



ADMINISTRATIVE REPORT

Report Date: Nov. 16, 2017
Contact: Mary Clare Zak
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Meeting Date: November 28, 2017

TO: Vancouver City Council
FROM: General Manager, Community Services
SUBJECT: Implementation Update - Healthy City Action Plan (2015-2018)

RECOMMENDATION

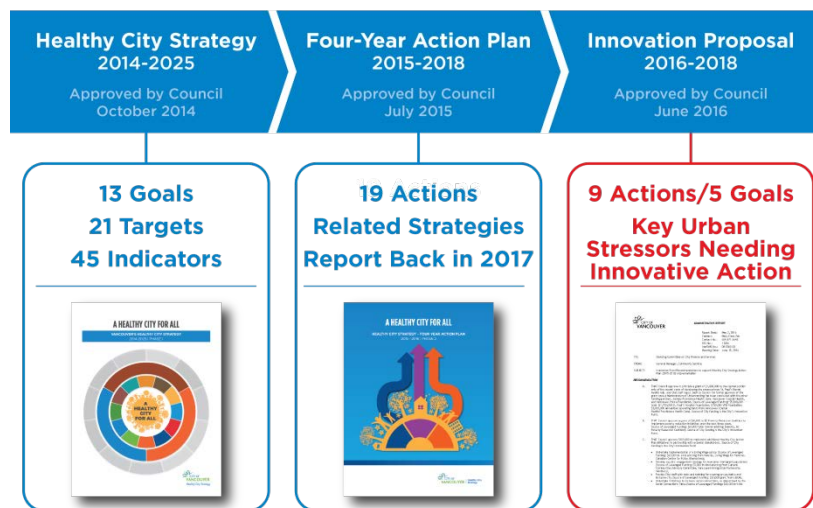
- A. THAT Council receive for information:
 - i. the implementation update and accomplishments to date on the Healthy City Strategy's Actions, Targets, and Indicators;
 - ii. the process and steps for the next phase Healthy City Strategy (2019-2022) described in this report.
- B. THAT Council approve a Social Responsibility grant of \$50,000 to VanCity Community Foundation to support Exchange: Inner City (formerly Community Economic Development Strategic Action Committee/CEDSAC) formed to implement the DTES Community Economic Development Strategy. Source of funding is the Edgewater Casino Social Responsibility Reserve.
- C. THAT Council approve a DTES Capital grant of \$75,000 to Tides Canada to support Phase II of the Binnars' Project Universal Cart Pilot (CED Strategy Quick-Start project).
- D. THAT Council authorize the General Manager of Community Services to negotiate and execute agreements to disperse the grants described in Recommendations B and C on the terms and conditions set out herein or such other terms and conditions as are satisfactory to the General Manager of Community Services and Director of Legal Services; and
- E. THAT no legal rights or obligations will arise or be created by Council's adoption of Recommendations B and C unless and until all legal documentation has been executed and delivered by the respective parties.

Recommendations B and C constitute grants and require 2/3 affirmative votes of all Council members for approval.

REPORT SUMMARY

This report provides a Healthy City Strategy (HCS) implementation update reporting on accomplishments to date on the Goals, Targets, Indicators and Actions identified by Council in their vision of a Healthy City for All. Figure 1 below identifies the scope of this report with emphasis on Innovation Funds used to support five of the HCS goal areas shown in red.

Figure 1 - Scope of this Report



In addition, the report includes:

- Progress made with the 19 Actions approved in the 2015-2018 Action Plan
- Key findings from an external evaluation conducted in 2017 in collaboration with the Healthy City for All Leadership Table and other stakeholders; and
- A current progress report on Targets and Indicators.

The implementation process has brought opportunities and challenges, some of which are identified in key findings from an external evaluation of the Strategy and its processes conducted this year. The report sets the stage for what is required to complete the actions outlined in the first four-year action plan (2015-2018) and the next stage of implementation (2019-2022 Action Plan).

The report also recommends two grants:

1. \$50,000 grant to support Exchange: Inner City in the implementation of the Downtown Eastside Community Economic Development (DTES CED) Strategy, which includes serving as the backbone organization for the 50+ organizations now active under its umbrella, and the various projects and collaborations active and forming within the strategy; and,
2. \$75,000 grant to Tides Canada to support Phase II of the Binnars' Project Universal Cart Pilot (CED Strategy Quick-Start project).

COUNCIL AUTHORITY/PREVIOUS DECISIONS

- In June 2017, a motion was passed by Council, directing staff to report back on the progress of a poverty reduction plan for Vancouver as per the goals of the Healthy City Strategy.
- In February 2017, Council directed staff to create an Urban Health Leaders Action Council to advance oversight on urban health issues, reporting to the Healthy City Leadership Table, and to report back on progress in fall of 2017 with the Healthy City Strategy update.
- In November 2016, Council approved the adoption of the DTES Community Economic Development Strategy (Phase II).
- In June 2016, Council approved use of \$2,337,388 from the City's Innovation Fund to match \$6 million in partner contributions to implement innovative actions under the Healthy City Strategy Action Plan (2015-2018), including \$1 million in capital costs for the St. Paul's Mental Health Hub, and directed staff to report back on progress made towards implementation as part of the Healthy City Strategy Action Plan progress report.
- In January 2016, Council approved in principle the City's response to the 27 Truth and Reconciliation Commission Calls to Action that fall within its jurisdiction, in the areas of healthy communities and wellness; Indigenous and human rights and recognition; and advancing awareness, knowledge and capacity.
- In July 2015, Council adopted the Healthy City Strategy Action Plan for 2015-2018 and directed staff to report back on progress in 2017. On October 29, 2014, Council approved goals, targets and indicators of the Healthy City Strategy 2014-2025 Phase I.
- On July 20, 2004, as part of the rezoning conditions for the Plaza of Nations, Council accepted a public benefit offering from Edgewater Casino including a donation of \$200,000 annually, towards the Social Responsibility Fund (SRF). Council approved funding guidelines for the SRF in October 2006.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

This report provides an update on progress of Council's Healthy City Strategy. It describes accomplishments to date and a proposed way forward including a process for continuing to evaluate and learn from our work, improve our implementation strategy for the remainder of the first Action Plan period, and how to approach the creation of the next Action Plan.

In addition to Provincial agencies and non-profits providing healthcare, housing, social and income support, every City department plays a role in contributing towards the health and well-being of Vancouver's residents. Roughly 75% of the factors that shape people's health are outside the health care system. Health and wellbeing is a collective responsibility, and along with other sectors, the City has an important role to play as a leader, convenor, partner, regulator and implementer.

The Healthy City Strategy includes a vision that has transformed our collective understanding - within the City and with our partners - about the social determinants of health that support and enable the capabilities of all residents to thrive now and into the future. Since its conception, the HCS has provided a strong conceptual and practical framework that further legitimizes a focus on upstream approaches, while incorporating responses to some of our most urgent urban health needs. It provides a platform to bring attention to and address

complex issues using collective impact and other social innovations to help us to think and work together differently.

The City Manager RECOMMENDS approval of the foregoing.

REPORT

Background/Context

In 2014, the Healthy City Strategy proposed a long term vision for health, well-being and equity for all Vancouverites. The initial 10 year plan included 13 Goals representing key social determinants of health. Supporting this vision, Council approved 21 ambitious Targets to reach by 2025, with a broader set of 45 population health Indicators to monitor trends and progress toward change.

Providing leadership and oversight for this work was the Healthy City for All Leadership Table, co-chaired by the City Manager and the Chief Medical Health Officer, with a membership of CEOs, Presidents, and Executive Directors of organizations, institutions and businesses across Vancouver and beyond. Underpinning this partnership was a formal Memorandum of Understanding between the City and Vancouver Coastal Health, bringing both institutions together to work collaboratively on health and well-being for all residents. These governance structures were seen as crucial for steering the strategy forward. Health and well-being are not the responsibility of any one single jurisdiction: we are all in it together.

The 2015-2018 Healthy City Strategy Action Plan introduced 19 Actions to help move the City towards the Healthy City for All vision. The Actions were selected for potential impact, value for money, and ability to drive Healthy City Goals and Targets. Where existing sectoral strategies were in place, no additional Actions were introduced.

Implementation funding was approved by Council in 2016 via the City's Innovation Fund to provide additional momentum forward on 5 Goal areas and associated Actions that were identified as priorities for the next 30 months (to end of 2018). These are described later in this report.

The relationship between the Strategy, 19 Actions and 5 Goals are shown above in Figure 1 in the Summary of this Report.

Staff have also strengthened the linkages with two existing initiatives in the Healthy City Strategy implementation. These are: The Mayor's Task Force on Mental Health & Addictions, and the Downtown East Side Community Economic Development Strategy.

With the final report of the Mayor's Task Force on Mental Health and Addictions in 2016, there was an opportunity to more strongly align Vancouver's urban health crisis response work with the upstream, preventative approach encompassed by the Healthy City Strategy. This initiative was folded into the Healthy City Strategy governance, by proposing an Urban Health Leader's Action Council. Similarly, the Downtown East Side Community Economic Development Strategy (CED Strategy), which grew out of the Downtown East Side Community Plan, was identified as a key action to support the Healthy City Strategy.

As a strategy deeply rooted in social innovation and equality for all, implementing the Healthy City Strategy requires ongoing cycles of learning and reflection. The City's commitment to this process through the Goal of Collaborative Leadership has resulted in an external evaluation of the partnerships supporting the strategy's implementation. The evaluation has allowed for a step back, to reflect on what is working well and provide a space to consider improvements in areas that could be strengthened.

Strategic Analysis

From the beginning, the Healthy City Strategy was positioned as a collaborative enterprise - one that required multi-sectoral partnerships from across Vancouver, including partnerships from Provincial and Federal governments to accomplish the vision laid out within it.

The metrics selected to accompany the Healthy City Strategy were consciously chosen to be ambitious in order to keep us collectively striving for positive change. It was acknowledged however that achieving systems change and getting at root causes is complex work that is neither easy nor a quick fix. Seeing significant improvements in a short timeframe is unlikely and unrealistic.

19 Actions (2015-2018 Action Plan) - 79% of Actions Complete or On Track

In evaluating our progress, we can see that some important gains have been made in the short-term, via successes in seven completed Actions to date, and another 11 Actions on track for completion by the end of next year. The 19 priority Actions laid out in the 2015-2018 Action Plan are a road map for collaborative action. A summary of our progress, three years in to implementation, is presented below, with more details included in Appendix A.

While not included in the original 19 Actions, program-specific strategies relating to Healthy City Goal areas have been actively focussed on over the past few years.

For example, efforts to achieve A Home for Everyone have been demonstrated through various partnerships with BC Housing and Vancouver Affordable Housing Agency; Feeding Ourselves Well is being addressed through actions embedded in the Vancouver Food Strategy and the Local Food Action Plan; the Park Board Strategic Framework and Transportation 2040 provide implementation direction towards reaching the Goals of Active Living and Getting Outside, and Getting Around; and the Culture Plan provides guidance for Expressing Ourselves.

While the focus of this report is the 19 Actions included in the 2015-2018 Action Plan, an update on this related work is also included in Appendix A in order to give the full picture of work being done connected to the Healthy City Strategy.

Figure -2 Progress on the Healthy City Strategy 2015-2018 Action Plan 19 Actions

Seven Actions Completed/Ongoing	#3: Implement actions from Mayor's Task Force on Mental Health & Addiction #4: Adopt a Living Wage Policy #6: Create a DTES Community Economic Development Network #12: Work collaboratively to create new Social Connections initiatives, and magnify existing ones #13 Develop a Summer of Learning program & Learning Guide #14: Implement the Active Transportation Promotion and Enabling Plan #17: Encourage stronger walking connections through community planning
Seven Actions with Significant Progress	#2: Develop a Social Infrastructure Plan #8: Improve staff competencies to work with Aboriginal and First Nations communities #9: Train City staff to work with vulnerable populations #10: Create a Sharing City framework #11: Examine and improve City processes, policies and regulations that impact relationships with and between residents #18 Create and enhance public places and spaces throughout the city #19: Develop a Solutions Lab to bring City staff together to work on high priority complex challenges
Limited Progress on Four Actions	#1: Create a Good Start Framework (0-24 years), with principles, priorities and key actions #5: Create a Social Procurement Framework/develop a Community Benefit Agreement Policy #7: Determine how policies, practices, and advocacy can work to reduce poverty #15: Integrate Biodiversity & Toxins Reduction strategies into GCAP
One Action On Pause	#16: Integrate Active Living Design best practices into planning and development review processes

5 Goals of Importance in 2015-2018 Action Plan

In June 2016, Council approved additional resourcing allocated from the Innovation Fund to Five Goals of high priority, to move these further and faster. These important areas are:

1. *Healthy Human Services;*
2. *Making Ends Meet and Working Well;*
3. *Cultivating Connections;*
4. *Being and Feeling Safe and Included;* and
5. *Collaborative Leadership.*

Highlights from the Innovation Fund-supported Goals are shown below, with more details also included in Appendix A.

1. *Healthy Human Services*

i. Transition of Mayor's Task Force on Mental Health and Addictions

While progress has been made to coordinate health, housing, non-profit, and municipal government sectors, the overdose crisis and other ongoing social challenges have made clear that these sectors must continue to align resources, actions, and best-practices to ensure adequate response to the health and social needs of our residents. The Urban Health Leaders Action Council (UHLAC) will transition the work of

the Mayor's Task Force on Mental Health and Addictions (MTFMHA) into long-term, action-oriented planning to advance a strong Urban Health agenda for Vancouver. The efforts of UHLAC will result in the development of a five-year action plan for improving key mental health and addictions indicators in the city.

A new staff position was created in 2016 to oversee the transition of the MTFMHA. The scope of this position has grown considerably throughout the 2016/17 overdose crisis, to include:

- monitoring police, fire, and health data in order to provide regular updates to Council on the status of the crisis;
- administering 23 high-impact grants for community-based initiatives aimed at mitigating the effects of the crisis;
- regularly convening partner organizations to coordinate a systems-based response; and
- advocating to senior levels of government regarding the severity of the crisis Vancouver and actions needed to improve the situation.

Staff work on the urban health file has led North America in terms of municipal planning to address the overdose crisis that is sweeping across the continent. Recognition of this leadership has spread to the United States. Over the past year, several large US cities (i.e. Denver, Philadelphia, New York) have sent delegations to Vancouver for tours and learning exchange sessions. In addition, the Federation of Canadian Municipalities (FCM) has regularly engaged the Urban Health Planner to:

- help coordinate a pan-Canadian municipal response that includes staff working groups;
- assist FCM to monitor implementation of the recommendations of the Big City Mayors' Caucus Task Force on the Opioid Crisis; and
- aid other municipalities in confronting challenges with drug policy and community engagement.

ii. Mental Health Hub

With financial assistance from the City, construction on a new Mental Health Hub at St. Paul's Hospital (SPH) is currently in its final phase and is expected to be operational in early 2018. The services and facilities offered at the hub will significantly improve the system of mental health and addictions care in Vancouver. It is expected that the hub will deliver high quality care to improve patient outcomes, reduce waiting times for police who escort patients to SPH, reduce volumes at the main emergency department, and enhance overall safety at SPH.

iii. VCH Downtown Eastside Second Generation Strategy

The City continues to support the implementation of Vancouver Coastal Health's Downtown Eastside Second Generation Strategy, including three integrated health centres: 59 West Pender, 569 Powell, and 330 Heatley (plans include a Supervised Injection Site). During the opioid overdose crisis, the City and VCH have also worked together to leverage funding for organizations to respond, and continue to support innovative and effective projects such as overdose prevention sites (e.g. 62 East Hastings).

iv. Other Health Partnership Initiatives

Staff are also working closely with partners at Streethome to address key addiction service gaps and improve stronger linkages to service delivery for people with addictions. The City's People With Lived Experience (PWLE) Advisory continues to implement their engagement plan, speaking face to face with high schools, and these activities remain a priority in addressing stigma and discrimination of people with mental health and addictions in accessing the treatment and services so urgently needed in Vancouver and across the country.

2. *Making Ends Meet and Working Well*

i. Community Economic Development Strategy

Helping to reach goals in the Healthy City Strategy and DTES Plan around income, employment, business attraction and retention, and reduction of poverty, the CED Strategy builds around the central concept of a Livelihoods Continuum that respects the diverse ways in which individuals and families make ends meet in Vancouver's Downtown Eastside neighbourhoods.

Livelihoods Continuum



This continuum runs from informal income generating activities like binning and vending, to other forms of self-employment in the arts economy, urban cleaning and various types of task-based work that is accommodating for those with barriers. The continuum also includes supported employment opportunities with social enterprise - which have become increasingly important in the local economy - and formal or traditional employment and self-employment opportunities in brick and mortar businesses or co-working locations like 312 Main and the HiVE.

