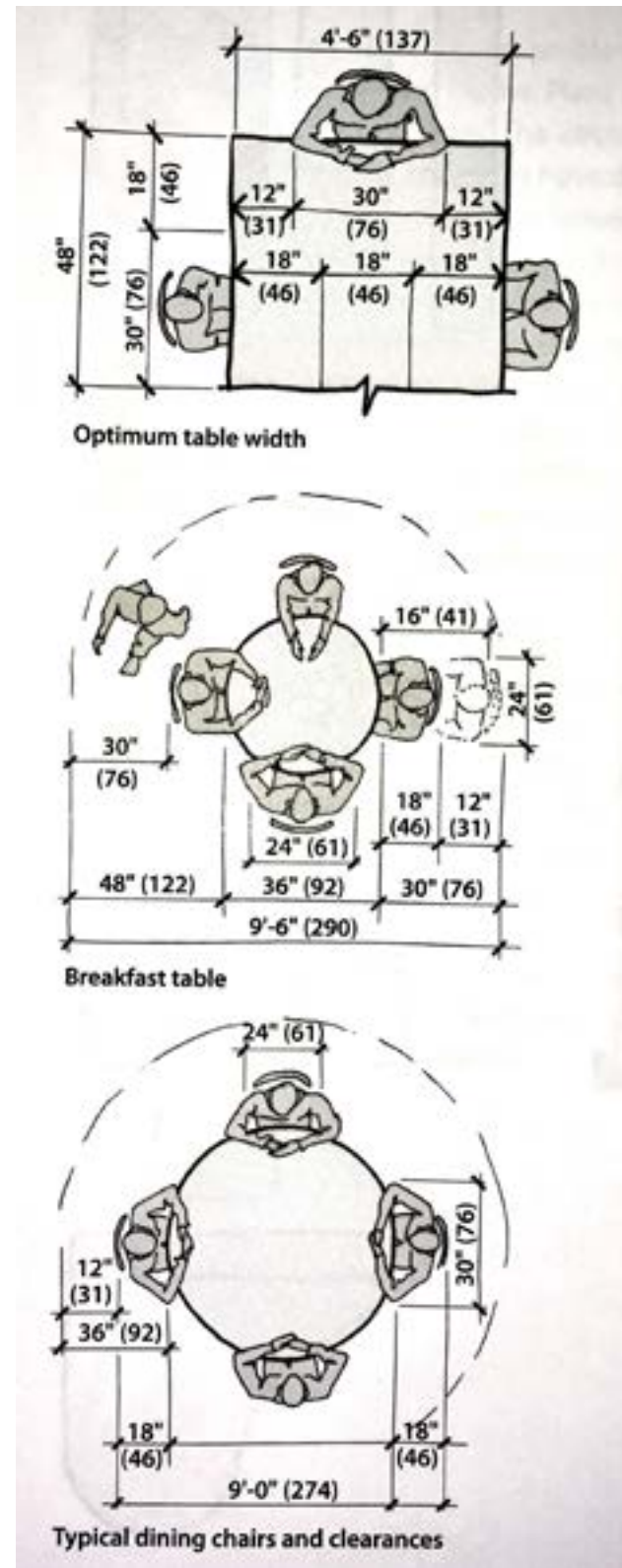
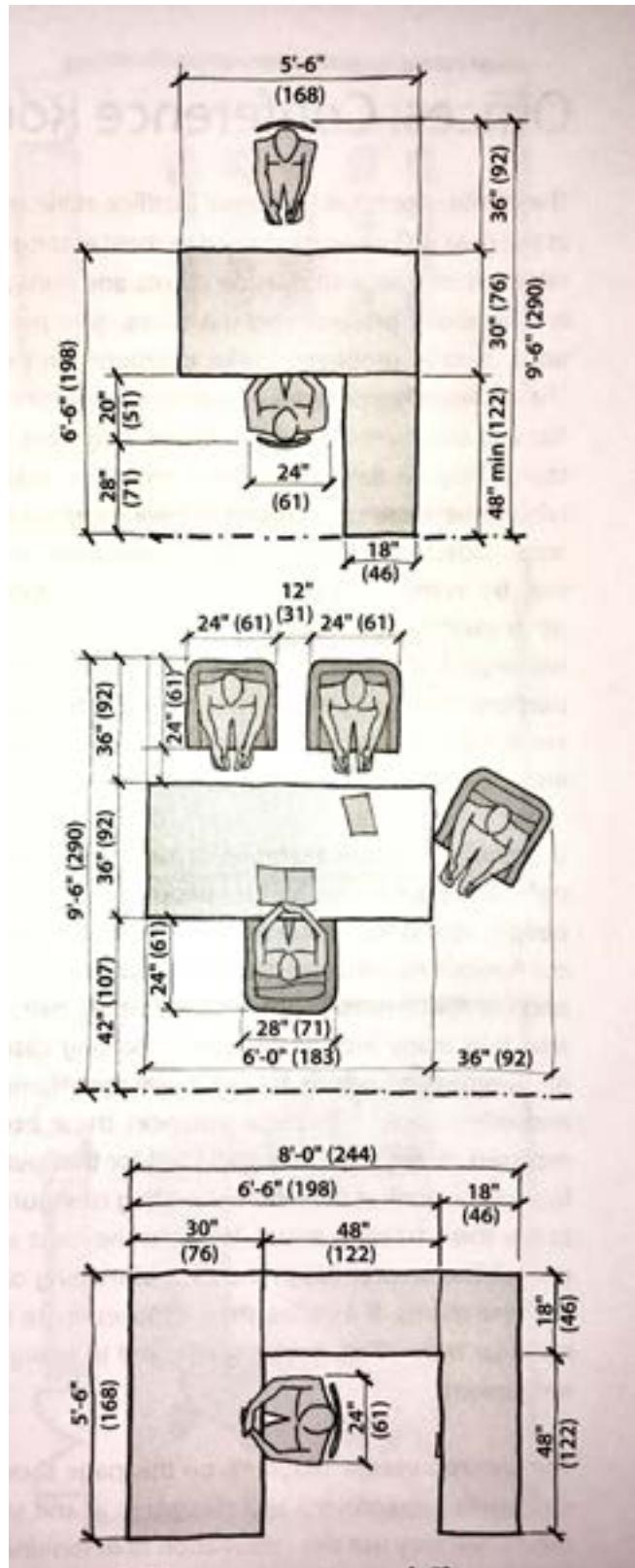
(pg. 284. Rengel, R. J., 2012)



(pg. 293. Rengel, R. J., 2012)

New photos

New photos



(pg. 230. Rengel, R. J., 2012)

(pg. 291, 230. Rengel, R. J., 2012)

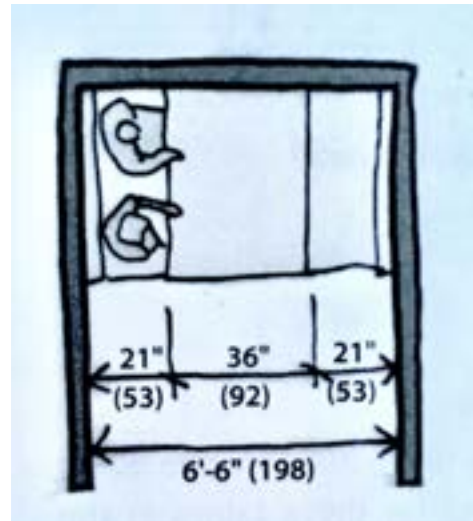
New photos

New photos

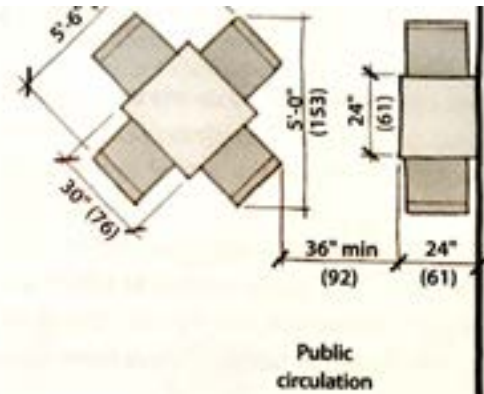


# Food & Bev

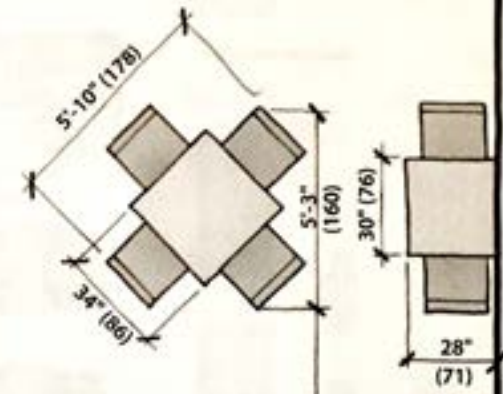
# Entry + Coat room



(pg. 232. Rengel, R. J., 2012)



Public circulation



Service circulation

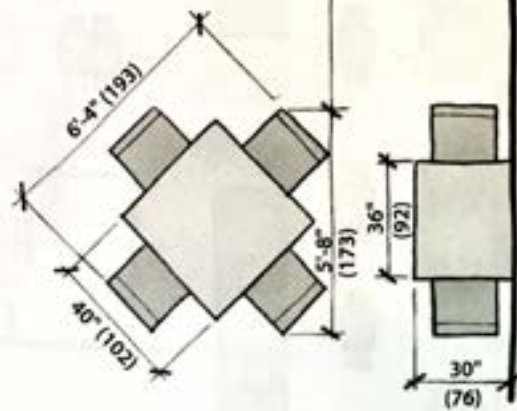
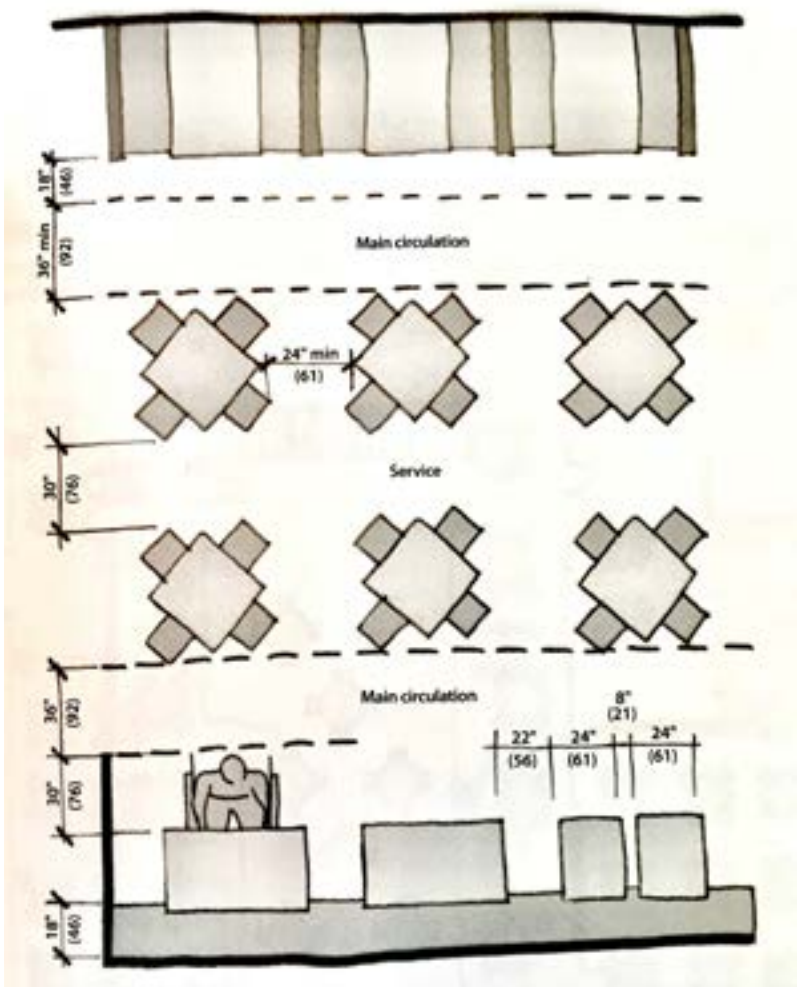
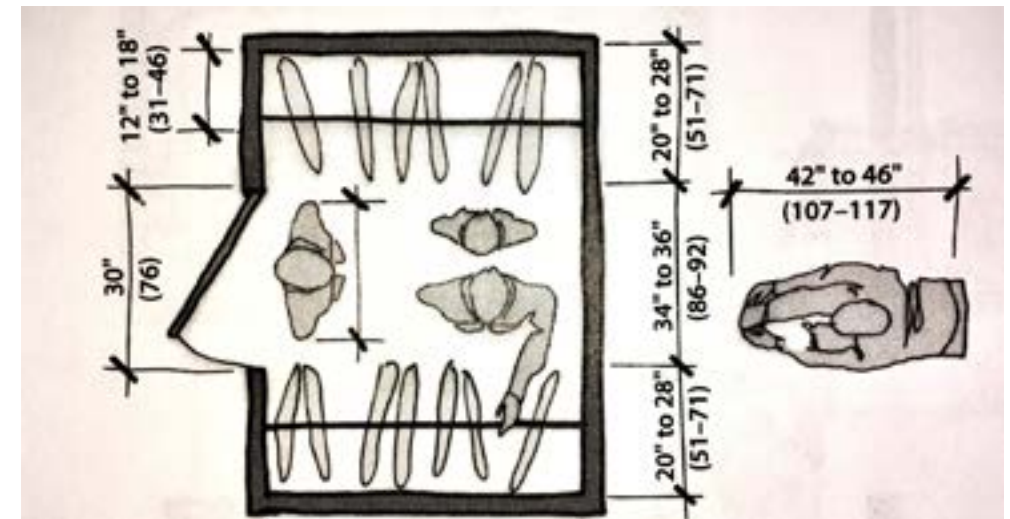


Table Sizes



(pg. 321. Rengel, R. J., 2012)



(pg. 224. Rengel, R. J., 2012)

### 3.3 RECEPTION SPACES

For the purpose of privacy or security, the receptionist's workstation is often an area physically separated by built-in furniture and/or partitions. The drawing at the top of the page shows a counter height-receptionist's workstation where the receptionist is seated. Other anthropometric considerations are eye height and sitting height normal. The clearance height of the opening above the floor has been established at 72 in. or 188 cm. Sitting height and eye height are significant in providing unobstructed vision. The clearing at the bottom depicts a desk height-receptionist's workstation. The height of the workstation ranges from 26 to 30 in. or 66 to 76.2 cm, allowing for items to reach eye level for the exchange of papers and packages. Both drawings show a location for an added counter top also mentioned provided for security or a visual barrier of the workstation too.

	IN	CM
RECEPTIONIST'S WORKSTATION / COUNTER HEIGHT	26-30	66.0-76.2
RECEPTIONIST'S WORKSTATION / DESK HEIGHT	26-30	66.0-76.2
RECEPTIONIST'S WORKSTATION / COUNTER HEIGHT	26-30	66.0-76.2
RECEPTIONIST'S WORKSTATION / DESK HEIGHT	26-30	66.0-76.2

(pg. 89, 190. Panero, J. Zelnik, M., 1979)

### 3.3 RECEPTION SPACES

Typical reception work under seating arrangements are shown on the page with emphasis on the individual seating unit instead of side-by-side seating. Seating units, certain key anthropometric dimensions influence the placement of the unit as well as the overall dimensions. The primary anthropometric dimension concerning seat width is that of hip breadth. Seat depth is determined by the buttock-popliteal length measurement. For a more detailed discussion of seating design criteria, Section 4 in Part A and Section 1 in Part C should be consulted. Location of the structure in relation to a coffee table must take into account two conflicting requirements: clearance for circulation between chair and table and placement of the table to accommodate the reach behavior of the smaller person. There is no perfect solution. A distance between 65 and 68 in. or 1651 and 1727 mm, however, allows for the leg protrusion of the seated person and also accommodates the maximum leg reach of the larger person so that he may, if necessary, pass. Some body contact and/or adjustment of body position or posture of both seated and standing person may be required.