CEDSAC, now re-named Exchange: Inner City, formed as a 'Backbone' organization convening the dozens of community organizations involved in the co-creation of the strategy to collaboratively implement and monitor it through 2017 and beyond in close partnership with the City. Current actions underway within the CED Strategy's quick-start projects and feasibility research include:

- a) Supporting informal economy capacity building
 - Bidders Project Universal Cart pilot
 - Working with the Vendors Collective (Carnegie mobile vending cart pilot) and artists and crafters at the DTES Market on safe, legal vending alternatives
 - Continuing to build on the LENA (Low-Income Entrepreneur Needs Assessment) project findings for low-income entrepreneurs by supporting programming for low-barrier income generating at the Lux
 - Continuing to de-stigmatize vendors and bidders and others engaged in informal forms of self-employment and connect them to opportunities with organizations collaborating through Exchange via its various working groups, round tables and other supportive initiatives as a backbone organization
- b) Coordinating and facilitating connections to further develop social procurement practices in Vancouver
 - Continue partnering with Exchange member Buy Social Canada to convene the community of practice social procurement round table and support actions coming out of the table
 - Continue to develop a formal Anchor Institution Strategy, building on the table's work
 - Continue partnering with Buy Social Canada and other Exchange members to support dialogue and exploration between the City, industry, and community on the draft Community Benefits Agreement Strategy and play a central role in facilitating partnership towards its implementation
 - Continue to support the feasibility research study underway on Import Substitution Strategies and Planned Manufacturing to create low-barrier and diverse employment opportunities and support local social enterprise and community focused businesses through the material needs of development and construction and anchor institutions in Vancouver
- c) Supporting and connecting to the work of other networked associations and community organizing models and projects within the CED Strategy and emerging Poverty Reduction Plan
 - Transitions (Formerly, Vancouver Sex Workers Transitioning Consortium)
 - MVAEC
 - Urban Core Community Workers Association
 - CAN (Community Action Network)
 - Our Place

The full set of items undertaken as part of the CED Strategy appears in Appendix B.

Funding of \$50,000 is recommended to support the operations of Exchange: Inner City in the implementation of the CED Strategy. Exchange: Inner City was formed explicitly to support the co-creation and implementation of the CED Strategy. The funds will help continue to leverage funding from various sources, including other levels of government, private and/or community foundations, and will allow the launch of Phase 3 of the CED Strategy - a longer term vision moving beyond the initial quick starts undertaken to date.

The Social Responsibility Fund supports projects located within neighbourhoods surrounding the Edgewater Casino, including DTES/Strathcona, Mount Pleasant, and Downtown. The goals of the fund are:

- a) Build capacity on these targeted neighbourhoods to address and respond to issues affecting them;
- b) Enhance a sense of safety and security among residents; and
- c) Create local solutions to local problems.

The Exchange: Inner City 2017-2018 community report is included in Appendix B.

Funding is also recommended to support the Binners' Project in the next phase of its CED Quick-Start Project the Universal Cart pilot. In November of 2016 Council approved an initial grant of \$69,800 to assist the Binners' Project in building organizational capacity. In particular, regarding fund development to ensure project feasibility. The Binners' Project team leveraged this funding and sourced an additional \$158,000 in sponsorship and grants, \$108,000 of which is confirmed and \$50,000 of which is pending. This grant, if approved by Council, will assist in confirming other funder support to develop the next phase of the project.

The Binners' Project CED Strategy Quick-Start Project update is included in Appendix B.

The City of Vancouver has engaged in several Community Benefits Agreements (CBA) since 2005. These have included the Hastings Racecourse (2005), a cluster of sites around False Creek including Millennium Olympic Village (2007), two Concord sites 5BE and 5BW (2014), and most recently Parq Urban Resort and Casino (2015). The learnings from the Parq CBA in particular have been extensive and over the past two years a formal policy for CBAs has been in development, led by Social Policy. Emerging directions were shared with stakeholder groups in the summer of 2017 including the Urban Development Institute and other developer and construction industry reps, industry representatives from the social enterprise sector, and non-profits engaged in social procurement and low-barrier job creation in Vancouver. Feedback from these sessions has helped inform the draft policy.

The lead staff on the CBA policy file recently transitioned to a new position in a different department and Community Services is actively searching for a replacement staff resource to complete this work. The new timeline for completion of the CBA policy and its presentation to City Council is April 2018.

ii. Poverty Reduction

In 2016, the City formally joined the BC Poverty Reduction Coalition (BCPRC) as a Supporting Partner and participated in a number of awareness-raising actions in concert with the BCPRC Community Action Network (CAN) and other organizations. The \$60,000 grant from the City of Vancouver to the BC Poverty Reduction Coalition has continued to result in a raised awareness of poverty and inclusion of people living in poverty in fostering solutions through leadership development workshops (first pilot underway). A forum was held in Council Chambers in October of 2016, a public art installation in the foyer of City Hall, and participation in the Welfare Food Challenge by several City councillors and staff members.

In 2017, the City officially became a member of the Tamarack Institute “Cities Reducing Poverty” Network. Work on a Vancouver framework for poverty reduction framework began in summer 2017. This included hiring a Healthy City Scholar to conduct research on municipal poverty reduction approaches across Canada, and a submission on poverty reduction recommendations to the federal government. In June 2017, Council approved a motion to create a Poverty Reduction Plan for Vancouver. The first phase of this work has begun in partnership with Vancity Community Foundation to call for a project advisory committee and assessing key gaps and ‘high impact’ areas of focus. The next step is to work with partners to implement an ‘equity-based’ engagement approach, with a focus on meaningful input from people with lived experience. A workshop was held with the Community Action Network on November 16th to assist staff in preparing this more extensive public engagement process. The involvement of people with lived experience has been identified by staff as a necessary and crucial aspect of this work moving ahead.

A comprehensive update on the actions of staff to work towards the creation of Vancouver’s Poverty Reduction Plan can be found in Appendix C.

3. *Cultivating Connections*

i. Building a culture of Social Connection in the region

A coalition of regional change-makers involved in creating or supporting social connections is emerging. In partnership with funders, community groups, health authority and policy-makers, best practices and lessons are being shared and efforts are being made to align initiatives. This has included a 1-day forum bringing together over 200 stakeholders, and an action research project focused on supporting the movement via governance structure models, communication tools, and events.

ii. Social Isolation and Loneliness Among Seniors

The Seniors Advisory Committee, Vancouver Coastal Health and Social Policy have collaborated to collect research on the issues and implications of isolation and loneliness among seniors, conducting community engagement sessions with over 200 participants and proposing strategies that work to increase social connectedness for isolated and/or lonely seniors. Findings from this initiative will inform the Seniors Strategy going forward in 2018.

iii. Hey Neighbour: supporting sociability in multi-family buildings

Physical design along with programming and culture of the building are critical elements in facilitating more sociable, neighbourly environments in higher-density buildings. In collaboration with Housing Vancouver, the Hey Neighbour project included conducting field research to explore elements that contribute to friendlier buildings. These findings were compiled and shared during a field trip with developers, property management companies, designers and policy-makers. In addition, a one-year pilot project is being conducted in two participating buildings, to test the effectiveness of an embedded resident animator in increasing the sociability of the building.

4. *Being and Feeling Safe and Included*

i. City of Reconciliation

The creation of the Aboriginal Community Planner position has been pivotal in enabling Social Policy & Projects to advance the City of Reconciliation goals overall, while increasing the cultural safety and inclusion of the urban Indigenous community in various planning initiatives and projects. Specifically, the Metro Vancouver Aboriginal Executive Council (MVAEC) memorandum of understanding with the City is currently being implemented and serves as a mechanism for the City to partner with urban Indigenous service agencies and increase coordination, alignment and ability to address the priorities of the urban Indigenous community. Additional initiatives include:

- Convene a Community Services Reconciliation group to align needs, resources, share information and build overall cultural competency in order to advance and track reconciliation initiatives.
- Host monthly meetings with the Aboriginal Health team at Vancouver Coastal Health in order to ensure Aboriginal healing and wellness initiatives are developed and implemented in a culturally competent and relevant way.
- Advance urban Indigenous women's wellness in partnership with local not-for profits, Elders and VCH through participation on VCH-Aboriginal Health's Indigenous Women's Wellness working group.
- Leading community service components of priority projects and the co-creation of Indigenous design principles on specific planning projects.
- Liaising with Urban Aboriginal Peoples Advisory Committee (UAPAC), Indigenous community representatives and Indigenous not-for profits and services organizations on the development of an Aboriginal Healing and Wellness study. Subsequent planning work has been initiated on the development of an Aboriginal Health and Wellness Centre in the Downtown Eastside, which was a priority action identified in the study.

ii. Dementia Friendly City - Train the Trainer

With funding from UBCM and support from the Seniors Advisory Committee, Social Policy partnered with the Alzheimers Society of BC to develop and deliver a train-the-trainer model for municipal staff to better respond to, support and be more inclusive of citizens living with dementia in our community. In addition, the Vancouver Fire

Department worked with staff to modify training into an e-learn platform. To date, over 450 City staff have taken the training.

5. Collaborative Leadership

An external evaluation of the Healthy City Strategy has provided an opportunity to reflect on our progress and collaborative partnerships to date, and consider changes that may provide a course correction to maximize our efforts towards the Healthy City vision. The evaluation looked at partnerships through the Healthy City Leadership Table; an MOU with Vancouver Coastal Health; and City and external staff working on implementing HCS actions.

The evaluation produced the following key findings:

- The HCS provides a *strong lens and conceptual framework* to bring broad understanding and awareness of health and well-being, supporting an upstream approach.
- The framework helps partners and internal departments *integrate health and well-being objectives* into their own planning processes and policies, and approach, coordinate and collaborate with other levels of government.
- The transition from Phase 1 (framework) to Phase 2 (implementation) has faced some challenges, including ensuring *appropriate structures for implementation, prioritization, and communication*.
- The potential of HCS to truly create transformative change is challenged by the absence of a mechanism to *relate city-wide strategies together*.
- While the plan has brought together a broad range of partners, there are opportunities to improve the *collaborative leadership and ownership* of HCS, both within COV and the broader community.
- For an initiative of this size and complexity, *resources for management, coordination and convening* are necessary - and current levels are inadequate.
- The HCS has provided *permission for experimentation, learning and reflection* - contributing to the creation of conditions that support innovation. Continued support for this is necessary, as innovation takes time and a long-term commitment.

Recommendations emerging from the evaluation process to date are still being finalized, and the City will be working with partners to determine the best way to implement these in the coming months. The development of the next HCS Action Plan (2019-2022) is an excellent opportunity to embed the learnings and reflection resulting from the evaluation.

Broadly speaking, initial recommendations include:

1. Develop an implementation plan collaboratively with HCS partners and stakeholders
2. Identify priority focus areas, collaboratively with HCS partners & stakeholders
3. Adapt and align HCS governance structures and the connections between them
4. Develop systems for learning, monitoring, measurement and information flows
5. Develop a strategy for allocating human and financial resources to key HCS functions
6. Position Collaborative Leadership as both a cross-cutting goal *and* a component of all other HCS goal areas
7. Integrate and/or align the HCS with other keystone plans at COV
8. Continue to enhance the conditions for innovation

Healthy City Targets and Indicators

In addition to other interconnected City strategies, and the 19 Actions outlined above, the Healthy Strategy framework adopted in 2014 (see Figure 1 earlier in Report) includes population-level Targets and Indicators to measure progress toward a healthy city more broadly. Robust and reliable data are a strong foundation for the HCS and a means to ensure engagement, collaboration and accountability. They provide a grounding and an entry point for engaging with the complexity of the social determinants of health; an approach that has gained recognition across North America.

Making meaningful change in these metrics depends on more than the efforts taken at the local level. Regional, provincial, national and global conditions and context impact these trends positively and negatively. For example, while the City has made substantial investment in facilitating and enhancing access to childcare, we have not achieved the systemic change needed to meet our Target of decreased early childhood vulnerability: more than 1/3 of kindergarten children in Vancouver enter school with vulnerabilities that impact their development. In addition, care must be taken to understand the limitations of what can be measured, and what those measurements reflect. For example, our Target to increase median income by at least 3% every year is intended to guide us to enabling a local economy that gives people the means to live here, but it may instead be influenced by affordability challenges causing some lower earners to leave the city entirely. Targets and Indicators are intended to facilitate conversation, coordination and partnership across levels of government and other sectors of society to make meaningful change that delivers on our collective vision.

Healthy City Strategy Targets represent, collectively, the City's aspirations for what a Healthy City for All looks like in 2025. They are intended to be aspirational, meaningful, challenging, transformative, collaborative, evidence-based and measurable. A snapshot of progress towards the suite of Targets is presented in the table below, with full details in Appendix D.

The 45 Healthy City Strategy indicators, approved by Council in 2014, provide a more comprehensive and holistic snapshot of long-term trends in the city. They supply measurement data for the Targets, as well as additional data to provide context for understanding progress towards the high-level Goals of the Strategy. A current snapshot of all of the Healthy City Indicators is included in Appendix D. Staff monitor and update these Indicators on an ongoing basis, taking advantage of new data sources as they are available.

When possible, these Indicators are disaggregated by neighbourhoods and/or population to provide a picture of local trends. Staff are integrating Healthy City Indicators into Community Services grants programs to align funding investments with policy goals, such as compiling data by catchment area for each Neighbourhood House to identify areas of local concern.

Figure 3 - Progress Towards Healthy City Targets

Healthy City Strategy Targets - Summary November 2017	
Goal and Target	Most Recent Progress Update
A Home for Everyone: Enable 5,000 units of secured purpose-built rental housing.	<ul style="list-style-type: none"> • 2016: 6,568 new secured market rental housing units committed, under construction or recently committed
Getting Around: Make the majority of trips on foot, bike, and transit.	<ul style="list-style-type: none"> • 2016: 50% estimated weekday trips made by walking, cycling or transit
Collaborative Leadership: 90% of "actions for all" to be developed in Phase II will be implemented.	<ul style="list-style-type: none"> • 2017: 79% of actions are complete or on track
Environments to Thrive In: Restore or enhance an additional 25 hectares of natural areas.	<ul style="list-style-type: none"> • 2016: 867 hectares of natural areas restored or enhanced (+20 since 2010)
Feeding Ourselves Well: Increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels.	<ul style="list-style-type: none"> • 2017 projection: 4,771 garden plots and other food assets (43% increase)
Being and Feeling Safe and Included: Reduce violent crime every year.	<ul style="list-style-type: none"> • 2015-2016: -3% change in violent crimes per 1,000 population; violent crime rate has decreased every year since 2011
Making Ends Meet and Working Well: Increase median income by at least 3% every year.	<ul style="list-style-type: none"> • 2014-2015: +5% change in median personal income; median has increased more than 3% every year since 2013
A Home for Everyone: Enable 2,900 new supportive housing units. Enable 5,000 additional new social housing units.	<ul style="list-style-type: none"> • 2016: 1,873 new social housing units committed, under construction or completed since 2011 • 2016: 1,702 new supportive housing units committed, under construction or completed since 2011
Making Ends Meet and Working Well Reduce the city's poverty rate by 75%.	<ul style="list-style-type: none"> • 2015: 19% persons below the after- tax low income measure (5% decrease)
Lifelong Learning: Increase participation in lifelong learning by 25% over 2014 levels.	<ul style="list-style-type: none"> • 2016: 434.3 thousand active library card users in last three years (0.4% increase)
Expressing Ourselves: Increase public participation and community engagement in arts and culture by 25% over 2014 levels.	<ul style="list-style-type: none"> • 2015: slight decrease in total artistic works and events and audience size; slight increase in artists and volunteers engaged
Active Living and Getting Outside: All Vancouver residents live within a 5 minute walk of a park, greenway or other green space.	<ul style="list-style-type: none"> • 2015: 92.7% estimated city's land base within 400 metres of a park or green space (NOTE: new metric under development)
Healthy Human Services: All Vancouver residents are attached to a family doctor.	<ul style="list-style-type: none"> • 2014: 77% adults with family doctor (NOTE: baseline only, but historical trend from other sources is flat)
Cultivating Connections: Increase municipal voter turnout to at least 60%.	<ul style="list-style-type: none"> • 2014 local election: 43% voter turnout (NOTE: baseline only, but historical trend is variable)

Healthy City Strategy Targets - Summary November 2017	
Goal and Target	Most Recent Progress Update
Being and Feeling Safe and Included: Reduce property crime every year.	<ul style="list-style-type: none"> 2016: +9% change in property crimes per 1,000 population; property crime rate has increased every year since 2011
A Good Start: At least 85% of Vancouver's children are developmentally ready for school when they enter kindergarten.	<ul style="list-style-type: none"> 2016: 64% kindergarten children considered ready for school
A Home for Everyone: End Street Homelessness.	<ul style="list-style-type: none"> 2017: 537 unsheltered homeless persons counted
Healthy Human Services: Increase the % of Vancouverites who report having access to services when they need them by 25%.	<ul style="list-style-type: none"> 2017 baseline: 77% persons reporting very good or somewhat good access to health, community and social services when they need them
Being and Feeling Safe and Included: Increase Vancouver residents' sense of belonging by 10%. Increase residents' sense of safety by 10%.	<ul style="list-style-type: none"> 2014 baseline: 54% adults with a strong or somewhat strong sense of community belonging 2014 baseline: 65% adults agree or strongly agree that they feel safe walking alone in their neighbourhood at night
Cultivating Connections: All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need.	<ul style="list-style-type: none"> 2014 baseline: 50% adults with four or more people to confide in or turn to for help
Active Living and Getting Outside: Increase the percentage of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25% over 2014 levels.	<ul style="list-style-type: none"> 2014 baseline: 46% adults who exercise for at least 150 minutes each week
Environments to Thrive In: All Vancouver neighbourhoods have a Walk Score of at least 70. Add to the Greenest City Action Plan a target related to toxins reduction.	<ul style="list-style-type: none"> 2014 baseline: 14 out of 22 local areas have an average Walk Score of 70 or higher No target developed yet

Legend: Colours indicate degree to which trends in Targets are reaching desired outcomes.