	IN	CM
RECEPTION ROOM SEATING	65-68	1651-1727
RECEPTION SEATING / CIRCULAR CONFIGURATION	65-68	1651-1727

New photos

New photos

# Self-Care

**7.1 EXERCISE AREAS**

The top drawing illustrates in side and front view the clearances required for the human body while engaged in all types of exercise. Although it is recognized that in establishing clearances the gender of users should be considered, the general of larger body size is used to model the ranges shown which must allow larger male and female bodies. The side view illustrates vertical grip reach measurements with an allowance to compensate for the fact that the arms are normally extended to the tip of the hands. The authors suggest that use of the design is intended for a population of smaller body size, the larger measurements are used. The height measurement required for the side view, and is shown as 87.3 in. (2214 mm).

The bottom drawing provides the clearance for the human body while engaged in all types of exercise. The authors suggest that use of the design is intended for a population of smaller body size, the larger measurements are used. The height measurement required for the side view, and is shown as 87.3 in. (2214 mm).

**60-69 FLOOR EXERCISE**

**BASIC SPACING FOR EXERCISE CLASS**

**SPACE REQUIREMENTS FOR BASIC PUSH UP POSITION**

**MINIMUM EXERCISE CLEARANCE REQUIREMENTS**

**SPACE AND EXERCISE PRACTICE ROOMS: SEATING HEIGHT REQUIREMENTS**

SEX	MIN	MAX
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59

**7.1 EXERCISE AREAS**

The top drawing provides for lower foot while exercising. Some models, such as the ones shown on the right, have lower footholds especially in the rear portion of the roller region. The space is intended to be used for people in all exercise classes. The height of the pole is between 90 and 98 in. (2286 and 2483 mm). The length and width vary with the model.

**EXERCISE BICYCLE**

**ANTHROPOMETRICALLY CONTOURED HYDROTHERAPY POOL**

**WALL-MOUNTED LATISSIMUS POWER LIFT UNIT**

**ANTHROPOMETRICALLY CONTOURED HYDROTHERAPY POOL**

SEX	MIN	MAX
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59

(pg. 250, 252. Panero, J. Zelnik, M., 1979)

**4.3 HAIR STYLING**

A plan view showing hair styling stations and required clearances is shown in the drawing at the top of the page. To accommodate the seated customer and provide for circulation and egress, a minimum clearance of the hair station, a space of 90 to 100 in. (2286 to 2540 mm) deep and 30 to 37 in. (762 to 939 mm) wide is required for each station. To prevent floor space, however, it is suggested that the square required for the minimum hair styling station width (other than 34 in. or 863 mm). The area of service is used as a station activity zone.

The bottom drawing shows the styling station elevation. It should be noted that despite the adjustability of the chair, the range of movement of the customer should be such as to ensure that the hair styling station is used as a station activity zone.

**STYLING STATIONS**

**STYLING STATION: OPTIMUM ADJUSTABLE CHAIR HEIGHTS**

**STYLING STATION: STANDARD ADJUSTABLE CHAIR HEIGHTS**

**HAIR STYLING AREA AND CIRCULATION CLEARANCES**

**HAIR STYLING AREA AND CIRCULATION CLEARANCES**

SEX	MIN	MAX
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59
MALE	60	69
FEMALE	50	59

**LOCKER ROOM**

**LOCKER ROOM**

	in	cm
A	108	274.3
B	24	61.0
C	84	213.4
D	36-40	91.4-101.6
E	44-48	111.8-121.9
F	12-14	30.5-35.6
G	18-20	45.7-50.8
H	78 min.	198.1 min.
I	56-64	142.2-162.8
J	12-15	30.5-38.1
K	42-48	106.7-121.9
L	12-18	30.5-45.7
M	30	76.2
N	14-16	35.6-40.6
O	4-6	10.2-15.2
P	14-17	35.6-43.2
Q	60-72	152.4-182.9

**LOCKER ROOM**

(pg. 210, 254. Panero, J. Zelnik, M., 1979)

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# VANCOUVER: A CITY FOR ALL WOMEN



## WOMEN'S EQUITY STRATEGY 2018 - 2028



# A MESSAGE FROM THE CITY MANAGER

I'm very pleased to present Vancouver: A City for All Women, Women's Equity Strategy 2018-2028.

Unanimously adopted by City Council, the Strategy builds on the foundational work started with the City's 2005 Gender Equality plan and sheds light on many of the barriers which continue to limit the full participation and contributions of all women, including those who identify as women. The Strategy sets out specific goals and targets to address these barriers, recognizing that the full inclusion of all residents is fundamental to creating a city which is diverse, welcoming, vibrant, economically successful, and environmentally sustainable.

Leveraging and aligning with related City strategies such as Healthy City and Housing Vancouver, we will specifically take action to increase women's safety and affordable housing, and address the impact of the childcare shortage on women's economic participation. We will also lead by example within our own workforce by removing barriers for women and increasing the number of new hires in leadership and in historically under-represented occupations.

Finally, and underpinning it all, we will apply an intersectional approach to our work to ensure that all residents, including all women, have equitable access, inclusion and participation in the life of the city.

The development of this Strategy follows extensive engagement with the City's Women's Advisory Committee and City staff, as well as public input, research, and consultations with subject matter experts and other organizations, including municipalities. I wish to thank all who gave their time and shared their expertise and experiences and, in particular, the members of the Women's Advisory Committee.

Removing barriers to full inclusion for all women will require sustained and coordinated efforts from all levels of government, community organizations, and individuals. The City of Vancouver is committed to doing its part through the implementation of this Strategy, sharing and learning from others committed to women's equity and influencing change wherever possible. We look forward to working with our stakeholders to make Vancouver a place where all women enjoy full inclusion in the political, economic, cultural and social life of the city.



**Sadhu Aufochs Johnston**  
City Manager

# CONTENTS

Executive Summary .....	2
Vision .....	6
Principles.....	6
What we Heard .....	7
Why it Matters .....	9
Inequality’s Differential Impact.....	13
The Case for Change.....	14
Priorities .....	15
Strategies .....	16
Plan for Action .....	17
Priority: Intersectional Lens .....	18
Priority: Women’s Safety .....	20
Priority: Childcare .....	22
Priority: Housing .....	24
Priority: Leadership & Representation.....	26
Accountability.....	28
Acknowledgements.....	29
Endnotes.....	32
Snapshots of City’s Current Actions.....	34
Inputs for Future Consideration .....	40



## EXECUTIVE SUMMARY

“Because It’s 2016: Action on Gender Equality” was the Vancouver City Council motion that inspired the development of an updated women’s equity strategy and provided the opportunity to consider our work in light of the persistent issue of women’s inequality in our community. The result is **Vancouver: A City for All Women, Women’s Equity Strategy 2018-2028**.

The Strategy reflects our vision to make Vancouver a place where all women and self-identified women have full access to the resources provided in the city and opportunities to fully participate in the political, economic, cultural and social life of the city.

“Women and girls comprise a majority of Vancouver residents (51 per cent) but on average have lower incomes, less housing security, more unpaid work, experience far greater rates of poverty and gender based violence and in general have less opportunities than men and boys” (Council Motion – Because It’s 2016: Action on Gender Equality).

Women’s inequality is an issue that affects us all. We cannot reach our full potential as a city and as a community when certain segments of our population are marginalized and denied full inclusion and participation. We know that all women’s full

inclusion boosts our economy, increases our productivity, and reduces child poverty.

Addressing such a wide-ranging issue as women's equity requires all social agents – individuals, organizations and all levels of government – to take intentional steps towards this goal. As a city, we can take positive actions within our jurisdiction and encourage others to do the same. The focus of this Strategy is in those areas where the City of Vancouver can make a difference.

We are grateful to the many individuals and organizations that took the time to share their experiences and expertise. In particular, the City's Women's Advisory Committee spent countless hours and many meetings sharing their expertise and informing the scope and content of the Strategy. In addition, more than 1,600 residents participated in our online survey and public forum, subject matter experts and community organizations took valuable time to meet with us, and City staff were consulted for their expertise and feedback.

Throughout our consultations, we heard recurring themes that emerged as priority areas. Addressing the issues faced by all women in each of these areas is seen as key to improving women's full inclusion in the life of the city:

- Applying an intersectional lens to the City's strategies and plans
- Addressing safety, including violence against women
- Accessible, quality childcare
- Safe and affordable housing
- **Women's leadership and representation within the City's workforce**

**Vancouver: A City for All Women** is a 10-year strategy that recognizes the current shifting political and social landscape. Within each priority area, a number of Phase 1 Actions have been identified for 2018-2019. A staff Action Team will coordinate implementation of the Phase 1 Actions and, in consultation with the Women's Advisory Committee, will consider all inputs received as potential actions over the next eight years of the Strategy.

A key success factor for this Strategy is being accountable to our goals and objectives. To that end, we will measure our progress and report out regularly. In 2019, we will provide a progress report to Council and outline actions for implementation in the next phase of the Strategy.

Another key success factor is alignment with the City's Healthy City Strategy. The Healthy City Strategy is guided by a vision of A Healthy City for All, ensuring collectively we pursue a strong and inclusive focus on inequity, including gender inequity. These principles also emphasize the importance of including meaningful involvement in the broader public, private and civic sectors.

## Summary of Priority Areas and Phase 1 Actions

The following summarizes our Phase 1 Actions by priority area. Full detail on each priority, as well as background on the City’s current work in each of these areas, is included in this document.

These priority goals and objectives parallel the City’s Healthy City Strategy ‘determinants of health’ approach and include indicators and targets that have been designed to address inequalities at a municipal level.

**The City is in a position to make a difference and so should play a leadership role. Gender stereotyping and discrimination not only restricts females’ and males’ ability to participate fully in the world, it limits the City’s economic potential.**

- Public Survey “Action for Women”

## INTERSECTIONAL LENS

<b>GOAL</b>	The City’s decisions, programs and plans are informed by an intersectional lens to ensure that all citizens have equitable access, inclusion and participation in community life.
<b>OBJECTIVE</b>	In 2018, an intersectional framework will be established for City departments.
<b>STRATEGIES</b>	Education & Awareness, Policy
<b>PHASE 1 ACTIONS: 2018-2019</b>	<ol style="list-style-type: none"> <li>1. Pilot intersectional framework.</li> <li>2. Introduce the application of an intersectional lens to senior staff through training in Gender-Based Analysis Plus (GBA+), offered through Status of Women Canada.</li> <li>3. Bring forward to Council revised <i>Civic Assets Naming Guidelines</i> that include gender diversity.</li> </ol>

## SAFETY

<b>GOAL</b>	Vancouver is a safe city in which all women are secure and free from crime and violence, including sexual assault.
<b>OBJECTIVE</b>	By 2025, women’s sense of safety will be increased by at least 10 per cent.
<b>STRATEGIES</b>	Education & Awareness, Partnerships & Collaboration, Policy, Data
<b>PHASE 1 ACTIONS: 2018-2019</b>	<ol style="list-style-type: none"> <li>1. Join UN Women’s Global Flagship Initiative “Safe Cities and Safe Public Spaces” and conduct a scoping study on women’s safety.</li> <li>2. Identify community partners and collaborate on an annual public campaign to raise awareness on violence against women.</li> <li>3. Update the Women’s Advisory Committee annually on progress in ensuring women’s safety and needs in the neighbourhood planning and development process.</li> <li>4. Formalize senior staff coordination and oversight of inter-departmental response to critical issues in the Downtown Eastside, including women’s safety and related issues.</li> </ol>

## CHILDCARE

<b>GOAL</b>	Women's full participation in the workforce and engagement in public life is supported by affordable and accessible quality childcare for children.
<b>OBJECTIVE</b>	By the end of 2018, 1,000 new childcare spaces will be added from the 2015 baseline.
<b>STRATEGIES</b>	Education & Awareness, Partnerships & Collaboration, Policy
<b>PHASE 1 ACTIONS: 2018-2019</b>	<ol style="list-style-type: none"> <li>1. Share input from the Women's Equity Strategy consultations for consideration in the City's updated childcare strategy.</li> <li>2. Partner with senior levels of government to significantly increase affordable, quality childcare through creating new childcare spaces, and replacing aging centres.</li> <li>3. Identify child-friendly provisions to accommodate participation by families with children at Council and Public Hearings at City Hall.</li> </ol>

## HOUSING

<b>GOAL</b>	A range of affordable housing choices is available for women of diverse backgrounds and circumstances, including single parents, seniors, newcomers, and those facing vulnerable conditions.
<b>OBJECTIVE</b>	72,000 new homes across Vancouver in the next 10 years.
<b>STRATEGIES</b>	Education & Awareness, Data, Partnerships & Collaboration
<b>PHASE 1 ACTIONS: 2018-2019</b>	<ol style="list-style-type: none"> <li>1. Identify how to determine the extent of women's hidden homelessness to better understand its full scope.</li> <li>2. Research integration of outreach role within Coordinated Access Centre to liaise with women-serving organizations and identify women in need of priority housing.</li> <li>3. Share input from the Women's Equity Strategy consultations for consideration in the implementation of the Housing Vancouver Strategy.</li> </ol>

## LEADERSHIP & REPRESENTATION

<b>GOAL</b>	The City will elevate the visibility, influence, representation and contribution of all women in the organization by providing equitable access to work opportunities, including leadership roles and other under-represented occupations <sup>1</sup> and by creating and implementing initiatives to specifically enhance their development and leadership.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Effective immediately, the City will increase new hires for Senior Management roles to 50 per cent women.</li> <li>• By 2020, the proportion of female new hires in under-represented occupations will be increased by at least five per cent over the 2017 baseline.</li> </ul>
<b>STRATEGIES</b>	Education & Awareness, Partnerships & Collaboration, Policy, Data
<b>PHASE 1 ACTIONS: 2018-2019</b>	<ol style="list-style-type: none"> <li>1. Become the first municipality to sign Minerva BC's Face of Leadership™ Diversity Pledge, making a public commitment to support women's advancement in leadership in our workforce and in our community.</li> <li>2. Develop and implement a Breastfeeding Policy for City staff.</li> <li>3. Conduct focus groups with female staff in leadership and under-represented positions.</li> <li>4. Measure and publicly report annually on the City's workforce composition including positions and compensation.</li> <li>5. Address potential bias in the hiring process by training recruitment staff to recognize and mitigate unconscious bias.</li> </ol>

# VISION

The City is committed to making Vancouver a place where all women have full access to the resources provided in the city and have opportunities to fully participate in the political, economic, cultural and social life of Vancouver.

# PRINCIPLES

The implementation of the Strategy reflects the following principles:

- **“Nothing about us without us.”** We will be inclusive of the voices of all women and women’s organizations through consultations with the Women’s Advisory Committee and other stakeholders.
- **Intersectional lens** For many women, the impact of gender inequality is compounded by other forms of discrimination including race, disability, language, immigration status, and prejudice against Indigenous Peoples. Applying an intersectional lens to developing programs, services and policies considers this differential impact and aims to address it.
- **Systemic and culture change** The City recognizes that patterns of inequality are deeply entrenched in our social and institutional structures, and historical and cultural patterns. The City will focus on systemic changes in its approach to equity for all women, with the aim of shifting systems and changing attitudes.
- **Sustainable** In order to be sustainable over the long term, the Strategy aligns with other City initiatives, such as the Healthy City Strategy. The Strategy is also flexible and responsive to emerging opportunities and trends, allowing us to maximize our ability to advance our vision and goals.
- **S.M.A.R.T.** Our goals and targets are **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound.
- **Criteria for inclusion** The success of the Strategy depends on setting goals and targets in those areas over which we have control and jurisdiction. The Vancouver Police Department, Vancouver School Board and Vancouver Public Library all have their own Boards and are independent of the City of Vancouver. Our Strategy does not commit to actions that fall under their mandates.

***All citizens deserve equal opportunities. Vancouver is seen as a progressive city and gender equality would be an important component of that.***

- Public Survey “Action for Women”

# WHAT WE HEARD

**Vancouver: A City for all Women** has been informed by the voices and experiences of more than 1,600 residents, members of the City of Vancouver’s Women’s Advisory Committee, subject matter experts, community organizations, research, and City staff. In particular, members

of the Women’s Advisory Committee dedicated an abundance of their time to the development of this Strategy, both at regular meetings and specific working sessions.

Throughout these consultations several key themes and priority areas emerged.