Green = Target reached and/or on track Orange = Current Trend unlikely to reach Target
Red = Trend moving away from Target/Target Missed Grey = Baseline data only/No Trend

Reconciliation Efforts

As part of Vancouver's efforts as a City of Reconciliation, Council directed that a number of specific Indicators be tracked for Indigenous people living in the city: the number of homeless people counted, low income rates, job quality, the number of children in foster care, and graduation rates. While these Indicators document a number of important socio-economic disparities that need to be addressed, they do not document the assets and strengths of Vancouver's Indigenous communities. Staff are tracking additional Indicators—such as sense of belonging, volunteerism, and physical activity—for Indigenous people to provide a more complete picture within the existing Healthy City framework. Appendix D includes data on

Indigenous people for a number of Indicators beyond those specifically directed by Council. Staff will continue to track these Indicators to maintain as complete a dataset as possible for Indigenous people, using an equity-based approach.

However, true reconciliation needs to move beyond talking *about* Indigenous people and toward more deliberate and meaningful engagement and co-creation *with* Indigenous people. As the Strategy continues to develop, further work is required to enable Indigenous communities themselves to determine ways to report on health and well-being. Staff will move forward by engaging partners such as the Metro Vancouver Aboriginal Executive Council, First Nations Health Authority and Indigenous service providers and update Council in 2018.

Implications/Related Issues/Risk

Financial

This report seeks Council approval for two grants, as detailed below:

Recommendation	Source	2017 Budget	Previously Approved	Approved this Report	Balance
B. THAT Council approve a Social Responsibility grant of \$50,000 to Vancity Community Foundation to support Exchange Inner-City (formerly CEDSAC).	Edgewater Casino Social Responsibility Reserve	\$514,980	\$222,000	\$50,000	\$242,980
C. THAT Council approve a DTES Capital grant of \$75,000 to Tides Canada to support Phase II of the Binners' Project Universal Cart Pilot (CED Strategy Quick-Start project).	DTES Capital	\$117,246	\$0	\$75,000	\$42,246

Upon approval of this report, a 2017 balance of \$242,980 remains in the Edgewater Social Responsibility Reserve Fund; a balance of \$42,246 remains in the 2017 DTES Capital budget.

Environmental

The Healthy City Strategy is aligned with the goals of the Greenest City Action Plan and complements its efforts to create a greener city. Together the strategies enable more integrated efforts for healthy people, healthy places, and a healthy planet.

CONCLUSION

As a transformational policy and action framework, the Healthy City Strategy is foundational to reach the city we want to see - for ourselves, our families, our neighbours and friends. During the first three years of implementation, significant accomplishments have been made. However, the magnitude of change that is required for us to truly become a healthy city for all requires us to dig deeper, think strategically, and to strengthen our partnerships and the way we work together.

* * * * *

Appendix A - Details on Action Implementation + Innovation Fund progress

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
1	Create a Good Start Framework for children in the City of Vancouver from birth to 24 years. This framework will include guiding principles and priorities as well as some key actions such as promotion of the "\$10 a day child care plan," promotion of affordable family housing, a Collective Impact approach to early childhood development, creation of a minimum of 1,000 new child care spaces, enhancement of parental leave opportunities, initiatives to reduce childhood sedentary behaviour (such as physical literacy), and facilitate 1,300 daily school breakfasts and food literacy development.	Social Policy Vancouver Coastal Health	N/A	<ul style="list-style-type: none"> • 98% complete on the target for 1000 spaces childcare by the end of 2018, with 982 new childcare spaces either opened or committed (Council approved and/or under development). • Continuing work on promoting the "\$10 a day childcare plan," with briefs sent to the Federal and Provincial Governments outlining our recommendations for a universal childcare system. • City funding supports ~370 daily school meals as well as food literacy capacity building of staff and students. • Meal program agreement with Vancouver School Board (VSB) ends in June 2018. The City and VSB will meet in Q1 + Q2 2018 to discuss the best use of meal program funds beginning in 2018-19.
2	Develop a Social Amenities Priorities Plan . [Social Infrastructure Plan]	Social Policy	N/A	<ul style="list-style-type: none"> • Baseline Analysis (Background and Context research + Mapping Inventory + Targeted stakeholder engagement summary) completed. • Needs Assessment and Gap Analysis phase initiated (scheduled to be completed by the end of 2017.) • Emerging findings and draft recommendations scheduled for completion in early 2018. • Currently on track to complete the plan by the end of June 2018.

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
3	Implement 23 actions from the Mayor's Task Force on Mental Health and Addictions (MTFMHA) "Caring for All, Phase 1 report," together with key working groups and advisories.	Social Policy Vancouver Coastal Health	MTFMHA Planner 1 Implement 50% of Task Force Priority Actions St Paul's Hub	<ul style="list-style-type: none"> • 23 actions completed or ongoing as the Task Force transitions. • Council gave direction to transition MTFMHA into Urban Health Leaders Action Council (UHLA Council) reporting to Healthy City Leadership Table. • Chair and Vice chair of UHLA Council to be elected. • Development of Terms of Reference outlining roles/responsibilities, required 2 year membership from potential candidates • Finalizing membership. • Planner 1 has been continuing the work of MTFMHA, with addictions focus (overdose, stigma, treatment, system of care), plus supporting work of Healthy City Strategy, CED, Poverty Reduction, and City of Reconciliation. • New Mental Health Hub at St. Paul's Hospital (SPH) is currently in its final phase of construction and is expected to be operational in early 2018.
4	(a) Educate the Leadership Table and City of Vancouver staff on the Living Wage Employer certification process. (b) Assess the steps which need to be taken to implement a Living Wage policy at the City of Vancouver.	Supply Chain Management Human Resources Vancity	Living Wage contractor	<ul style="list-style-type: none"> • Living Wage training session at Healthy City Leadership Table Sept 2016 • City of Vancouver became certified as Living Wage Employer and launched Living Wage policy with vendors on May 1, 2017. • One contract signed compliant to Living Wage (Graffiti Removal Services) • One contract in progress of being renewed and brought-up to a Living Wage standard (Comfort Stations). • Tracking established to measure impact of policy on contracted services employees to be reported out in Annual Procurement report.
5	(a) Encourage the development and/or enhancement of social procurement frameworks among the Leadership Table members. (b) Create a	Social Policy Supply Chain Management	N/A	<ul style="list-style-type: none"> • Completed Healthy City Scholar research report on the state of practice in social procurement globally - outlining goals, approaches, and success factors across a range of public institutions and governments. • Initiated stakeholder engagement via 1-1 interviews; participation in regional and national CEDSAC/Buy Social

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
	<p>formal social procurement framework to guide the City of Vancouver's procurement practices.</p> <p>(c) Develop, implement and monitor community benefit agreement (CBA) policy for large developments to reduce barriers to employment and enhance local purchasing.</p>			<p>roundtables and national conference; and small group discussions.</p> <ul style="list-style-type: none"> The staff lead on the Community Benefits Agreement (CBA) Policy file has transitioned to a new position in a different department and Community Services is actively searching for a replacement staff resource to complete this work. The new timeline for completion of the CBA policy and its presentation to City Council is April 2018.
6	<p>Create a network of services to provide social entrepreneurs with capacity-building opportunities; connect them with existing physical spaces to test new ideas and business models; and explore opportunities to showcase these in public using residual or under-used spaces. [Downtown Eastside Community Economic Development Strategy]</p>	<p>Social Policy</p> <p>Vancouver Economic Commission</p>	<p>CED Planner 2</p> <p>Support creation of CED neighbourhood network</p>	<ul style="list-style-type: none"> The DTES CED Strategy Council Report approved funding via grants for four CED Strategy Quick Start Projects: <ul style="list-style-type: none"> \$150,200 to Vancity Community Foundation to support CEDSAC in Building Capacity and Developing Tools and Programs so that the CED Strategy implementation is tracked and monitored. \$69,800 to The Binners' Project to design, prototype and build safe and functional carts for self-employed low-income binners. \$22,379 to EcoTrust Canada (LEDLab) for a Low-Income Self-Employed Needs Assessment project to understand the range of income generating activities undertaken by the DTES residents and actions to better support them. \$16,500 to the Sex Work Exiting and Transition Consortium of Vancouver for participant supports to address the survival needs of sex workers who are seeking options to transition into alternative employment. Implementation of the strategy has been led by Exchange: Inner City, which brings together over 50 local organizations to collaborate on capacity building opportunities, knowledge mobilization, and support the various quick-start projects approved by Council in the Strategy. VEC hosted eight "Measure What Matters" workshops in partnership with BDC, helping more than 80 small and mid-

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
				<p>size businesses measure their impact in areas related to governance, employee engagement, social responsibility, and environmental footprint by performing an audit of their business practices.</p> <ul style="list-style-type: none"> In January 2018, EMBERS will be opening the Lux to the public to ensure that employment and income generating opportunities are accessible and available for vulnerable residents and those with barriers living in the DTES. This hub will help community partners address a key gap in current employment services and job development programs offered in the area, identified by employment services providers, employment based social enterprise, non-profits and residents with lived experience themselves.
7	<p>Determine how City's policies and practices can help alleviate poverty, as well as advocate to senior levels of government on topics such as improving access and raising income assistance and shelter rates, and promoting the BC Poverty Reduction Coalition's Poverty Reduction Strategy.</p>	<p>BC Poverty Reduction Coalition Vancity</p>	<p>Poverty Reduction Table Implementation</p>	<ul style="list-style-type: none"> Development and deployment of public awareness campaign materials including outreach material, provincial poverty flag art show at VPL Central Library, Welfare Food Challenge promotion & Speaker Series in 2016. Grant (\$60,000) to BC Poverty Reduction Coalition to support the Community Action Network leadership development program for people in poverty. Includes skills training in anti-poverty advocacy in the form of workshops in media commentary, public speaking, facilitation, root cause analysis, and other topics. Workshops to target a cohort of 10-15 participants. First Pilot currently underway (fall/winter 2017), and 2 additional program series in 2018. Development of advocacy brief to senior government on poverty reduction, using social determinants of health approach. Brief developed in consultation with community groups, people with lived experience, and Healthy City Leadership Table. Engagement process underway to develop Vancouver's Poverty Reduction Framework, in collaboration with key stakeholders.
8	<p>Offer opportunities to improve [cultural]</p>	<p>City Manager's Office</p>	<p>Aboriginal Planner 1</p>	<ul style="list-style-type: none"> 520 staff are expected to be trained in Aboriginal Cultural Competency by the end of 2017, bringing the total staff

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
	<p>competencies for City of Vancouver staff to work directly and indirectly with First Nations and Urban Aboriginal people. Identify how to best provide these opportunities to others, including the Leadership Table.</p>	<p>Human Resources (Equal Employment Opportunity) Vancouver Coastal Health</p>		<p>trained since 2016 to approximately 1220.</p> <ul style="list-style-type: none"> • The City's Human Resources (Equal Employment Opportunity) and the City Manager's office plan to reconvene with Vancouver Coastal Health staff before the end of the year to update the Cultural Competency 2018 workplan. • Creation of Metro Vancouver Aboriginal Executive Council (MVAEC) MOU advisory group and working group with staff and board members from MVAEC, as well as City staff from Community Services and the City Manager's Office. • Work with internal staff and external consultants to integrate cultural competency and ensure urban Indigenous community is engaged in civic processes in a meaningful way.
9	<p>Develop and deliver broad-based [vulnerability] training to enhance City staff capacity when addressing conditions, particularly trauma, that create vulnerability (including for example gendered violence, newcomer settlement, sex work, mental health & addictions, and dementia.) Identify options to expand this training to others, including the Leadership Table.</p>	<p>Human Resources Public Engagement Social Policy Alzheimer Society of BC Ending Violence Association of BC</p>	<p>Tools and training to create an equitable and inclusive City</p>	<ul style="list-style-type: none"> • Training Advisory Group developed with staff from Social Policy, HR (EEO), Parks, and VPL. • Training Framework developed. • Development and roll out of training captured as part of Equity, Diversity & Inclusion Training inventory that has been posted on the Human Resources website. • Training bundled under the Healthy City Strategy includes: <ul style="list-style-type: none"> ○ Awareness Training for Sex Work and Sexual Exploitation. ○ Be More than a Bystander - a workshop to assist employees to understand and respond to gender-based violence. ○ Child Protection Training for Park Board staff. ○ Creating an Equitable, Diverse & Inclusive City - anti-oppression training to recognize privilege and oppression. ○ Dementia Friends - Train the Trainer - how to recognize and support those living with dementia. ○ Responding with Respect - helps Library staff recognize and address patrons who exhibit inappropriate behaviour.

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
				<ul style="list-style-type: none"> ○ Trans* and Gender-Variant Inclusion -educates staff on gender spectrum and the trans and gender variant community,
10	Create a Sharing City framework and strategies, and identify other key public and private partners.	Sustainability	N/A	<ul style="list-style-type: none"> ● Draft Sharing City Framework completed. ● The ‘Thingery’ accepted as first test of the Framework; scheduled to be piloted fall of 2017 with a trial period of two years at three sites in Vancouver. ● The Framework is expected to be finalized in terms of its report and administration structure by the end of 2018.
11	Examine City regulations, policies, and processes that affect our relationships with and between residents - past, present and future.	Public Engagement Social Policy	Immigrant Engagement contractor	<ul style="list-style-type: none"> ● Vertical Communities research “Living Up or Living Apart” report produced. ● Inventory & assessment of Neighbourhood Communication Platforms. ● Healthy City Scholar research focused on identifying common features in friendly, sociable multi-unit buildings. ● “Hey Neighbour” field trip of industry stakeholders to best practice locations showcasing friendly multi-unit buildings. ● Currently developing RFP to hire a consultant to create a Civics 101 video, focused on educating new immigrants on civic processes. ● Conducted research into the laws, regulations and policies of previous Vancouver City Councils that discriminated against the people of Chinese descent in the City of Vancouver from 1886 to 1947. ● Consulted with the Vancouver Chinese community, historians and Chinese community organizations on the research findings 280 people involve. ● Reported back to Council with recommendations on steps and actions in support of reconciliation, including a public acknowledgement and formal apology. ● Implemented research partnership with UBC SCARP to look into the engagement of immigrant and refugee communities in local planning. ● Participated in research study led by Cultural Advisory Committee on the accessibility of and availability of

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
				<p>operational, meeting and event spaces for informal cultural groups.</p> <ul style="list-style-type: none"> Supported pre-inquiry consultation with stakeholders on the National Inquiry into Missing and Murdered Indigenous Women and Girls, focused on how we can come together to support the needs of families involved in the MMIWG Inquiry. A final report has been tabled for Council information as part of the Reconciliation report back.
12	Build on the Engaged City recommendations to create new social connection initiatives , connect existing initiatives, and magnify their collective impact in collaboration with partners.	Public Engagement Social Policy Museum of Vancouver Vancouver Foundation	Social Connections Table Implementation	<ul style="list-style-type: none"> Hosted a Regional Forum on Social Connectedness in collaboration with Vancouver Coastal Health and Metro Vancouver, where 200 participants came together for a full-day session to share best practices and new models. Hosted a learning exchange with colleagues from San Francisco on their Empowered Communities model of community development & resilience building. Healthy City Scholar research focused on building a social connections movement in the region, looking at both organizational structures and communication tools to support this work.
13	Develop the Vancouver Summer of Learning program, leverage the Vancouver Learning Guide, and explore the future expansion of these initiatives including the use of Digital Badges.	Vancouver Public Library Vancouver Learning City	N/A	<ul style="list-style-type: none"> The Summer of Learning pilot program, initiated by Vancouver Learning City and organized by Vancouver Public Library, ran in the summer 2015 with over 3,500 participants. The program was evaluated and deemed not be a priority. VPL has released the 2020 Strategic Framework which will guide future initiatives, actions and programs. The VPL Learning Guide was launched in 2015 and over 100 partner organizations have been trained to add content to the guide.
14	Work with partners to implement the City's Active Transportation Promotion and Enabling Plan , with annual report cards on	Active Transportation	N/A	<ul style="list-style-type: none"> 2017 Mindful Travel marketing campaign soft launch, including: <ul style="list-style-type: none"> Several mini-folding brochures published. Radio spots aimed at drivers to be mindful of pedestrians.