## WOMEN’S SAFETY

We heard that women in Vancouver continue to deal with the effects of violence and that many women do not feel safe within the city.

## CHILDCARE

Access to affordable quality childcare is an urgent issue that was cited as the number one action that could immediately and positively impact all women’s lives, their economic participation and economic independence.

## INTERSECTIONAL LENS

An intersectional lens is needed to ensure that actions in these priority areas benefit **all** women.

## HOUSING

We also heard that Vancouver’s housing crisis disproportionately impacts women – in particular women leaving intimate partner violence. The combined issues of a lack of affordable housing and women’s relative economic disadvantage place women at greater risk of returning to or staying in an abusive situation. The housing crisis also makes women vulnerable to exploitation.

## WOMEN’S LEADERSHIP & REPRESENTATION

Finally, we heard that the City should show leadership in advancing all women’s equity through its own employment practices, public policies and public communications.





### **INTERNAL CONSULTATIONS**

- Ongoing consultations with internal experts and impacted Departments

### **PUBLIC CONSULTATIONS**

- Survey (1,640 responses)
- Forum (45 attendees)
- Community organizations 84 contacted/invited

### **WOMEN'S ADVISORY COMMITTEE**

- Updated and consulted regularly
- Provided guidance and advice on process and plan

## **WOMEN'S EQUITY STRATEGY 2018-2028**

### **SUBJECT MATTER EXPERTS**

- 21 contacted
- 16 interviewed/consulted

### **RESEARCH & BEST PRACTICES**

- 35+ papers reviewed
- Statistical research
- 10+ cities studied

### **ADVISORY COMMITTEES**

- Council Advisory Committees contacted and invited to participate

# WHY IT MATTERS

## Women continue to be economically disadvantaged

Women make up 51 per cent of Vancouver's population<sup>1</sup> and continue to be economically disadvantaged relative to men. A specific focus on improving all women's lived experiences is needed in order to achieve the City's targets in the Healthy City Strategy.

### **Women in Vancouver earn less than men...**

Vancouver's annual living wage: \$37,500<sup>2</sup>

Men's annual median income: \$36,900<sup>3</sup>

Women's annual median income: \$29,800<sup>3</sup>

### **Because...**

- Even within the same occupations, women earn 87 cents for every dollar earned by men.<sup>4</sup>
- 56 per cent of women are employed in traditionally female-dominated and lower paying occupations such as teaching, nursing and health-related occupations, social work, clerical, administrative, and sales and services.<sup>5</sup>
- Women make up:
  - 70 per cent of minimum wage workers.<sup>6</sup>
  - 76 per cent of part-time workers.<sup>7</sup>
  - 60 per cent of those collecting Employment Insurance.<sup>8</sup>
  - 24 per cent of workers in higher paying professional science, technology, engineering, mathematics (STEM) occupations.<sup>9</sup>

## The motherhood penalty

The "motherhood penalty" can be described using both an employment gap (between men and women) and an earnings gap (between mothers and non-mothers).

Vancouver has the third worst employment gap between men and women in Canada (11.8 per cent). The employment gap is greater in cities with high childcare fees.<sup>10</sup>

*I have been forced to sacrifice 7 years of my career to be a stay home mom, because there is insufficient adequate childcare available in this city and it's completely unaffordable to even consider working full-time and pay for childcare for two kids.*

- Public Survey "Action for Women"

With respect to the earnings gap, one study found women with children earn 12 per cent less than women without children. This gap increased with the number of children, up to 20 per cent for women with three or more children.<sup>11</sup> The earnings gap can be partly explained by breaks in women's employment for maternity and parental leaves. Approximately 47 per cent of women take at least one maternity or parental leave over their careers, compared to 3.8 per cent of men. The average duration of women's combined parental and maternal leaves is 1.3 years.<sup>12</sup>

Women spend an average of 50.1 hours per week on childcare, more than double the average time (24.4 hours) spent by men. This includes women who work full-time.<sup>13</sup> Of those who work part-time, 25 per cent of women and 3.3 per cent of men cited childcare as the reason.<sup>14</sup>

Eighty per cent of single-parent families are headed by women<sup>15</sup> and 90 per cent of single parents on income assistance are female.<sup>16</sup>

The cumulative effects of extended leaves, the demands of childcare, and a lack of affordable childcare impact women's workforce availability, their earnings over the course of their careers, and their economic security over the course of their lifetimes.

## **Violence against women is a persistent issue**

The 1993 UN Declaration on the Elimination of Violence against Women defines violence against women as, "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life."

Women's economic vulnerability places them at greater risk of intimate partner violence and exploitation. In addition, violence against women increases women's economic vulnerability through lost education, work opportunities, and income as a result of the associated physical and psychological harms.

Intimate partner violence (IPV) accounts for one in four violent crimes reported to police. The vast majority of victims (80 per cent) are women.<sup>17</sup> One study found that

60 per cent of victims of IPV had either quit their jobs or were terminated as a result of the abuse.<sup>18</sup> Women who leave abusive domestic partners rely on food banks at nearly 20 times the rate of average Canadians and for up to three years after leaving the abusive situation.<sup>19</sup>

Between 2004-2014, criminal victimization rates for all crimes fell by 28 per cent, while rates of sexual assault have remained stable (22 incidents per 1,000 people). However, only 5 per cent of sexual assaults are reported to the police.<sup>20</sup>

Up to 27 per cent of victims of gender-based violence have used medication to cope with depression, to calm them down or to help them sleep. This is significantly higher than the proportion of women who were not violently victimized (18 per cent).<sup>21</sup>





***Sometimes at night I do not feel comfortable walking home... I do not want to feel unsafe in my own neighborhood. As well being sexually harassed by walking down the street, for example getting honked at and cat called.***

- Public Survey "Action for Women"

## Many women don't feel safe in the city

The Healthy City Strategy goal of "being safe and feeling included" includes the target of "increasing Vancouver residents' sense of safety by 10 per cent". Currently, 65 per cent of all residents agree that they "feel safe walking after dark" in their neighbourhoods.<sup>22</sup>

However, when broken down, the numbers for women are different. Only 57 per cent of women compared to 73 per cent of men agreed that they felt safe walking after dark. Senior women (75+ years) and young women (18-24 years) reported feeling the

least safe, at only 41 per cent and 47 per cent respectively. Similarly, only 44 per cent of Indigenous women, and 42 per cent of Chinese women reported feeling safe walking after dark.<sup>23</sup>

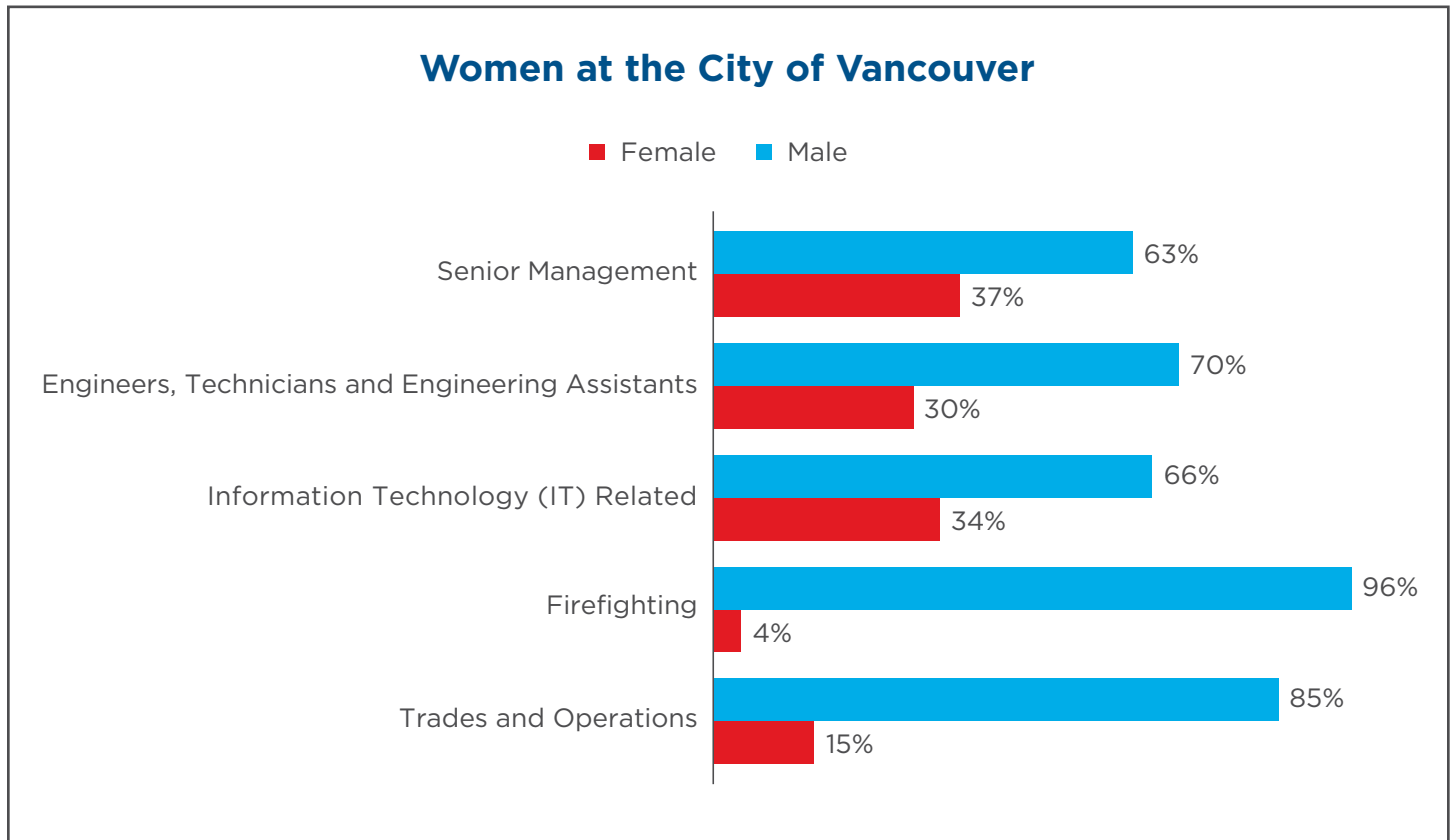
In order to meet the Healthy City Strategy target of increasing residents' sense of safety, specific attention needs to be paid to the unique experiences of **all** women when navigating the city.

## Women at the City of Vancouver

As a large employer and provider of public services, the City can make a positive impact within its own workforce and can demonstrate leadership in advancing all women's equity in the workplace. Through this Strategy, we will improve the representation of all women in leadership and historically under-represented occupations within the City's workforce.

According to the McKinsey Global Institute, while Canada is among the global leaders in women's equality, progress has stalled in the last 20 years. Persistent and significant gaps continue in the areas of managerial positions, STEM occupations, unpaid care work and single parenthood, among others.<sup>24</sup>

The following chart shows the current representation of women at the City in leadership and examples of historically under-represented occupations.\*



\*Notes:

- As of November 14, 2017
- Chart excludes Vancouver Police Department and Vancouver Public Library
- **Senior Management** includes all staff pay band 10 and up.
- **IT-Related** includes all positions in technical IT roles across all departments, excluding Senior Management.
- **Trades and Operations** includes all trades and operations positions (e.g., construction, traffic, parks, maintenance) across all City departments, excluding Senior Management
- **Firefighting** include all firefighters, inspectors, captains, investigators, and managers excluding Senior Management.
- **Engineers, Technicians and Engineering Assistants** include all professional and technical Engineering positions across all City departments, excluding Senior Management.

# INEQUALITY'S DIFFERENTIAL IMPACT

For many women, the impact of inequality is compounded by other forms of discrimination related to race, disability, language, immigration status, etc. The following are just two examples of how these intersecting forms of discrimination negatively impact women.

## Indigenous (First Nations, Métis, Inuit) women

- While Indigenous women represent just 4.3 per cent of Canada's female population, they represent 16 per cent of female homicide victims and 11 per cent of missing persons' cases involving women.<sup>25</sup>
- Indigenous women are three times more likely to be sexually assaulted than non-Indigenous women.<sup>26</sup>
- Statistically, Indigenous identity remains a significant factor for violent victimization among women, even when controlling for other risk factors.<sup>27</sup>
- Indigenous women experience higher unemployment rates and have lower median incomes than non-Indigenous women.<sup>28</sup>
- Indigenous women are twice as likely to head lone parent families as non-Indigenous women.<sup>29</sup>

## Women with disabilities

- 15 per cent of Canadian women report having disabilities that limit them in their daily activities. This number increases to 22 per cent for Indigenous women.<sup>30</sup>
- Women with disabilities are more likely to be lone parents (11 per cent versus 8 per cent for women without disabilities).<sup>31</sup>
- The workforce participation rate for women with disabilities is 61 per cent compared to 83 per cent for women without disabilities.
- The unemployment rate for women with disabilities is 13 per cent versus 6 per cent for women without disabilities.<sup>32</sup>
- Women with disabilities earn less than women without disabilities and men with disabilities.<sup>33</sup>
- Financial insecurity increases women's vulnerability to violence. Women with disabilities report experiencing emotional or financial abuse at a proportion that is 12 per cent higher than women without disabilities and physical and/or sexual assault at a rate that is 4.4 per cent higher than women without disabilities.<sup>34</sup>

The Women's Equity Strategy recognizes and considers this intersectionality in the implementation of the Strategy.

# THE CASE FOR CHANGE

## When women are poor, children are poor

In Vancouver, 1 in 5 children live in poverty (20 per cent).<sup>35</sup>

A close link has been established between child poverty and women's poverty. In 2014, one in every two children of single parents in BC were poor.<sup>36</sup> The vast majority of single parents are women and a disproportionate number are Indigenous women and women with disabilities.

Recommendations to improve child poverty include measures that directly mitigate women's poverty. These include improving social supports for families (for example income assistance, child benefits, maternity and parental benefits); improving labour force participation through flexible work arrangements and affordable childcare; affordable housing for families; and improving earnings through a higher minimum wage and living wage policies.<sup>37</sup>

## Violence against women costs society

Children who witness intimate partner violence experience emotional, psychological, social and behavioural problems. In addition, there is evidence that the cycle of violence could continue with children who have witnessed family violence.<sup>38</sup>

The combined financial cost of sexual assault and intimate partner violence is \$334 per person/year in Canada. Costs include medical care, social supports, legal costs, and lost productivity.<sup>39</sup>



## Women contribute to economic growth

A recent study by the McKinsey Global Institute found that taking steps to address all women's full economic participation could add \$150 billion to Canada's Gross Domestic Product by 2026. BC's potential growth would be \$21.2 million.<sup>40</sup>

This economic growth could be achieved by a combination of adding more women to high-productivity, high-paying sectors; increasing all women's labour force participation; closing the wage gap; access to affordable childcare; and increasing women's working hours by 50 minutes/week.