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
	progress.			<ul style="list-style-type: none"> ○ “Visibility packs” with stickers and information on do-it-yourself-visibility measures developed. ● The Mindful Travel marketing campaign is scheduled to be continued into 2018. ● 2017 Active School Travel campaign launched with the intent to develop a three-phase, multi-year process: <ul style="list-style-type: none"> ○ Phase I = School Active travel Planning (work with parents and school staff to identify infrastructure improvements). ○ Phase II = make infrastructure improvements. ○ Phase III = provide walk/bike student education following improvements.
15	Integrate biodiversity and toxins reduction strategies into the Greenest City Action Plan.	Parks Sustainability	N/A	<ul style="list-style-type: none"> ● Completion of the New Brighton Park Salt Marsh in July providing about 1.5 HA of new habitat. ● Expansion of forest restoration work led by the Park Board in Jericho, Everett Crowley, Musqueam, Renfrew Ravine, and other parks. Approximately 6000 native trees will be planted by the end of 2017 with a total restored natural area of around 3.5 ha. ● Seeding of pollinator meadows along the Arbutus Greenway to maintain and enhance some of the important habitat values the greenway supports. ● The Park Board’s Neighbourhood Matching Fund is being expanded in fall 2017 to support projects focused on biodiversity and the urban forest. ● Reducing exposure to toxins in a range of areas: <ul style="list-style-type: none"> ○ Improving indoor air quality in new buildings via the implementation of the Zero Emissions Building Rezoning policy. ○ Reducing toxin loading in the receiving environment through storm water management, City wide ban of neonics in 2016 and municipal park ban in 2014. ○ Improving outdoor air quality through enforcement of Metro Vancouver air quality regulations and monitoring of ambient air quality

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
				<ul style="list-style-type: none"> ○ Corporately, all janitorial products are low toxic, improved hazardous waste management, inventorying corporate products that contain toxins, and following Work Safe BC guidelines.
16	Review active living design best practices that have been successfully used in other jurisdictions (such as NYC Active Living Design Guidelines) and explore their integration into planning and development review processes.	Planning Vancouver Coastal Health	N/A	<ul style="list-style-type: none"> • A comprehensive review of land use regulations, design guidelines and development review processes is planned for the future to get underway, with the intent to simplify regulations and streamline review processes. The development of active living design guidelines will fit with the general direction/outcome of the review.
17	Continue to encourage stronger walking connections through the community planning process, with a priority on areas with the largest concentrations of under-served residents.	Planning Vancouver Coastal Health	N/A	<ul style="list-style-type: none"> • Ongoing action as we complete work on community plans/major projects throughout the city e.g. work on Cambie Corridor phase 3 will wrap up in spring 2018; work is just getting underway for a 1 year review and update the East Fraser Lands Official Development Plan (completion in summer 2018); the review of False Creek South; and continued work on large site policy statements, such as Langara Gardens and Heather Street Lands.
18	Create and enhance wonderful temporary and permanent public places and spaces throughout the city.	Planning Transportation	N/A	<ul style="list-style-type: none"> • Strategic direction for locations provided in Transportation 2040, the West End Plan, and other community plans. • Other spaces are continually being identified through major development, and opportunistically through transportation projects that reallocate road space or divert traffic on some streets. • The pedestrianization of the 800 Block of Robson and the re-design of the North Plaza, which provides a continuous connection of public spaces in what is Vancouver's civic centre and central plaza. • Strategic direction from the False Creek Flats Area Plan on public space and public life - establishing a network of public spaces in an employment and cultural precinct, that encourages grassroots activation, acts as laboratory for

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
				<p>experimentation and innovation, and uses public space as a “canvas” for creative display.</p> <ul style="list-style-type: none"> • Ongoing public realm planning in False Creek South, the Civic-Health Precinct Plan, and Broadway Corridor. • Public space highlights from 2017 include: <ul style="list-style-type: none"> ○ Block 51 - 800 Robson and VAG North Plaza ○ Vancouver Art Gallery North Plaza ○ 2017 VIVA Vancouver Pop-up Activations ○ Bute-Robson trial plaza ○ Enhancements at Maple Tree Square ○ Parklets & Patios Program
19	<p>Develop a Staff Hub [Solutions Lab] that brings together City of Vancouver staff to work on high priority complex challenges related to "Healthy City for All", "Greenest City," "Engaged City," and "Economic Action Strategy."</p>	<p>CityStudio Community Services Sustainability</p>	<p>Solutions Lab Pilot</p>	<ul style="list-style-type: none"> • Worked with Citystudio to complete a case study review of ~20 innovation labs worldwide. • Currently developing, testing, and iterating core lab methodologies, including Theory U and human-centred design, and clarifying core purpose of lab: to develop breakthrough, transformative solutions to some of the city’s most complex problems. • Exploring four convening questions actively in the lab process with teams of City staff and community partners, all working towards developing and testing prototypes with potential to scale and shift systems. Topics include: (1) Improving customer service in Engineering; (2) Public engagement; (3) Public space and public art; (4) Community connections and resilience. • Supporting shorter creative pushes in lab format including: (1) East wing plaza programming workshop; (2) Smart Cities possibilities in Engineering workshop. • Experimenting with professional development opportunities and resources in support of social innovation: (1) Behavioural insights training; (2) Theory U @ MIT on-line course cohort; (3) developing a toolkit and frameworks to support other project work. • With support of a Healthy City Scholar, creating and iterating a developmental evaluation framework to

Action	Description	Lead(s)	Relevant Innovation Fund support	Progress
				understand, assess, and increase effectiveness of lab impacts.
N/A	Monitoring and Reporting on HCS	Social Policy	Dashboard, Evaluation, Survey	<ul style="list-style-type: none"> Conducted an Access to Services survey In process of conducting a Development Evaluation of Healthy City Strategy partnerships and collaboration, with final report scheduled for completion Dec 2017. Updating Healthy City Strategy website with metrics.

Several key strategies provide guidance on implementation related to Healthy City Strategy Goals that do not have new actions in the 2015-2018 Action Plan; a summary of progress and key initiatives related to these strategies is included in the table below.

Goal Area	Guiding Strategy	Lead	Implementation Progress
A Home for Everyone	Housing Strategy	Housing Policy	<ul style="list-style-type: none"> Year-long stakeholder and public consultation process for Housing Vancouver Emerging Directions, Strategy and Action Plan officially launched in October 2016, with public consultation focused in May-June 2017. Housing Vancouver Emerging Directions presented to Council in March 2017. Update to Council on draft housing targets and actions in July 2017. Final Strategy to be presented to Council November 28th/29th, 2017.
Feeding Ourselves Well	Food Strategy	Social Policy	<ul style="list-style-type: none"> Increased community garden plots to 4571, a 40% increase since 2010, and provided grants for infrastructure upgrades at 73 community gardens. Increased Sustainable Food System Grants funding to ~\$188,000/year for Neighbourhood Food Networks, which leveraged \$755,000/year and engaged 22,000 residents. Created Community Food Market guidelines that have enabled 12 low-cost markets in 2016. Updated Farmers Markets policy: 10 seasonal Farmers Markets in 2016 created \$15 million in local economic impact. Provided \$450,000/year for school food and food literacy programming: providing daily meals to ~370 students and family. Examined the role of small scale grocers in neighbourhood food access, through a Healthy City Scholar research project. Food Strategy Action Plan for 2017-2020 was adopted by Council Oct. 31,

			<p>which integrates three new areas: Diversity of Voice and Inclusion, Food Access, and Resilience, while continuing to support ongoing actions.</p>
Active Living and Getting Outside	Park Board Strategic Framework	Parks Board	<ul style="list-style-type: none"> • VanPlay and the resultant Playbook (Parks and Recreation Services Master Plan) take a city-wide view of the provision of parks and recreation and will guide the Park Board for the next 25 years. • The Playbook will offer recommendations which will aim for more access to nature and opportunities for physical activity. • VanSplash, the Park Board's emerging Aquatics Strategy, provides a 25-year vision for the future of aquatics in Vancouver. It aims to "promote and encourage active living through aquatics" by continuing to increase annual swims per capita, accommodation of Vancouver's growing and ageing population, and providing aquatic experiences that are accessible to all. • The Vancouver Park Board has recently completed a comprehensive strategy to create safe and engaging park spaces for people with and without dogs. The strategy's recommendations outline a variety of attractive and easy-to-access dog off-leash areas that reduce off-leash activity outside of designated areas, clarify the rules and etiquette for using dog off-leash areas, manage dog waste, protect the environment, promote responsible dog ownership, and foster the health and wellbeing of all park users.
Expressing Ourselves	Culture Plan: Strategic Directions for the Next Five Years	Cultural Services	<ul style="list-style-type: none"> • Began the 2016-2018 Public Art Boost to expand public art, including 55+ murals, 6 150+ Indigenous murals & 21 new temporary public art projects. • Purchased several historic and culturally significant buildings in 2016 (St. James Community Square & Joy Kogawa House). • Invested \$1 million in 2017 for a major renovation to the City-owned Green House at the Vancouver East Cultural Centre • In 2017, supported 500 applications for over \$12 million in grants to arts and cultural organizations and artists. • In 2017, celebrated the 150+ Drum is Calling Festival, hailed nationwide as landmark for municipal support for Indigenous arts & culture. • In 2018, the City plans to: <ul style="list-style-type: none"> ○ Complete the Making Space for Culture - Key Gaps and Performance Venues - Key Gaps studies ○ Develop Creative City Strategy to engage the arts, culture and creative communities in identifying priorities to guide Vancouver's future efforts and investments, include previously under-represented

			<p>voices and constituencies, build partnerships across communities and sectors and develop strategies that place arts and culture at the forefront.</p> <ul style="list-style-type: none"> ○ Support major projects such as the Juno Awards, a new signature public artwork for City Hall, and a new 10,000 sq. foot artist production space downtown.
Getting Around	Transportation 2040	Transportation	<ul style="list-style-type: none"> ● Mobi Bike Share implemented in 2016; a year later, it had 6,000 members and an average of 2,500 - 3,000 trips per day. ● Launched the Towards Zero Transportation-Related Fatalities Action Plan. ● Developed the Pedestrian Spot Improvement Program to address emerging issues of safety and comfort related to walking. ● Finalizing the City's Engineering Design Criteria Manual including accessibility as a fundamental part of pedestrian design. ● Continued expansion of the all ages and abilities (AAA) Cycling Network including expansion of downtown protected bike lanes along Beatty, Cambie, and Smithe - Nelson in 2016 and Bike and pedestrian separation along the South False Creek Seawall, 10th Ave, 7th Ave and the Adanac bikeways. ● The 11km Arbutus Greenway temporary pathway was completed in 2017. ● A Complete Streets Framework has been adopted and planning is underway for implementation on key corridors. ● Completion of major upgrades to Burrard Bridge including improving and expanding the cycling and pedestrian network. ● Work is underway to design and construct the Millennium-Line Broadway Extension Rapid Transit project. Implementation of B-Line along 41st Ave and Hastings St. ● An Electric Vehicle Ecosystem Strategy is helping to implement a system of charging stations throughout the City.

Appendix B - Downtown Eastside Community Economic Development Strategy Phase II Update, including Exchange Report and Binnners' Project Update

The Downtown Eastside (DTES) Community Economic Development (CED) Strategy was approved by City Council in November of 2016 and included the following staff recommendations:

- A. THAT Council approve the DTES CED Strategy (Phase II) as set out in Appendix B.
- B. THAT subject to approval of Recommendation A, Council approve four (4) grants totalling \$258,879 as outlined in table 1 of this report; source of funding is the 2016 DTES Capital Budget.
- C. THAT subject to approval of Recommendation A, Council approve the use of \$94,621 to fund feasibility studies and program development to assist in creating the work-plan for Phase III of the DTES CED Strategy (Long-Term Initiatives); source of funding is the 2016 DTES Capital Budget.

CED Strategy Implementation Status

Implementation of the strategy has been led by Exchange: Inner City (Exchange), which originally went by the name CEDSAC (Community Economic Development Strategic Action Committee). Convened by the City in April of 2016, Exchange brings together over 50 local organizations to collaborate on capacity-building opportunities and knowledge mobilization, and supports the various quick-start projects approved by Council in the Strategy. By doing so it is laying a foundation of knowledge and partnership to actualize more ambitious CED initiatives informed by the City's Community Benefits Agreement Policy (in development) and Social Procurement Policy (in development) in which it has hosted several workshops and round tables with industry, community and the City to assist and identify opportunities.

Status of CED Strategy Quick-Start Projects

Recommendation B

- 1) \$150,200 to Vancity Community Foundation to support CEDSAC in Building Capacity and Developing Tools and Programs so that the CED Strategy implementation is tracked and monitored.

This quick-start is ongoing and a full report on the activities of Exchange: Inner City and the Work Plan for 2018 is included following this appendix. Throughout 2017, Exchange convened 66 different organizations and engaged 2,146 residents through 1,500 hours of voluntary member contributions to meetings and activities (events, workshops, round-tables, research and program development etc.) in support of the CED Strategy's implementation. This has helped in the development of Phase III activities to be rolled out in 2018 that leverage emerging City Policy on Community Benefits Agreements and Social Procurement.

- 2) \$69,800 to The Binnners' Project to design, prototype and build safe and functional carts for self-employed low-income binnners.

One of the key conditions of this quick-start grant included the Binnners' Project hiring a consultant to assist in fund development to leverage the City's investment and provide a stronger financial foundation on which to launch this ambitious project. In addition to

advancing the design and building of a prototype in consultation with low-income self-employed bidders, the organization has successfully leveraged the funding by the City and brought in an additional \$108,000 so far in 2017 with an additional \$50,000 in funding pending. It has also secured \$51,000 in commitments to fund Phase II of the project from Central City Foundation and other partners.

- 3) \$22,379 to EcoTrust Canada (LEDLab) for a Low-Income Self-Employed Needs Assessment project to understand the range of income generating activities undertaken by the DTES residents and actions to better support them.

Undertaken over several months in 2017, the Low-Income Entrepreneurial Needs Assessment study (LENA) interviewed 84 individuals engaging in informal economy income generating in the DTES. 71 of these were low-income entrepreneurs and 13 were representatives of organizations that support entrepreneurship in the area. The study found common challenges across a diverse range of income generating activities including arts (carving, painting, performance) urban cleaning (window, awning and sidewalk maintenance, litter pickup and power washing etc.) binning and vending, and small-batch food making and selling. The study also examined the relationship between informal income generating, job seeking, and current income assistance delivery models. The report's findings are directly informing programming at the Lux (Low-barrier income and employment hub).

- 4) \$16,500 to the Sex Work Exiting and Transition Consortium of Vancouver for participant supports to address the survival needs of sex workers who are seeking options to transition into alternative employment.

This project is still underway and a progress report was given to the City in August 2017. Highlights from that report include:

- Development of intake process including all necessary forms, creation of referral pathways into and out of the program, supportive partnerships etc.
- 21 intakes into the program (on track to anticipated 325 participants)
- Development of relationships with potential employers
- Creation of workshops curricula responsive to the needs of Consortium member's constituency
- Communications and graphic design materials
- Development of MOU for partners

The funding provided by the City is being used to fill key gaps in the incentive schedule to support participants similar to other up-skilling and workforce development programs. This in order to ensure successful intake and increase the participation and completion rates of participants.

Recommendation C:

- 1) \$25,000 to study potential incentives and other policy tools to align retail and industrial revitalization program with DTES Social Impact Assessment, DTES Plan, Healthy City Strategy and City of Reconciliation Goals and Targets (RFP).
- 2) \$25,000 to study the feasibility and business case of an Import Substitution and Planned Manufacturing initiative to assist in improving material fulfilment of future Community Benefits Agreements (RFQ).

In response to submissions from interested parties, these two RFPs have been combined into one and are now aligned with the Community Benefits Agreement Policy timeline, which will see them come to Council in early 2018.

- 3) \$25,000 to engage community stakeholder groups to develop DTES residents with barriers & youth leadership development program for non-profit and small business sectors (RFEOI).

This item has been deferred due to anticipated changes to Provincial programs and policies.

- 4) \$19,621 for a Design Charrette for 501 Powell Street CED Platform (RFQ) Future needs for Street Market, Bidders, PHS Urban Farm in future VAHA development site.

This item is proceeding along the VAHA development timeline for 501 Powell St, which has delayed its implementation.

New Research, Feasibility Studies and Policy Development within the CED Strategy

- 1) Legacy Business Research

Planning and Social Policy have partnered on research to support small business retention goals in the DTES Plan. The research is in the final stages and a public forum is scheduled for December 2017 to share the research findings. The research examines San Francisco's Legacy Business Program and also seeks input from businesses and residents about what constitutes a "Legacy Business" in the Vancouver context, with Chinatown being the prime site of concern but with city-wide and broader neighbourhood consideration. Further engagement is planned for 2018 to continue defining what Legacy Businesses are in a Vancouver context with a view to potential actions that the City and partners can explore in the near future.

- 2) DTES Community Retail Research and Community Impact Real Estate Society (CIRES)

Three different community research projects were undertaken in 2017 addressing concerns about retail gentrification and loss of community retail assets. Two of these were funded by the City including a study led by Our Place and Ray Cam Community Centre and one led by Carnegie Community Action Project. A third, funded independent of the City by the Hua Foundation, examined the loss of "Cultural Food Assets" in Chinatown, in particular grocery assets and other businesses in the Asian Food System that have recently been displaced in Chinatown or face challenges. The research provides empirical evidence supporting retail programming in the CIRES Partnership which includes the City, BC Housing, and Vancity Community Foundation.