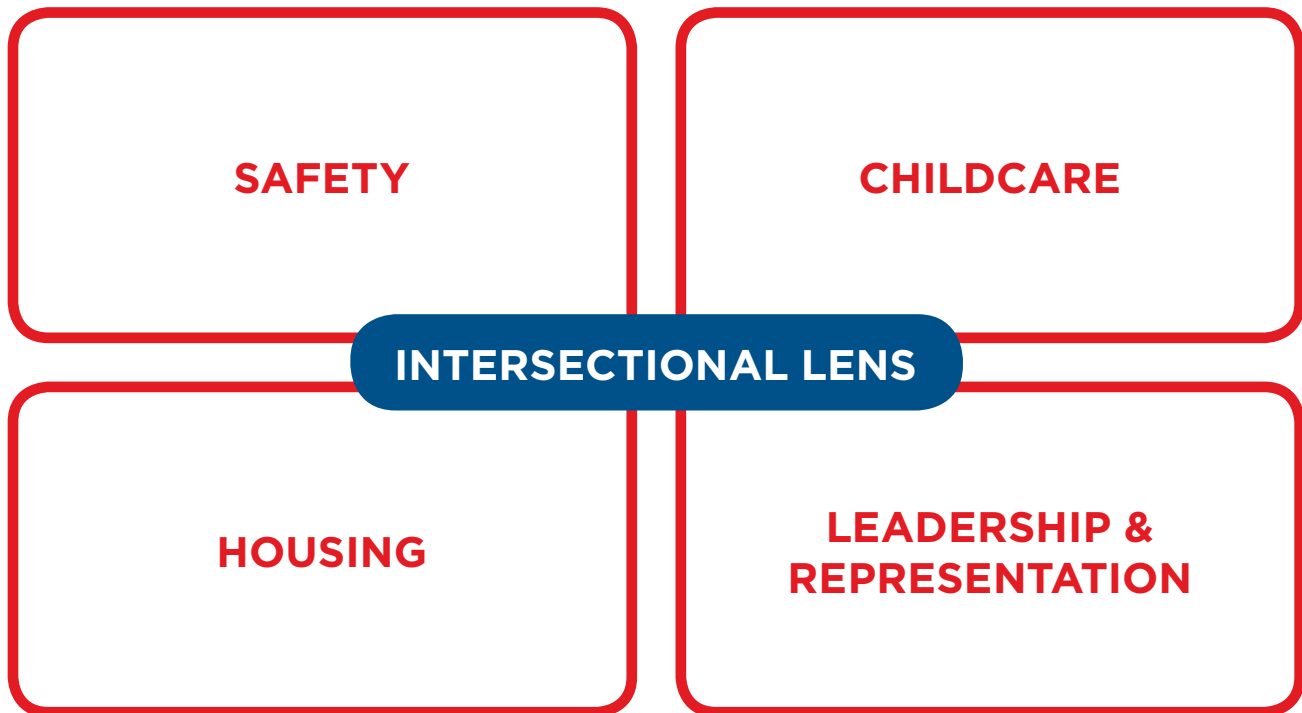
## Workforce diversity improves business performance and profitability

Studies have linked the presence of women in senior management to improved organizational and financial performance.

In addition, a diverse workforce increases profitability and productivity. One study found that a 1 per cent increase in ethno-cultural diversity was associated with a 2.4 per cent increase in revenues and a .5 per cent increase in productivity.<sup>41</sup>

# PRIORITIES

The Strategy focuses on five themes that were identified as priorities during our consultations.



The four substantive areas (Safety, Housing, Childcare, and Leadership & Representation) are inextricably linked and work together to either enhance or harm women’s full inclusion into the social and economic life of our city.

The Intersectional Lens describes a process of ensuring that actions taken in these substantive areas reflect the diverse realities of all individuals, including women, who are impacted by various forms of discrimination.

This Strategy recognizes that in order to make measurable progress, we need coordinated action on all substantive areas – informed by an intersectional lens – sustained over time and carried out in partnership with other governments and civil society.

**Action on these  
would be dynamite.**

– Public Survey, “Action for Women”





# STRATEGIES

During our research and consultations, it became clear that a number of different strategies will need to be employed across all actions for a successful outcome.



**Education and Awareness** We will aim to bring awareness to the issues that impact all women with the goal of educating and influencing positive change.



**Policy** The Strategy may require that we review, update, and align our policies to advance our objectives.



**Data** In all of the priority areas, we need to start gathering relevant disaggregated data in order to measure progress.



**Partnerships and Collaboration** We will seek out opportunities to partner and collaborate on initiatives to make progress in the priority areas of this Strategy.

# PLAN FOR ACTION

## Long-term Vision

A 10-year plan, the Women's Equity Strategy builds upon the City's current work and initiatives to improve the lives of women in Vancouver.

This Strategy is being adopted in the context of a shifting provincial and federal landscape. New opportunities for partnerships are continuously emerging that could amplify the impact of the City's work in the priority areas in this Strategy. As just one example, Women Deliver 2019 is a global conference that will be held in Vancouver on the health, rights and well-being of women and girls.

In order to be responsive to these new opportunities, the Strategy focuses on a Phase 1 Actions for the first two years with stakeholder-recommended inputs for 2020-2028.

## Phase 1: 2018-2019

During Phase 1, the City will take specific and immediate actions to begin the implementation and lay the groundwork for future actions. The Phase 1 Actions are outlined for each Priority Area on the following pages.

## Action Team: 2018-2028

The Action Team will be tasked with determining future actions based on the recommendations and best practice research (see *Inputs for Future Consideration*.) The Action Team will consider the evolving provincial and federal landscape with respect to the priority themes and determine which inputs to implement on an ongoing basis. The Action Team will consult with the Women's Advisory Committee and other stakeholders as needed.

## Key Success Factors

Accountability and sustainability are critical to the ongoing success of this Strategy. To that end:

- The Strategy is aligned under the overarching framework of the Healthy City Strategy.
- A business unit is identified to lead each Phase 1 Action.
- The Action Team will provide oversight and a coordinated approach over the life of the Strategy.
- The Strategy spans 10 years and is responsive to emerging opportunities and changes in the political and social contexts.

# PRIORITY: INTERSECTIONAL LENS

## Goal

The City's decisions, programs, and plans are informed by an intersectional lens to ensure that all citizens have equitable access, inclusion and participation in community life.

## Objective

In 2018, an intersectional framework will be established for City departments.

## Strategies



**EDUCATION AND  
AWARENESS**



**POLICY**

## What we're doing now

- One of the Healthy City Strategy's goals and targets is the incorporation of an intersectional lens to monitor and understand the health and well-being of individuals and communities. The City is currently developing an intersectional lens to strengthen city processes and inform decision-making to better mitigate the impacts of interacting social contexts such as gender, race, class, and ability.
- The Civic Assets Naming committee is committed to naming new assets after under-represented groups and individuals. The Committee recently recommended names for eight lanes in the West End, half of which honour women: Helena Gutteridge, Kathleen (Kay) Stovold, Mary See-em-ia and Rosemary Brown.
- In 2017, Vancouver Board of Parks and Recreation named the park at Yukon and 17th Avenue after Lilian To, the former CEO of S.U.C.C.E.S.S.



## Phase 1 Actions – Intersectional Lens

ACTIONS	LEAD DEPARTMENT
Pilot intersectional framework.	Arts, Culture and Community Services
Introduce the application of an intersectional lens to senior staff through training in Gender-Based Analysis Plus (GBA+) offered through Status of Women Canada.	Human Resources
Bring forward to Council revised <i>Civic Assets Naming Guidelines</i> that include gender diversity.	City Clerk’s Department

## Inputs for Future Consideration – Intersectional Lens

All of the stakeholder input that is within the jurisdiction of the City of Vancouver to carry out, or to influence, has been included in ***Inputs for Future Consideration***. The Action Team will consider these over the life of the Strategy.

# PRIORITY: WOMEN'S SAFETY

## Goal

Vancouver is a safe city in which women are secure and free from crime and violence, including sexual assault.

## Objective

By 2025, women's sense of safety will be increased by at least 10 per cent.

## Strategies



**PARTNERSHIPS AND  
COLLABORATION**



**EDUCATION AND  
AWARENESS**



**POLICY**



**DATA**

## What we're doing now

The following are highlights of the city's work to address safety issues and violence against women. For a more fulsome list, please see ***Snapshots of City's Current Actions***.

- Our ***Direct Social Services Grants*** include "Community Safety" as a priority. Grants are provided to outreach, support and referral services for women experiencing violence or marginalization and to programs aimed at preventing youth sexual exploitation and increasing access to sex worker safety. The City is also working with partners to expand services at the Downtown Eastside Women's Centre.
- We take a proactive approach to addressing the health and safety of sex workers and communities impacted by sex work.
- We will provide a supportive healing space for women attending the ***Missing and Murdered Indigenous Women and Girls Inquiry***.
- We consider community safety in the planning of public spaces, and use an inclusive approach to engage neighbourhoods, including efforts to reach out to women and all members of the community.
- We build awareness of women's safety within our workforce by including partner violence in our workplace safety policies and procedures, and by providing "Be More Than a Bystander" training to staff.