Next Steps for CED Strategy (Phase III)

As the lead partner in the implementation and monitoring of the DTES CED Strategy, Exchange: Inner City has included the workplan for 2018 in addition to a detailed report on all activities undertaken in 2017 (following this Appendix). Feasibility studies are underway examining opportunities in planned manufacturing and import substitution to support local joint ventures and social enterprise development. This is in anticipation of opportunities to leverage the anticipated CBA Policy as well as the City's Social Procurement Policy, also in development. In addition to this, early work in 2017 to develop a Community of Practice Social Procurement Round Table is informing what a coordinated Anchor Institution Strategy that leverages the presence of large-scale employers and purchasers immediately adjacent to or in the DTES Planning Area could look like. Exchange will be playing a leadership role in the community in regards to facilitating opportunities building on these policies and major institutions/sectors and in working to build capacity with training and skill development and social enterprise organizations throughout 2018 and onward.

Prepared for City Of Vancouver Social Policy
and Planning Departments

Collaborative Leadership Creating a Healthy City for All: 2017 Outcomes and Future Goals



Mission

To collectively foster a vibrant and inclusive local economy

Vision

An inclusive community where all residents can prosper and live full and rewarding lives

Principles

We build capacity of local residents to meaningfully lead at all levels of our organization

We redesign the local economy to be inclusive of low income people

We seek to use economic development as an act of reconciliation

We respectfully engage in policy co-creation

We facilitate collaboration in service of systemic change



Membership

50 + members with representation from a broad group of stakeholders

- Local and Low-Income Residents
- Social Enterprises
- Community Foundations
- Business Improvement Associations
- Aboriginal Organizations
- Not-for-profit sector
 - Employment
 - Newcomers
 - Health
 - Housing
 - LGBTQ2S+
 - Families, Children and Youth

“By joining together as a community, we can make this neighbourhood accessible for everyone, but that means everyone needs to play a part! Community members, the City, the businesses, big property developers, the police officers, the social services, the provincial government and even the tourists.”

Local Resident

2017 High Level Results

- **380** hours spent in community consultation, **2146** individual residents engaged
- **66** organizations consulted
- **1500** hours of voluntary member contribution to Exchange Inner City meetings and activities
- The 2016 DTES CED Phase 2 report to Council recommended 23 specific actions be undertaken over a three year period. In the 12 months since the report was issued, Exchange Inner City has achieved **55%** of it's mandated deliverables, or **11 out of 20** specific recommendations
- Exchange Inner City directly created income generating opportunities for **6** residents facing barriers to employment
- Exchange Inner City utilized it's membership network to secure employment for **2** residents facing barriers to employment
- Exchange Inner City Project Coordinator is providing on-going mentorship to **1** resident facing barriers to employment

2017 High Level Results

- Exchange Inner City Project Coordinator provided professional development support to **3** other community based projects
- Retail Gentrification and Social Inclusion working group launched the “Locals Card”, informed CIRES on community retail needs and criteria for tenant selection, leveraged LENA research to inform the Lux Income Generation Hub project submission and will support future Lux programming
- Social Procurement Roundtable convened anchor institutions, COV staff, Federal Govt representatives, social enterprises and the Mayor of Victoria to share best-practices and inform municipal and Federal policy development and application
- The Advocacy working group assisted COV with community engagement in support of their Federal Poverty Reduction Plan submission, launched the Community Action Network quick start project in partnership with BC Poverty Reduction Coalition
- Community Benefits Agreement working group convened CBA consultation with Parq Vancouver, Paragon Gaming, EllisDon, COV staff and committee members to identify success and areas for improvement in CBA policy design, application and implementation

2017 High Level Results

- Exchange Inner City, in partnership with Buy Social Canada, convened meetings between local residents, the social enterprise sector, non-profits and the three bidders on the Port Metro Vancouver CENTERM expansion project. These meetings led to the bidders including specific community partners in their application submissions. This also created new relationships between major corporate entities and the social enterprise sector strengthening social procurement



Exchange Inner City: Supporting A Healthy City and Poverty Reduction

Exchange Inner City is committed to supporting the City of Vancouver in the implementation of its Healthy City strategy and Poverty Reduction Plan.

Exchange Inner City recognizes that all 13 goals of the Healthy City Strategy intrinsically include principles of community economic development.

Recognizing that, Exchange Inner City is focused on the following goals:

- Making Ends Meet and Working Well
- Being and Feeling Safe and Included
- Expressing Ourselves, Lifelong Learning
Cultivating Connections
- Healthy Human Services



Exchange
Inner City:
Cultivating an
Inclusive
Economy

Photo Credit: Martin
Mannette

Creating a Healthy City Through Poverty Reduction: Making Ends Meet and Working Well

Exchange Inner City is committed to helping residents make ends meet and work well. This goal is pursued by ensuring that community benefit agreements meet community needs and the concurrent procurement efforts enrich the social enterprise sector.

Exchange Inner City also recognizes the income generation continuum model, an inclusive approach to supporting individuals where they're at in their development. It seeks to meet the needs of community members according to their individual capacity to work, including volunteering, informal economic activities and task based work.

Projects and Initiatives:

- The CBA working group is focused on policy co-creation with COV staff and the development community
- The Social Procurement Round Table works to strengthen the social enterprise sector
- Exchange Inner City is committed to supporting the Lux Income Generation Hub and projects based on the income generation continuum model

“Retail, cashier work, or even some type of employment for people who have physical disabilities, but are not yet on PWD. No strenuous labour work. I could work four hours per day, five days a week with my current health concerns. I also like graveyard shifts, as sometime I have night where I cannot fall asleep”

Local Resident

Creating a Healthy City Through Poverty Reduction: Being and Feeling Safe and Included

Exchange Inner City is committed to creating inclusive communities, places where all residents feel they belong and live full and rewarding lives. As the pace of gentrification accelerates in the inner city it's important to find innovative ways to maintain affordable businesses and services that are essential to low-income residents.

Creating an inclusive community also means preserving affordable spaces for low-income entrepreneurs to make and sell their goods and services. It also means making these spaces available to non-profits so they can remain in the communities they serve.

Projects and Initiatives:

- The Locals Card works with the business community to provide incentives for residents to purchase their goods and services and feel welcome in their businesses
- Exchange Inner City sit on the advisory board for the Community Impact Real Estate Society representing local residents and non-profits
- Exchange Inner City commissioned a retail study to understand residents concerns and needs. This research informs our projects and initiatives

“Equity, privacy, inclusion, and safety are values I would like for this community [inner city] if I were to develop my own community economic development organization.”

Local Resident

“We could use more affordable space. First off so that I can lease a space to start a business, and so that there are more affordable businesses in the DTES where I can go shopping or eat at.”

Local Resident

Creating a Healthy City Through Poverty Reduction: Expressing Ourselves, Lifelong Learning and Cultivating Connection

A healthy city is a place where all residents can speak and have their voice heard. Exchange Inner City is committed to providing opportunities for low-income residents to grow their capacity to take on leadership roles in their own communities. It also means listening respectfully to their lived experience and supporting residents to share their stories with the media, government and other stakeholders.

Projects and Initiatives:

- Exchange Inner City is actively mentoring a low-income community member to take on administrative support for the organization and others

- The Community Action Network helps residents increase their capacity to effectively share their lived experience with the media, government, project funders and non-profits
- Exchange Inner City spends a significant amount of time listening to local residents to better understand their needs and concerns.



“Our language is endangered and our cultural connections to the land and our ancestors seems to be diminishing. Our people [Urban Aboriginals] need spaces to connect, to heal, to practice their work and be compensated - this helps us figure out our way in the community and connect with others.”

Local Resident

Creating a Healthy City Through Poverty Reduction: Healthy Human Services

Exchange Inner City is changing the way stakeholders traditionally work when approaching complicated, intersectional problems. Issues such as poverty are complex and no one solution will address them. These problems involve many different interdependent actors and factors. Often new challenges arise that can't be predicted in advance. This makes it challenging to apply conventional pre-determined solutions to problems or for individual actors to effect change.

Through the provision of backbone support, Exchange Inner City brings together otherwise siloed actors in a manner that establishes a common agenda, encourages the sharing of information and resources, and creates a space for emergent solutions to arise and supports a network of actors to take collective action. As a backbone support, Exchange Inner City channels stakeholders efforts towards an intended outcome and while remaining aware of the ever changing context in which the group operates.

The process of collaborating for systemic change, supported by a backbone organization, generates emergent solutions that work towards intended outcomes under continually changing circumstances. In the case of Vancouver, the Healthy City Plan and Poverty Reduction Plan provide the intended outcomes. Exchange Inner City helps create a healthier human services sector by breaking down siloes and allowing participants to collectively see and respond to opportunities that would have otherwise been missed.



Emergence in Action: The Binners' Project and EllisDon

A relationship was established with EllisDon through the ongoing work of the Community Benefits Agreement working group. During a meeting discussing the companies submission to the Port Metro expansion RFP they realized they had missed a new opportunity to use social enterprise services in a way they hadn't considered, diverting waste on their all construction projects. EllisDon was connected with the Binners' Project and a new business opportunity emerged. This relationship would not have happened without the support of Exchange Inner City work of convening stakeholders to tackle identified problems.

Creating a Healthy City Through Poverty Reduction: 2018-2021 Exchange Inner City Goals

Drawing from the list of 23 actions recommended DTES CED Phase 2 report, and from emergent needs and priorities identified by community members over the past year, Exchange Inner City has selected the following organizational goals for the next 3 years:

- Continue to pilot a multi-party convening process for community benefits agreements. Move towards policy co-creation vs. engagement.
 - Focus on the St. Paul's Hospital development, connecting community members, social enterprise to emergent income generating opportunities
- Continue to act as an convening vehicle for the City of Vancouver's Poverty Reduction Plan, Healthy City Strategy across all neighbourhoods
- Continue the work of the Social Procurement Roundtable with anchor institutions
 - Support the social enterprise sector to meet emergent procurement demands
 - Identify new social enterprise creation
 - Increase the number of large purchasers implementing social procurement policies



A key goal for Exchange Inner City is to better understand how community economic development can be grounded on principles of reconciliation. Exchange Inner City will explore funding opportunities to support this work. This project will help Exchange Inner City frame all of its subsequent goals and recommendations through a reconciliation lens in alignment with the City of Vancouver's goal of being a City of Reconciliation.

Creating a Healthy City Through Poverty Reduction: 2018-2021 Exchange Inner City Goals Continued

- Serve on the Community Impact Real Estate Society advisory board representing local community needs
- Expand the number of Inner City businesses participating in the Locals Card program
- Continue the work of the Metro Vancouver Consortium Transitions project, continue the Community Action Network resident media training and public speaking program and expand it beyond the inner city
- Convene a working group to consolidate the various cart projects and their efforts to work across City of Vancouver departments to change policy regarding street vending and support the ongoing work of the binners
- Under the auspices of the Healthy City Strategy goal “Collaborative Leadership”, Exchange Inner City will convene working groups from relevant stakeholders to address emergent needs



Creating a Healthy City Through Poverty Reduction: Exchange Inner City Recommendations

- Exchange Inner City recommends that COV commits to a five year funding contribution to support the organizations projects, operational capacity and organizational development
- Exchange Inner City recommends that COV continues to utilize the organization as a convening partner between the City's Social Policy, Planning and other relevant departments and inner city communities, low-income residents and other stakeholders
 - Further to this point, Exchange Inner City recommends that a memorandum of understanding be drafted that clearly defines the relationship between Exchange Inner City and COV Social Policy, Planning and other relevant departments
- We recommend that COV supports Exchange Inner City in becoming the coordinator for all vending projects in order to efficiently engage with existing projects, report back to COV staff with recommendations and updates and collectively effect policy change

Creating a Healthy City Through Poverty Reduction: Exchange: Inner City Recommendations

- Exchange Inner City's scope has broadened beyond the DTES, for which it was initially funded to provide services in, and is now working with more neighbourhoods throughout Vancouver's inner city. As such, Exchange Inner City can successfully and efficiently serve as a community convening vehicle for COV beyond the DTES community, and is requesting resources to support the development of a CED Manual for other Vancouver neighbourhoods
- Exchange Inner City recommends that Quick Start Project funding be extended to continue the work of the Social Procurement Round Table and the CAN Network
- Exchange Inner City recommends that Quick Start Project funding be designated for the Locals Card project



Exchange Inner City recognizes that it works on the traditional and unceded territory of the Coast Salish People



Binners' Project

Universal Carts Pilot

Summary

The Universal Carts Pilot (UCP) was born out of a need in the community for a cart-sharing system that supports diverse capabilities, fosters economic opportunities, and reduces crime.

Users of shopping carts often struggle with health and mobility issues and would benefit from cart design that works for their unique entrepreneurial needs. Functional carts will support informal workers from the Downtown Eastside (DTES) to conduct their daily business thus creating pathways to income-generation and work legitimacy.

With a cart-sharing system, people will be able to legally obtain carts through their current membership with local organizations.

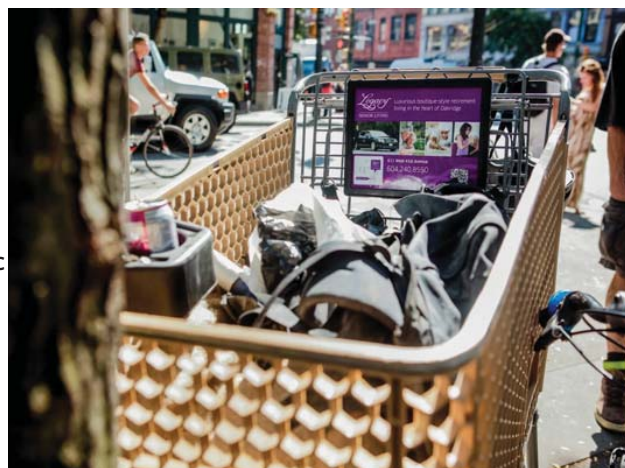
About Binners' Project

The Binners' Project is a group of waste-pickers aided by support staff dedicated to improving their economic opportunities and reducing the stigma they face as informal recyclable collectors.

We are a project on Tides Canada Shared Platform. Tides Canada is a registered Canadian charity dedicated to providing uncommon solutions for the common good by leading and supporting actions that foster a healthy environment and just Canadian society.

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1. Pilot Overview
2. Cart & Station Drawings
3. FAQ
4. Appendix 1: community and public engagement so far





Pilot Overview

Purpose

Why does the community need a universal cart sharing system?

To support physical capabilities. Users of shopping carts often struggle with health and mobility and would benefit from a better designed alternative that is lighter, sturdier, less physically demanding, and overall easier to maneuver.

To foster economic opportunities. Making functional carts available on a daily basis for people to conduct their business creates a pathway to income generation and success. A customized design with clear branding can elevate a community entrepreneur's profile and give more legitimacy to their work. It also allows our users to conduct their businesses with more ease and accessibility.

To reduce crime. With the Universal Cart, people would be able to legally obtain and use carts that will be housed at the local organizations they already interact with. This is an alternative to the current situation where people without homes, binners, vendors, and local street artists illegally use shopping carts and/or other discarded objects, such as strollers. Moreover, new economic opportunities and increased income is a key indicator in efforts to reduce petty urban crime.

Vision

With on-going consultations with the community, and support from the Community Economic Development Strategic Action Committee (CEDSAC), the Binners' Project has begun creating and implementing a three-year pilot for a UCP.

We envision building and circulating 30-40 carts over three years to be shared amongst a range of users. Carts are designed to suit multiple stakeholders including but not limited to binners, street artists, and people engaging in informal work in the inner city area.

The proposed infrastructure supporting the use of the Community Carts program is unique. We are adopting elements of a low-tech shopping carts storage and deposit system that can be found in supermarket parking lots, as well as some added ideas from existing bike-sharing programs in cities across the world.

To adapt to the diverse needs of the Downtown Eastside community and remain adaptable to evolving nature of the various uses for Community Carts, we suggest a low-tech and simple cart sharing system.



Timeline

Year 1: January - December 2017

With the support of the City of Vancouver (CoV) and Vancity Community Investments, we built up the capacity of the Binner's Project with increased training and staff time, ran several community consultations, and designed a cart prototype. We gathered interested stakeholders and the broader public to attend a panel discussion on the informal economy.

We test and refine the cart prototype through community consultations and user testing. We work with the CoV staff from different departments (Engineering, Street, and Planning). We invite local champions to shape the project.

Year 2: January - December 2018

With the support of our partners Central City Foundation and the City of Vancouver, we build and launch 30-40 carts. After locations are agreed on, two stations will be designed and installed in the second half of the year to keep the carts locked and ready for use.

Iterative process continues as we gather feedback and community input on how this program fits the transport needs of the DTES residents. We are conducting a study on the impact that the use of the Universal Cart on the binner's and their recycling activities, in partnership with Encorp Pacific.

Year 3: January - December 2019

30-40 carts are in use. We fix any minor issues on a weekly basis with the help of a hired maintenance person (a binner) at the space provided in-kind by our partner the Lux.

Community members are able to register as new user of the cart via the Binner's Project's office (312 Main st) or Lux's weekly drop-in.