### Phase 1 Actions – Women’s Safety

ACTIONS	LEAD DEPARTMENT
Join UN Women’s Global Flagship Initiative, “Safe Cities and Safe Public Spaces” and conduct a scoping study on women’s safety.	Arts, Culture and Community Services
Identify community partners and collaborate on an annual public campaign to raise awareness on violence against women.	Corporate Communications and Human Resources
Update the Women’s Advisory Committee annually on progress in ensuring women’s safety and needs in the neighbourhood planning and development process.	Planning, Urban Design & Sustainability, and Engineering Services
Formalize senior staff coordination and oversight of inter-departmental response to critical issues in the Downtown Eastside, including women’s safety and related issues.	City Manager’s Office

### Inputs for Future Consideration – Women’s Safety

All of the stakeholder input that is within the jurisdiction of the City of Vancouver to carry out, or to influence, has been included in **Inputs for Future Consideration**. The Action Team will consider these over the life of the Strategy.

# PRIORITY: CHILDCARE

## Goal

Women's full participation in the workforce and engagement in public life is supported by affordable and accessible quality childcare for children.

## Objective

By the end of 2018, 1,000 new childcare spaces will be added from the 2015 baseline. (Aligns with current childcare target identified in the Healthy City Action Plan, 2015-2018)

## Strategies



**PARTNERSHIPS AND  
COLLABORATION**



**EDUCATION AND  
AWARENESS**



**POLICY**

## What we're doing now

The following are examples of some of the programs and investments aimed at maintaining existing childcare facilities and increasing the supply of childcare. For a more fulsome list, please see ***Snapshots of City's Current Actions***.

- The Capital Plan for 2015-2018 includes an investment of \$30 million for childcare.
- In 2017 the allocation of revenue from Development Cost Levies towards childcare has been increased from 5 per cent to 13 per cent.
- The City charges nominal rents to 57 non-profit childcare centres located in City and Park Board facilities, supporting over 2,400 childcare spaces.
- Several City grants support, enhance, and help to create new quality affordable childcare spaces.
- We are currently developing an updated childcare strategy. The strategy will:
  - Refresh policies, principles and goals to reflect current contexts.
  - Review operator selection criteria for City-owned childcare facilities, to be offered to non-profit operators at nominal rents.
  - Explore the hub model of integrated child and family services.
- City Council passed a motion in support of the Community Plan for a Public System of Integrated Early Care and Learning (the \$10/day Child Care Plan).
- We partnered with the Vancouver Board of Education to help create 466 school-age childcare spaces in existing school space.



### Phase 1 Actions – Childcare

ACTIONS	LEAD DEPARTMENT
Share input from the Women’s Equity Strategy consultations for consideration in the City’s updated childcare strategy.	Human Resources
Partner with senior levels of government to significantly increase affordable, quality childcare through creating new childcare spaces, and replacing aging centres.	Arts, Culture and Community Services
Identify child-friendly provisions to accommodate participation by families with children at Council and Public Hearings at City Hall.	City Clerk’s Department

### Inputs for Future Consideration – Childcare

All of the stakeholder input that is within the jurisdiction of the City of Vancouver to carry out, or to influence, has been included in **Inputs for Future Consideration**. The Action Team will consider these over the life of the Strategy.



# PRIORITY: HOUSING

## Goal

A range of affordable housing choices is available for women of diverse backgrounds and circumstances, including single parents, seniors, newcomers, and those facing vulnerable conditions.

## Objective

72,000 new homes across Vancouver in the next 10 years.

## Strategies



**PARTNERSHIPS AND  
COLLABORATION**



**EDUCATION AND  
AWARENESS**



**DATA**

## What we're doing now

The following are examples of efforts we're making to address housing affordability and availability in Vancouver. For a more fulsome list, please see ***Snapshots of City's Current Actions***.

Through the ***Housing Vancouver Strategy*** we have set goals to create 12,000 social, supportive and non-profit co-operative homes, including 6,800 new homes for households with incomes below \$30,000 per year. At least half of all new housing in the next 10 years will be for renters and 40 per cent of new homes will be large enough for families.

We have a variety of programs to support renters and affordable rentals, including ***Rental 100, Empty Homes Tax, Rental Housing Stock Official Development Plan, Rental Standards Database, Laneway Housing***, and the ***Vancouver Rent Bank***.

We have created a requirement that all rezoning development applications include a minimum of 35 per cent family units (two and three bedroom units).

We work collaboratively with provincial and non-profit housing partners to support the delivery of housing for women and families through grants and provision of land for social housing.

Through grants, partnerships, and direct outreach, we provide homeless and under-housed residents with shelter, free or low-cost food, and other services and resources.



## Phase 1 Actions – Housing

ACTIONS	LEAD DEPARTMENT
Identify how to determine the extent of women’s hidden homelessness to better understand its full scope.	Arts, Culture and Community Services
Research integration of outreach role within Coordinated Access Centre to liaise with women-serving organizations and identify women in need of priority housing.	Arts, Culture and Community Services
Share input from the Women’s Equity Strategy consultations for consideration in the implementation of the Housing Vancouver Strategy.	Human Resources

## Inputs for Future Consideration – Housing

All of the stakeholder input that is within the jurisdiction of the City of Vancouver to carry out, or to influence, has been included in **Inputs for Future Consideration**. The Action Team will consider these over the life of the Strategy.

# PRIORITY: LEADERSHIP & REPRESENTATION

## Goal

The City will elevate the visibility, influence, representation and contribution of all women in the organization by providing equitable access to work opportunities, including leadership roles and other under-represented occupations\* and by creating and implementing initiatives to specifically enhance their development and leadership.

## Objectives

- Effective immediately, the City will increase new hires for Senior Management roles to 50 per cent women.
- By 2020, the proportion of female new hires in under-represented occupations will be increased by at least 5 per cent over the 2017 baseline.

## Strategies



**PARTNERSHIPS AND  
COLLABORATION**



**EDUCATION AND  
AWARENESS**



**POLICY**



**DATA**

## What we're doing now

The following are examples of some of the programs and initiatives aimed at improving the diversity and inclusion of the City's workforce. For a more fulsome list, please see *Snapshots of City's Current Actions*.

- We are proud to be a certified Living Wage Employer.
- Departments are actively working towards increasing workforce diversity, including the representation of women. A few examples of this include:
  - Engineering Services has a Diversity & Inclusion Working Group tasked with increasing the representation and retention of a diverse staff that represents our community. Engineering Services increased the representation of women on its Senior Executive team from 0% in 2010 to 50% in 2017.

\* Examples of under-represented occupations include Information Technology (technical positions), Firefighting, Trades and Operations, Engineers and Engineers-in-Training.

- Vancouver Fire and Rescue Services conducts targeted recruitment drives and runs Camp Ignite, a youth mentorship program for girls in grades 11 and 12.
- Human Resources develops and delivers programs that address barriers to women’s full inclusion such as a tele-mobility pilot, leadership development opportunities, and one-on-one leadership coaching. We proactively address human rights issues, workplace harassment and support respectful workplaces.
- Vancouver Board of Parks and Recreation is leading focus groups with female staff in leadership and operations in order to make improvements in the workplace.
- We work with partners to advance women’s leadership and representation including:
  - Participating in research projects with partners like McKinsey Global Institute and the Conference Board of Canada.
  - We are in discussions with Women Transforming Cities about participating in a three-year study, “Action on Systemic Barriers to Women’s Participation in Local Government”.

## Phase 1 Actions – Leadership & Representation

ACTIONS	LEAD DEPARTMENT
Sign Minerva BC’s Face of Leadership™ Diversity Pledge, making a public commitment to support women’s advancement in leadership in our workforce and in our community.	Human Resources
Develop and implement a Breastfeeding Policy for City staff.	Human Resources
Conduct focus groups with female staff in leadership and under-represented positions.	Human Resources
Measure and publicly report annually on the City’s workforce composition including positions and compensation.	Human Resources
Address potential bias in hiring process by training recruitment staff to recognize and mitigate unconscious bias.	Human Resources

## Inputs for Future Consideration – Leadership & Representation

All of the stakeholder input that is within the jurisdiction of the City of Vancouver to carry out, or to influence, has been included in **Inputs for Future Consideration**. The Action Team will consider these over the life of the Strategy.



# ACCOUNTABILITY

All of the priority actions have an identified lead department responsible for the implementation of that action.

The Action Team has overall responsibility for the Strategy and for ensuring that actions are completed and progress towards goals is measured over time.

The Action Team will continue to consult with the Women's Advisory Committee and, as needed, with stakeholders throughout the life of this Strategy.

A progress report will be provided to Council in 2019, outlining achievements to date and next steps.







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