We build a business plan for the initiative to become partially sustainable and further the relationships with committed sponsors.

Concept

A professional designer and builder is running a series of discussions with potential cart users. Here is what comes from them:

Carts:

- Cannot be property of any individual - we are choosing to help 40 people per day, not total
- Can be used as-is, or attached to a bike and used as a trailer.
- Must be sturdy to "live on the streets"
- Must be available for 10-12 hours at the time



- Made of: steel diamond mesh, a pivoting rear wheel axle, and four high density foam rubber wheels

Stations:

- Construction of two stations where 30-40 carts (total) will be parked
- Carts available 24/7 to suit diversity of lifestyle and working needs (binning often happen during the night)

- Located 1) near a bottle depot, and 2) in the DTES
- Any individual registered with one of the partner community organizations will be able to borrow a cart. Exploring a deposit system (\$5)
- Carts will be borrowed with a fob or a code assigned during initial registration

Cart Composition and Cost

A prototype will soon be available to selected community groups and individuals for testing and approval.

Cart Material:

- Steel diamond mesh (sides and bottom panels): strong, light, durable, easy to clean, inexpensive, and minimal value as a recycled metal to dissuade theft.
- Pivoting rear wheel axle: rear wheel steering pivots left and right, similar to a wagon, allows the Cart to act as a push cart and a bike trailer, when the trailer arm is attached to the lynch pin on the rear axle.
- Four high density foam rubber wheels: for better maneuverability and stability, minimizes noise and vibration on the street, avoids deflation (flats) or fractures prevalent in higher density plastic wheels.
- Mild steel frame: This material can be weatherproofed relatively well, is quite strong for its weight, inexpensive, and has minimal value as a recycled metal to dissuade theft.

Current Revenue and Social Enterprise Model

The Universal Carts relies on a mixed-revenue model made of grants (1), sponsorships (2), individual donations (3), and partners' in-kind support (4). We are also exploring other sources of income for the future (5).

We successfully raised a total of \$154,300, fulfilling our initial goal. We are currently fundraising for 2018.

1) Grants



The Carts are designed for low-income residents, who are not able to pay for the use of the Carts. For that reason, this project cannot be cost-recovery. We believe that all levels of governments have a responsibility to provide for those in the greatest need. Our role is to make this happen.

Grants received so far:

In 2017:

- \$26,000 - Vancity Community Foundation [confirmed]
- \$11,000 - Eastside Community Fund [confirmed]
- \$5,000 - Sprott Foundation [confirmed]
- \$69,800 City of Vancouver CEDSAC [confirmed]
- \$10,000 City of Vancouver Great Beginning [confirmed]
- \$75,000 - City of Vancouver [pending]

In 2018:

- \$10,000 - Sprott Foundation [confirmed]
- \$35,000 - Central City Foundation [pending]
- \$75,000 - City of Vancouver [pending]

2) Sponsorship

Our success in leveraging sponsorships from new partners is a strong indicator that with more time, sponsorship can be a sustainable source of revenue for the Universal Cart initiative.

Sponsorship agreements negotiated so far:

In 2017:

- \$19,000 - Encorp Pacific [confirmed]
- \$10,000 - Sobeys [confirmed]
- \$2,500 - Downtown Vancouver Business Improvement Association [confirmed]
- \$15,000 - Fortis BC [pending]
- \$10,000 - Save-On Foods [confirmed]
- \$1,000 - The Pint [confirmed]



In 2018:

- \$19,000 - Encorp Pacific [confirmed]

3) Individual donations/crowdfunding

The Universal Cart Pilot is generating a lot of interest from the public – though we have yet to make an official launch announcement. With more time and support from a professional crowdfunder and/or dedicated staff for individual donations, we believe this enthusiasm can be activated and translated into real dollars support from the public in 2018.

4) Partner funding

In-kind support from local organizations already in place:

UBC Learning Exchange: offers space for community consultations, and cart design workshops (using their carport space).

Regional Recycling: In the process of purchasing bikes that will be used by Binners' Project members, compatible with the Universal cart (when used as a trailer).

SFU Vancity Office of Community Engagement: offers space and refreshments for community consultations and public gatherings.

Carnegie Community Centre: is piloting street vending carts. Although it is a different program fitting different needs, the Binners' Project is consulting with them and learning from it.

5) Other

More options are being explored to generate revenue *in the future*: advertising spots on the carts, Carts for purchase, Sponsorship for the creation and usage of more stations and carts, fee-for-rental per the hour.

Already at this early stage, the UCP has substantial support from the public and private sectors, binning community, DTES-based businesses and organizations, as well as the general public. We are now seeking commitments from sponsors and grantors for multi-year financial support to ensure continuity and longevity of the pilot.

Partnership Building

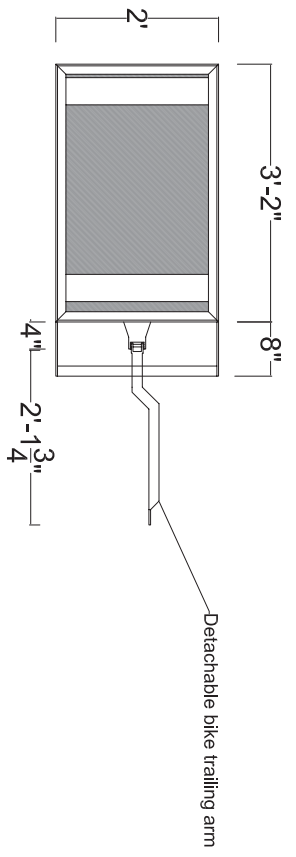
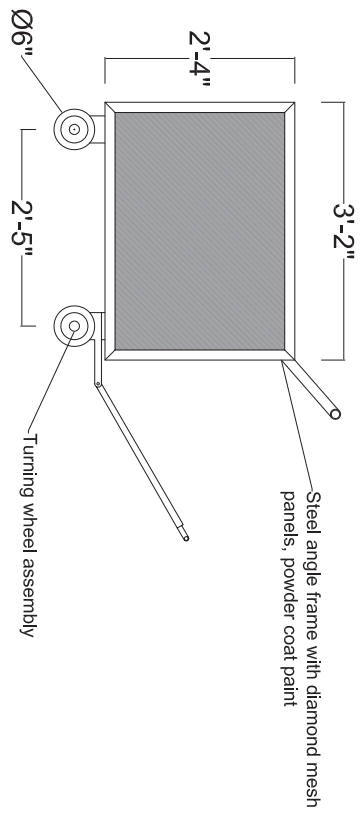
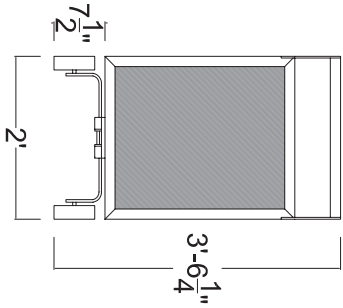


The UCP is generating a lot of interest from potential partners. All agree that this pilot has the potential of filling a gap in the community.

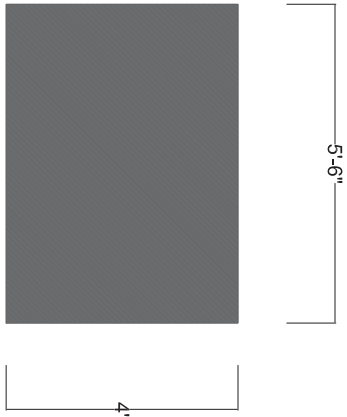
United We Can & Recycling Alternative: the Green Hub welcomes a Universal Cart Pilot (UCP) station near their depot. They see this as a way to limit discarded shopping carts on and around their property.

DTES Street Market: involved in community consultations; keen in having some carts storage near their location on 62 E. Hastings.

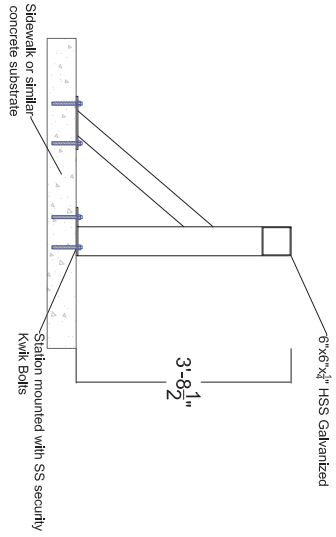
City of Vancouver: with the early support offered in Phase 1 of our pilot, there is a unique opportunity for the City of Vancouver to continue to support this community and help provide the infrastructure needed. The organic growth of this initiative promises to have strong citizen support through its grassroots uptake.



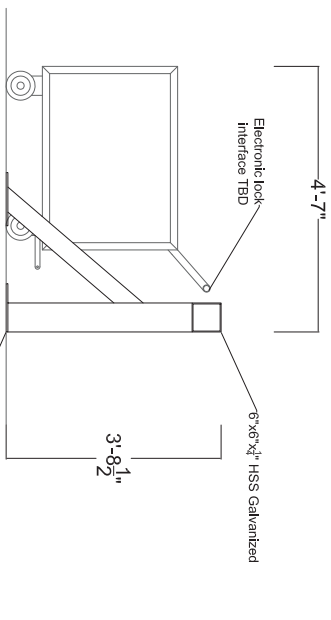
Binner cart version 1
8/15/2016
SDF



Section View of 14 Unit Mobi Station



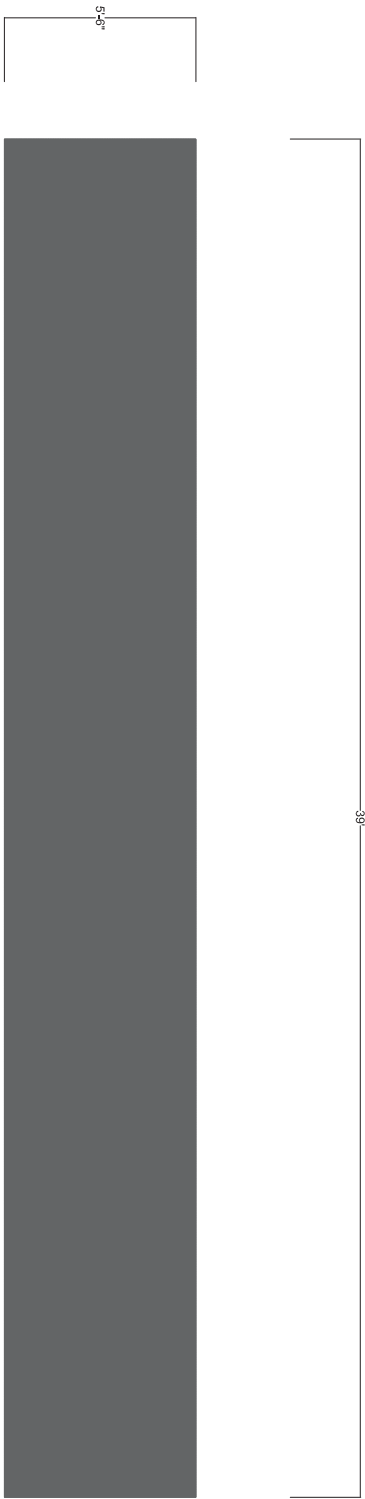
Section View of Cart Station
With Street Connection Detail



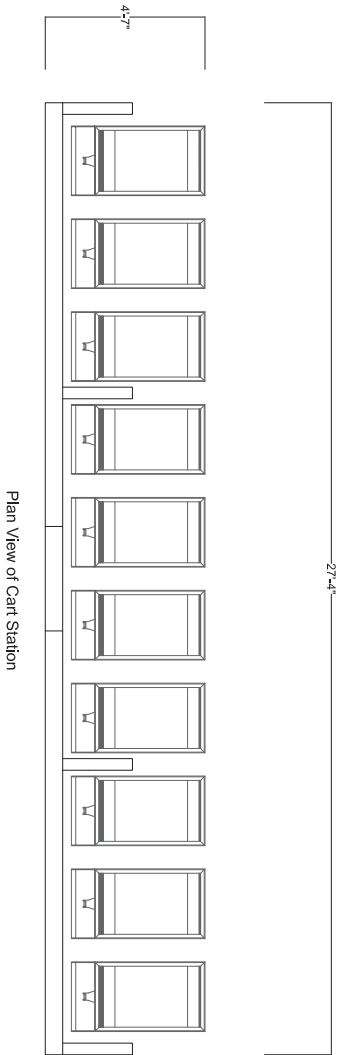
Section View of Cart Station



Binniers' Project
Universal Cart Details
Scale: $\frac{1}{2}$ "=1'
Drawn By SDF



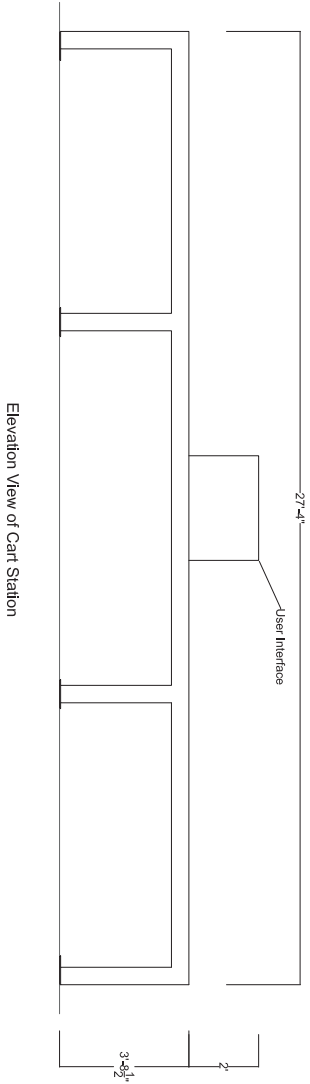
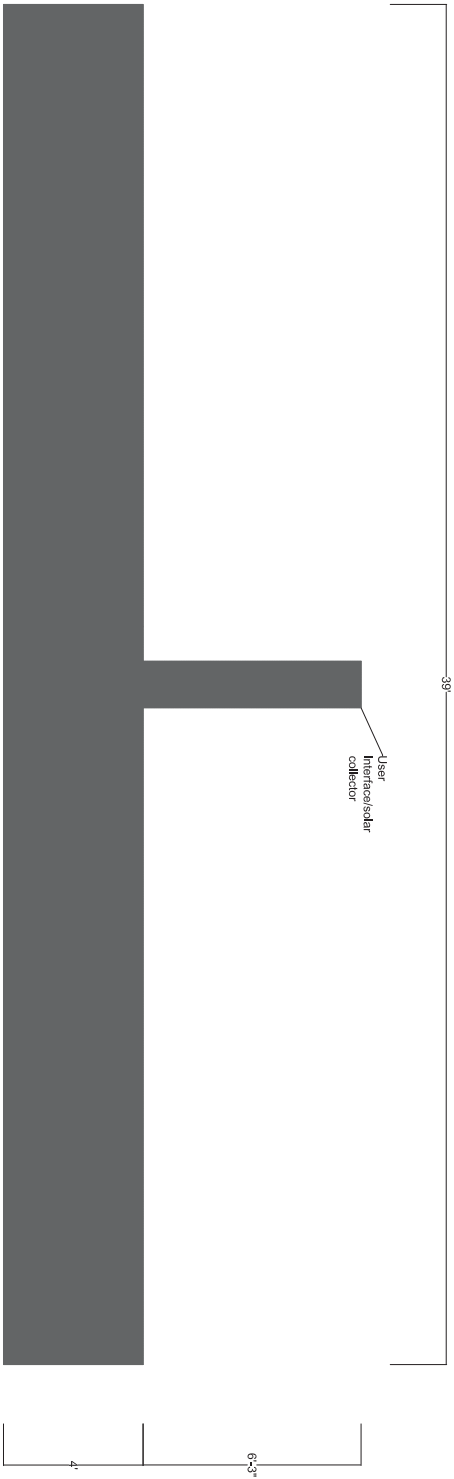
Plan View of 14 Unit Mobil Station



Plan View of Cart Station



Binners' Project
Universal Cart Details
Scale: 1:40
Drawn By SDF



Binnars' Project
Universal Cart Details
Scale: 1:40
Drawn By SDF

Cart FAQ

1. How have the proposed Cart station locations been determined?

Proposed station locations are based on the result of a series of community consultations.

The Universal Cart Pilot (UCP) is designed for residents of the Downtown Eastside (DTES). In many cases, residents have physical disabilities and health issues. After consultation, at least one station is to be located in the heart of the neighbourhood. This convenience would avoid having to walk the distance to Industrial Avenue (current street address for local bottle depots United We Can and Regional Recycling) and then circling back to the start of their binning routes.

2. What will the Carts look like? How many of them will there be?

Carts: see drawing attached

We will have 1-2 cart prototypes out and being tested by Cart users in the DTES in the fall 2017. In 2018, we will have a fleet of 35-40 carts available to members.

3. What will the Cart stations look like? How many of them will there be?

Cart stations: see drawing included.

We are planning for 2 stations at the pilot stage (2017-2020) with a network expansion after that, as needed.

4. What would be the City of Vancouver 's (CoV) role in this program, both in the short and long term?

Already, the UCP has benefited immensely from the vision, insights, and support of City staff and Council. We are looking forward to ensuring this collaborative relationship continues to the mutual benefit of the Binners' Project and the CoV. The nature of the relationship – funder, partner, etc – is in negotiation.

5. Who will be responsible for maintaining the Carts and stations on an ongoing basis?

We have budgeted for a small devoted maintenance crew for this purpose. This will be paid work, and will employ workers from the Downtown Eastside.

Replacement and maintenance is also built within our budget (15% of the materials cost of carts).

6. What about liability/insurance? If someone is injured at the station, who's responsible?

We will have a waiver built into the enrollment/registration process. Volunteers -- which includes binners paid by honoraria -- are covered under Tides Canada's volunteer insurance policy.

Phase 2 planning includes further work on risk management to detail processes for injuries and liabilities. Tides Canada’s legal team will support with this process.

7. Should the stations attract dumping, who will ensure areas around the stations are kept clean and safe on an ongoing basis?

Dumping is a potential problem indeed, just like it is anywhere else in the city. The hired maintenance crew will be tasked with maintaining these sites. This crew will maintain what is within their capacity.

Through our strong partnerships with waste management companies, the Bidders’ Project will manage large-item dumping on a case-by-case basis.

8. Will the Universal Carts program create local employment?

At the heart of this program is that the Universal Cart is intended to help bidders, vendors and other local entrepreneurs to expand and do their business faster and with more ease.

The Bidders’ Project and the UCP recruits from the DTES and from the low-income sector. Many residents have the capacity to organize and maintain a retrieval program to recover abandoned carts. Cart positions will be socially hired (including, but not limited to maintenance, retrieval, customer service).

As of July 2017, we have 1 bidder working full-time with part of this work being dedicated to the Universal Carts program.

In the future, the Bidders’ Project will hire 1-2 people as flexible part-time for ongoing maintenance.

9. Which metrics are available or will be tracked?

Metrics and data tracking are vital to the success of the UCP. We have a plan for how this tracking will take place during the pilot, as follows:

Data Collection	What It Will Tell Us
GPS on Carts	A map will be generated, detailing anonymously Cart users’ location and income pathways.
Software at Stations	Data will be collected on: <ul style="list-style-type: none"> • Number of Cart users to participate in the program; • Average length of time carts are being used (including time of day, days of the week, etc.); and • Most frequently used stations
Community Consultations	Surveys with the community will examine the ease of access of the Carts for participants, how the Carts have impacted their work, and identify more areas of study and development for back-end metrics tracking.
Maintenance Crew	Discussions and/or surveys with the hired maintenance crew will examine how much maintenance is needed on the carts, the station, how to balance distribution of carts among stations, among other questions.

Table 1

In addition, in partnership with Encorp Pacific's Return-It, this study will include baseline/control group testing of users before Cart usage and alternative group testing after Cart usage. The data collected includes average length of binning trapline, average earnings; markers of health impacted by binning; seasonal changes to binning.

We are currently looking for other partners who are willing to work with us further developing this.

Appendix 1 - Community and Public Engagement so Far

Community Consultations

Bidders, vendors, street artists, and those currently living without a home have insights and knowledge on how such a system can be best implemented to serve their needs.

In the first six months, consultations at the UBC Learning Exchange with individuals and organizations were held to provide feedback that will inform Phase 2.

A bidder-staff and the director of the Bidders' Project lead this work.

- 3 community consultations were held
- 52 people participated
- \$1,040 was given back to community in honoraria
- 210 hours were worked by staff members of the community



During these consultations, we gathered information about how people would use the Cart.

Most bidders and informal workers would like the ability to use the cart for 10-12 hours per day, and be able to borrow it any time of the day from a station.

Based on the routes that bidders do across the city, we see the need for at least two stations from which carts can be borrowed, using a fob or a code. At least one of the stations should be in the heart of the DTES, where individuals start their bidding routes, and the other station at a bottle depot, where they end their route.

In terms of the registration of users, 100% of the people consulted are already registered or have strong associations with at least one local organization, and would like this membership to provide them with access to carts. Additional criteria are still to be determined, such as a \$5 token deposit, and a "vetting" system based on the networks of organizations already in place. See the Partnership section for more.

Informal Economy Panel Discussion

On May 23rd, the Binners' Project hosted a panel discussion on Binning & the Informal Economy with the support of the Vancity Office of Community Engagement, engaging diverse community partners. This event focused on the wider programs of the Binners' Project with the hope of inspiring attendees to work with us in the future on all programs, including the Universal Cart.

- **110** total people attended
- **\$1,121** was generated
- **8** binners received a stipend for helping out
- **\$240** was paid out to the binners in stipend

Many connections with new community partners were made as a result of this panel, and in general attendees responded positively to the event stating that they learned something new about the informal economy. Indeed, this event did serve to engage new partners and educate the public about binning and the informal economy.



Appendix C - Working Towards a Vancouver Poverty Reduction Plan

Background

The City began engaging stakeholder groups early in 2017 to assist in developing a submission to the Federal Government (Employment and Social Development Canada - ESDC) on the creation of a National Poverty Reduction Strategy. Between May and June, staff explored ideas with 70 different organizations directly working on poverty reduction or closely related areas. The process included questions of how best to measure poverty nationally; the importance of considering intersectionality; universal vs targeted approaches; and what types of structural changes could be undertaken to dramatically improve the lives of those most in need.

Concurrent to this engagement, staff in Social Policy oversaw the work of two Healthy City Scholars who completed comprehensive reports relevant to the creation of a municipal poverty reduction plan in Vancouver. One report was a scan of the state of practice of social procurement, examining municipal and other public sector social procurement case studies from across Canada and other jurisdictions. The other report was a scan of municipal poverty reduction strategies across Canada. Staff also attended the Cities Reducing Poverty Summit in Hamilton, Ontario, hosted by Tamarack Institute, McConnell Foundation, and the City of Hamilton.

On June 13th 2017, Council approved a motion for staff to report back on the progress of a poverty reduction strategy for Vancouver as per the goals of the Healthy City Strategy. Beginning in August 2017, staff undertook an internal scan of various strategies, policies, programs and actions across City departments that related to poverty reduction. In October, an analysis of those actions was completed, including developing a framework to define poverty in terms of income (jobs, income assistance programs) and affordability (housing, food, transportation, services), and also of equity. This analysis provided a more detailed and complete picture of what the City was currently undertaking in terms of poverty reduction.

Our Partners

The City is working in partnership with Vancity Community Foundation and the Community Action Network (CAN). CAN is an initiative under the umbrella of the BC Poverty Reduction Coalition with support from Exchange: Inner-City and the City. CAN Participants are supported through the initiative to build capacity and skills in order to speak for themselves concerning issues of poverty, mental health and addiction, housing affordability and other key issues. Participants come from a range of life experiences and reflect the diverse ways in which poverty is experienced in Vancouver. Through these partnerships, the City will also continue to strengthen alignment with the provincial and federal advisories on poverty reduction.

What We Have Heard so Far

- **Poverty exists across a continuum.** Some people are more likely to be found living in extreme or absolute poverty, while others are more likely to experience inter-generational poverty or temporary poverty. Others may be living above poverty-line indicators like the Low-Income Cut-Off (LICO) or Low-Income Measure (LIM) but for all intents and purposes, the types of inequities they face and the types of affordability pressures they deal with result in them living in a state of material deprivation that constitutes a recognizable form of poverty. Understanding how the City's current actions, investments and policies serve people experiencing poverty in different ways across that spectrum has been an important step in asking deeper questions.

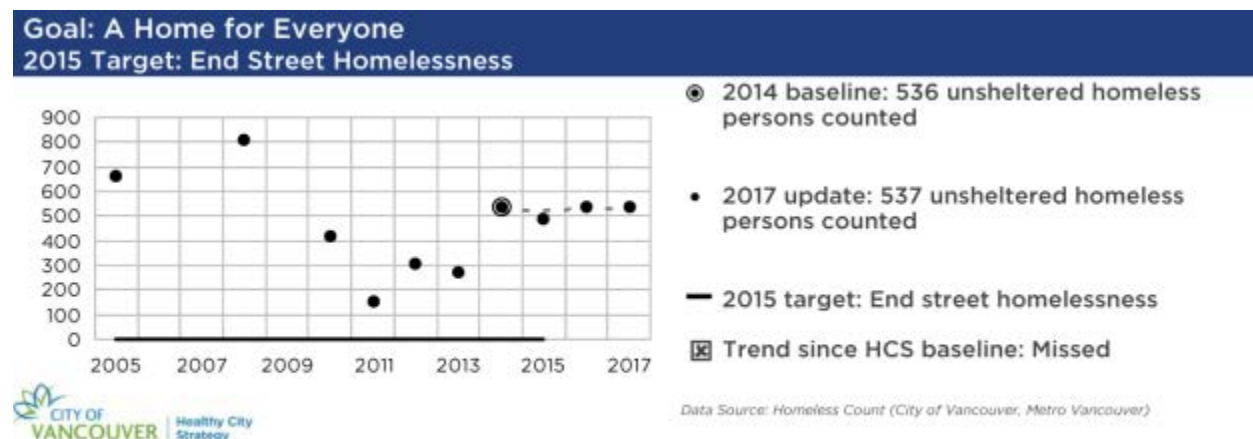
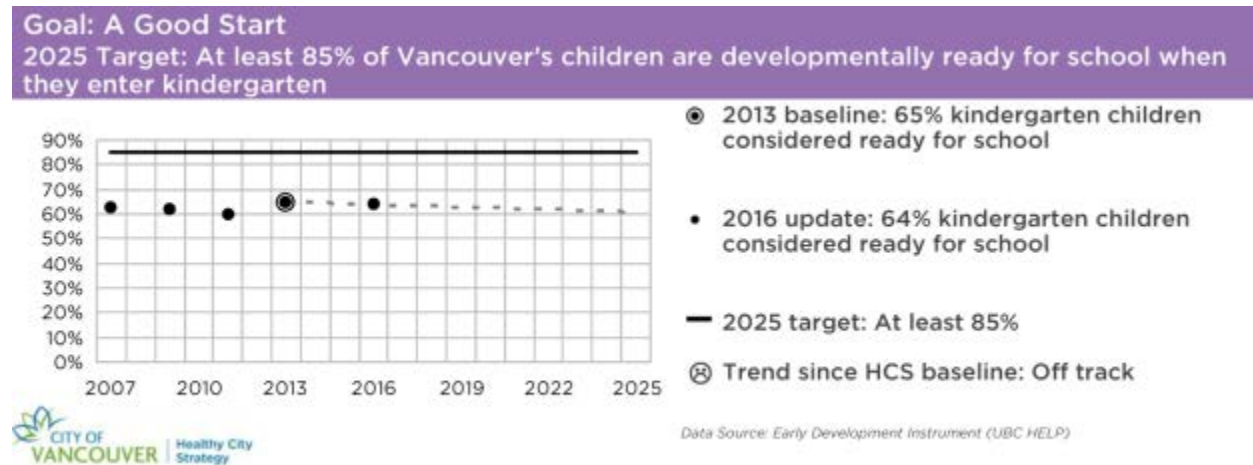
- **Equity should be part of all City Strategies moving forward.** Strategies such as Housing Vancouver, Creative City, and Resilient City underway now are taking an enhanced approach to identify actions for people that require an equity-based approach. Intersectionality is a key component of these considerations, and involving people with lived experience to inform solutions is key.
- **Hard choices are part of everyday life.** Increasing costs of living have resulted in people having to make very hard choices between food and rent or public transportation and kids attending school. In a city as abundant as Vancouver, these should not be choices people have to make.
- **Community agencies and low-cost food outlets play a big part in poverty reduction; and face similar affordability challenges.** As the city grows and speculation of land continues to outprice local agencies, the sustainability of these local services is at risk, limiting options for people with lower incomes.

Next Steps

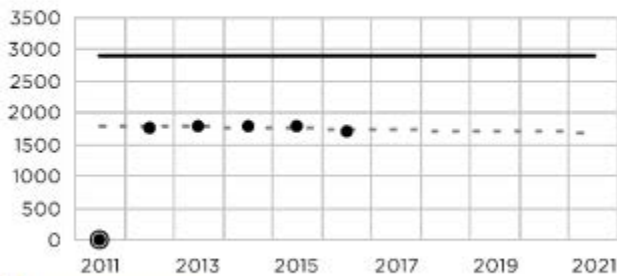
Moving ahead, staff plan to conduct broader outreach and engagement process before returning to Council by Q2 2018 with recommendations for a municipal poverty reduction framework.

Appendix D - Progress Toward Healthy City Strategy Targets

The graphs in this appendix provide a summary of progress toward targets since the adoption of the Healthy City Strategy in 2014. Trends are evaluated algorithmically using simple linear regressions; a full assessment of progress should consider additional contextual factors.



Goal: A Home for Everyone
2021 Target: Enable: 2,900 new supportive housing units; 5,000 additional new social housing units (including 1,000 units of Single Room Occupancy (SRO) Hotel replacement); and 5,000 new units of secured purpose built rental housing

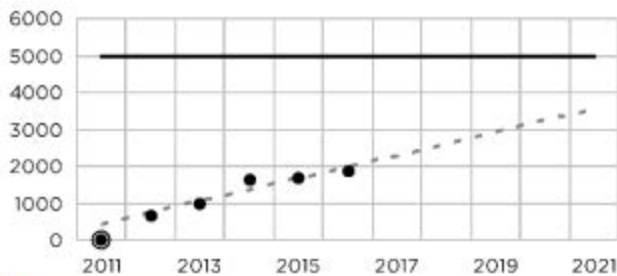


- 2011 baseline: 0 new supportive housing units committed, under construction or completed since 2011
- 2016 update: 1,702 new supportive housing units committed, under construction or completed since 2011
- 2021 target: Enable 2,900 units
- ☹ Trend since HCS baseline: Off track

Data Source: Housing Report Card (City of Vancouver)



Goal: A Home for Everyone
2021 Target: Enable: 2,900 new supportive housing units; 5,000 additional new social housing units (including 1,000 units of Single Room Occupancy (SRO) Hotel replacement); and 5,000 new units of secured purpose built rental housing

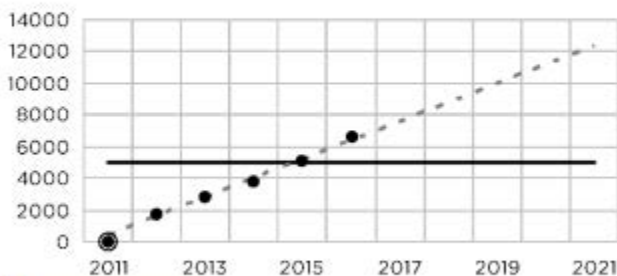


- 2011 baseline: 0 new social housing units committed, under construction or completed since 2011
- 2016 update: 1,873 new social housing units committed, under construction or completed since 2011
- 2021 target: Enable 5,000 units
- ☹ Trend since HCS baseline: Lagging

Data Source: Housing Report Card (City of Vancouver)



Goal: A Home for Everyone
2021 Target: Enable: 2,900 new supportive housing units; 5,000 additional new social housing units (including 1,000 units of Single Room Occupancy (SRO) Hotel replacement); and 5,000 new units of secured purpose built rental housing

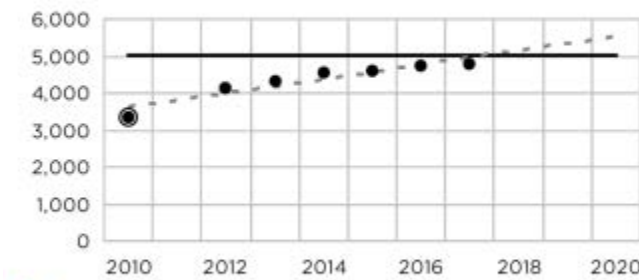


- 2011 baseline: 0 new secured market rental housing units committed, under construction or completed since 2011
- 2016 update: 6,568 new secured market rental housing units committed, under construction or completed since 2011
- 2021 target: Enable 5,000 units
- ☑ Trend since HCS baseline: Achieved

Data Source: Housing Report Card (City of Vancouver)



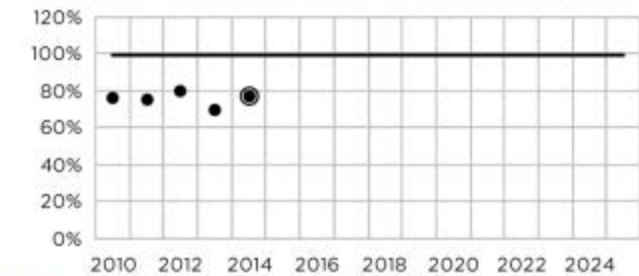
Goal: Feeding Ourselves Well
2020 Target: Increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels



- 2010 baseline: 3,344 garden plots and other food assets
- 2017 update: 4,771 garden plots and other food assets (43% increase)
- 2020 target: Increase by 50%
- 😊 Trend since HCS baseline: On track

Data Source: Food Policy (City of Vancouver)

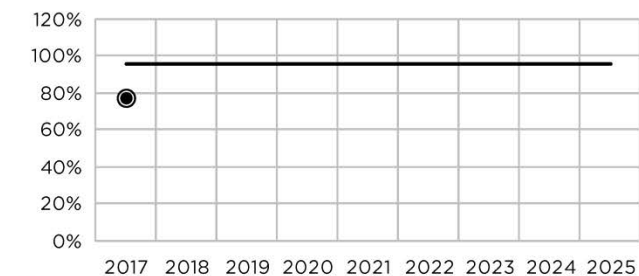
Goal: Healthy Human Services
2025 Target: All Vancouver residents are attached to a family doctor



- 2014 baseline: 77% adults with family doctor
- Other data points
- 2025 target: All Vancouver residents
- 😞 Historical trend: Off track

Data Source: Canadian Community Health Survey (Statistics Canada); 2014 from My Health My Community (Vancouver Coastal Health/Fraser Health)

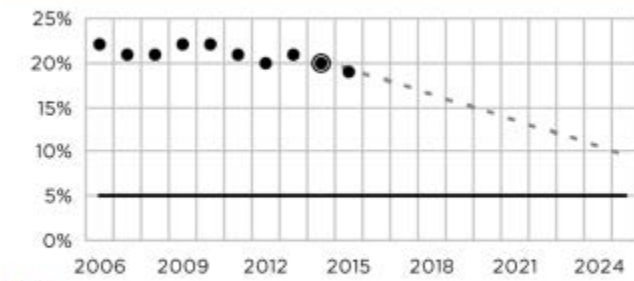
Goal: Healthy Human Services
2025 Target: Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels



- 2017 baseline: 77% persons reporting very good or somewhat good access to health, community and social services when they need them
- No updates yet
- 2025 target: Increase by 25%
- ⌚ No trend

Data Source: Healthy Human Services Survey (City of Vancouver)

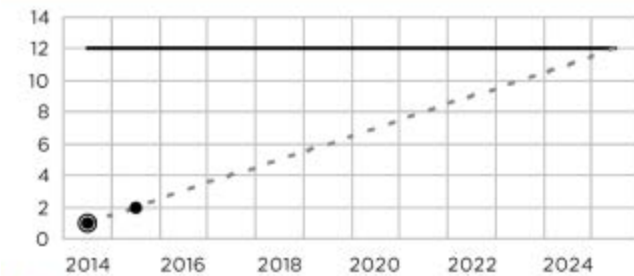
Goal: Making Ends Meet and Working Well
2025 Target: Reduce the city's poverty rate by 75%



- 2014 baseline: 20% persons below the after-tax low income measure
- 2015 update: 19% persons below the after-tax low income measure (5% decrease)
- 2025 target: Reduce by 75%
- ☹ Trend since HCS baseline: Lagging

Data Source: Income tax returns (Statistics Canada, through Community Data Program)

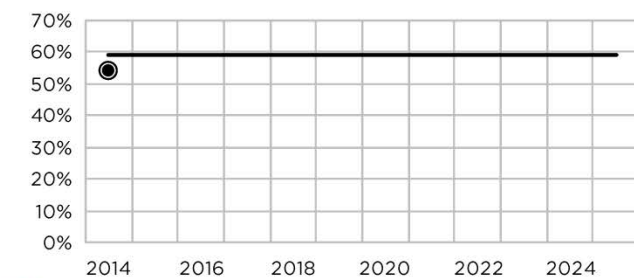
Goal: Making Ends Meet and Working Well
2025 Target: Increase median income by at least 3% every year



- 2014 baseline: 1 number of years since 2014 in which median personal income has increased by 3% or more
- 2015 update: 2 number of years since 2014 in which median personal income has increased by 3% or more
- 2025 target: Increase by at least 3% every year
- ☺ Trend since HCS baseline: On track

Data Source: Income tax returns (Statistics Canada, through Community Data Program)

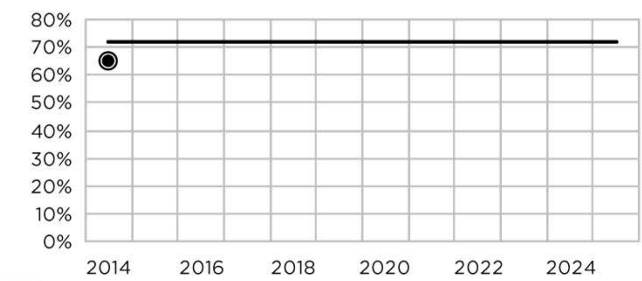
Goal: Being and Feeling Safe and Included
2025 Target: Increase Vancouver residents' sense of belonging by 10%



- 2014 baseline: 54% adults with a strong or somewhat strong sense of community belonging
- No updates yet
- 2025 target: Increase by 10%
- ⌚ No trend

Data Source: My Health My Community (Vancouver Coastal Health/Fraser Health)

Goal: Being and Feeling Safe and Included
2025 Target: Increase Vancouver residents' sense of safety by 10%



● 2014 baseline: 65% adults agree or strongly agree that they feel safe walking alone in their neighbourhood at night

• No updates yet

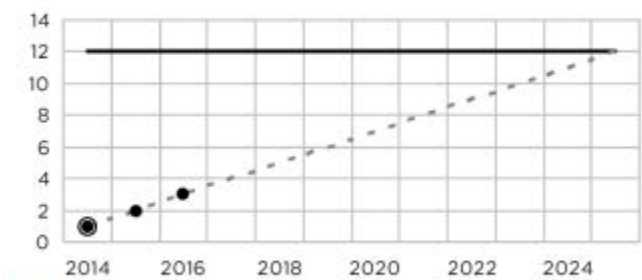
— 2025 target: Increase by 10%

⌚ No trend



Data Source: My Health My Community (Vancouver Coastal Health/Fraser Health)

Goal: Being and Feeling Safe and Included
2025 Target: Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence



● 2014 baseline: 1 number of years since 2014 in which violent crime rate decreased

• 2016 update: 3 number of years since 2014 in which violent crime rate decreased

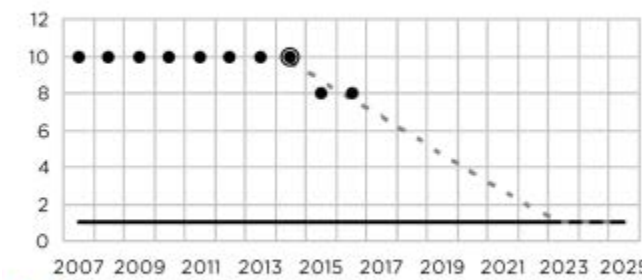
— 2025 target: Reduce every year

😊 Trend since HCS baseline: On track



Data Source: Crime statistics (Vancouver Police Department)

Goal: Being and Feeling Safe and Included
2025 Target: Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence



● 2014 baseline: 10 Vancouver's rank among 10 largest municipal police forces for lowest violent crime rate

• 2016 update: 8 Vancouver's rank among 10 largest municipal police forces for lowest violent crime rate

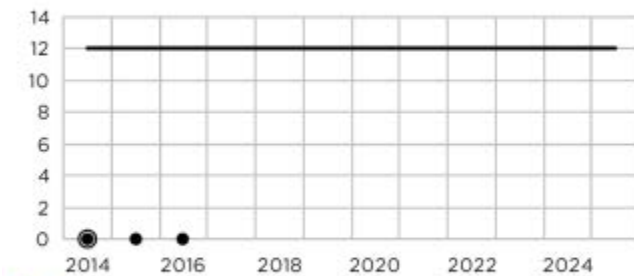
— 2025 target: Safest city in Canada

😊 Trend since HCS baseline: On track



Data Source: Incident-based crime statistics (Statistics Canada)

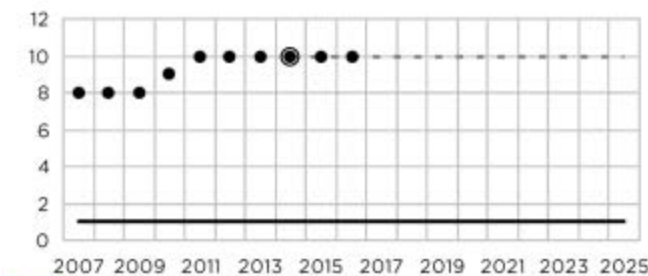
Goal: Being and Feeling Safe and Included
2025 Target: Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence



- 2014 baseline: 0 number of years since 2014 in which property crime rate decreased
- 2016 update: 0 number of years since 2014 in which property crime rate decreased
- 2025 target: Reduce every year
- ☹ Trend since HCS baseline: Lagging

Data Source: Crime statistics (Vancouver Police Department)

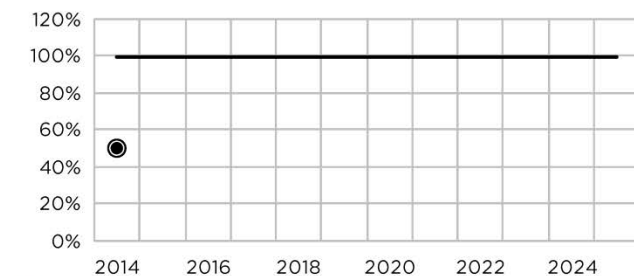
Goal: Being and Feeling Safe and Included
2025 Target: Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence



- 2014 baseline: 10 Vancouver's rank among 10 largest municipal police forces for lowest property crime rate
- 2016 update: 10 Vancouver's rank among 10 largest municipal police forces for lowest property crime rate
- 2025 target: Safest city in Canada
- ☹ Trend since HCS baseline: Lagging

Data Source: Incident-based crime statistics (Statistics Canada)

Goal: Cultivating Connections
2025 Target: All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need

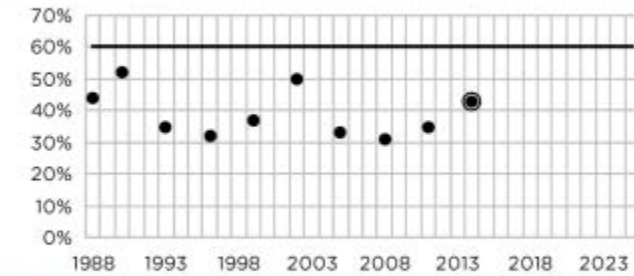


- 2014 baseline: 50% adults with four or more people to confide in or turn to for help
- No updates yet
- 2025 target: All Vancouverites
- ⌚ No trend

Data Source: My Health My Community (Vancouver Coastal Health/Fraser Health)

Goal: Cultivating Connections

2025 Target: Increase municipal voter turnout to at least 60%



● 2014 baseline: 43% voter turnout in the most recent local election

• Other data points

— 2025 target: At least 60%

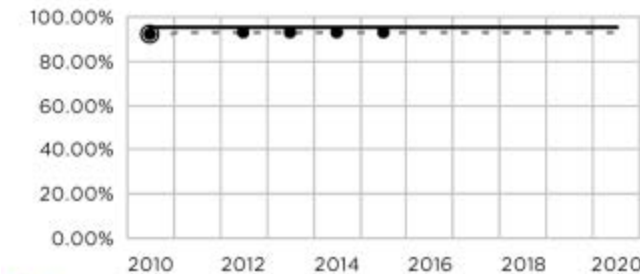
☹ Historical trend: Off track



Data Source: Elections Office (City of Vancouver)

Goal: Active Living and Getting Outside

2020 Target: All Vancouver residents live within a 5 minute walk of a park, greenway or other green space



● 2010 baseline: 92.6% estimated city's land base within 400 metres of a park or green space

• 2015 update: 92.7% estimated city's land base within 400 metres of a park or green space

— 2020 target: All Vancouver residents

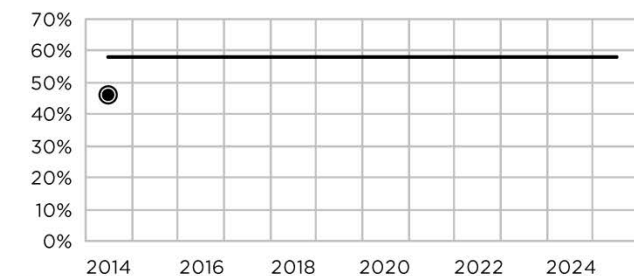
☹ Trend since HCS baseline: Lagging



Data Source: Greenest City Action Plan (City of Vancouver)

Goal: Active Living and Getting Outside

2025 Target: Increase the percentage of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25% over 2014 levels



● 2014 baseline: 46% adults who exercise for at least 150 minutes each week

• No updates yet

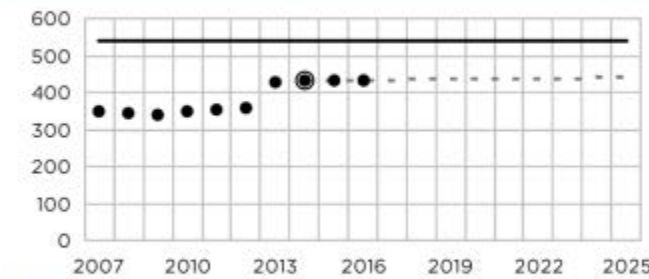
— 2025 target: Increase by 25%

⌚ No trend



Data Source: My Health My Community (Vancouver Coastal Health/Fraser Health)

Goal: Lifelong Learning
2025 Target: Increase participation in lifelong learning by 25% over 2014 levels

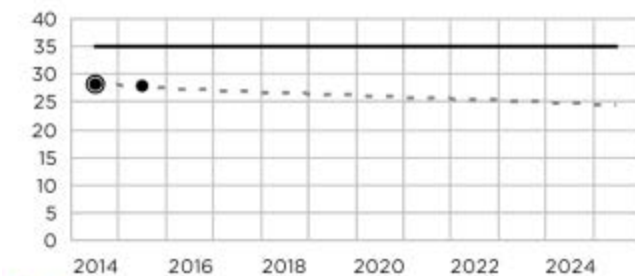


- 2014 baseline: 432.8 thousand active library card users in last three years
- 2016 update: 434.3 thousand active library card users in last three years (0.4% increase)
- 2025 target: Increase by 25%
- ☹ Trend since HCS baseline: Lagging

Data Source: Operating report (Vancouver Public Library)



Goal: Expressing Ourselves
2025 Target: Increase public participation and community engagement in arts and culture by 25% over 2014 levels

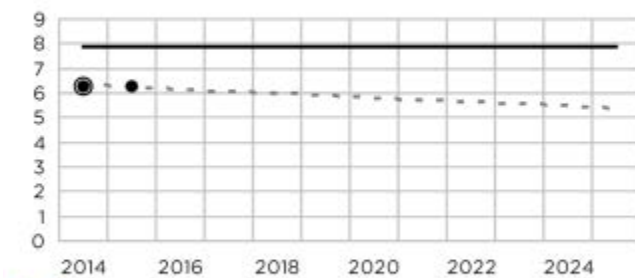


- 2014 baseline: 28.1 thousand artistic works and events by selected non-profit cultural organizations receiving cash grants from the City of Vancouver
- 2015 update: 27.8 thousand artistic works and events by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (1% decrease)
- 2025 target: Increase by 25%
- ☹ Trend since HCS baseline: Off track

Data Source: Arts funders database (Canadian Arts Data), through Cultural Services (City of Vancouver)



Goal: Expressing Ourselves
2025 Target: Increase public participation and community engagement in arts and culture by 25% over 2014 levels

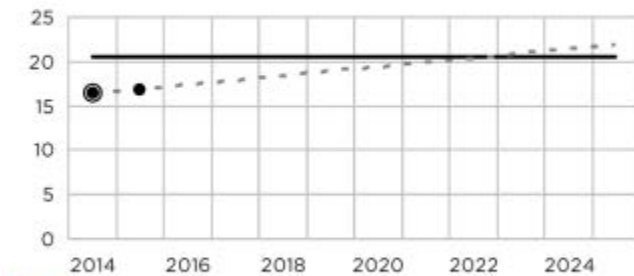


- 2014 baseline: 6.3 million total audience by selected non-profit cultural organizations receiving cash grants from the City of Vancouver
- 2015 update: 6.3 million total audience by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (1% decrease)
- 2025 target: Increase by 25%
- ☹ Trend since HCS baseline: Off track

Data Source: Arts funders database (Canadian Arts Data), through Cultural Services (City of Vancouver)



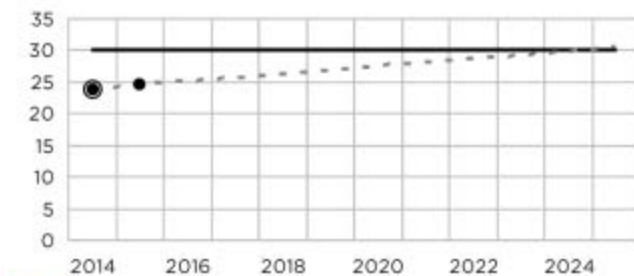
Goal: Expressing Ourselves
2025 Target: Increase public participation and community engagement in arts and culture by 25% over 2014 levels



- 2014 baseline: 16.4 thousand artists engaged by selected non-profit cultural organizations receiving cash grants from the City of Vancouver
- 2015 update: 16.9 thousand artists engaged by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (3% increase)
- 2025 target: Increase by 25%
- 😊 Trend since HCS baseline: On track

Data Source: Arts funders database (Canadian Arts Data), through Cultural Services (City of Vancouver)

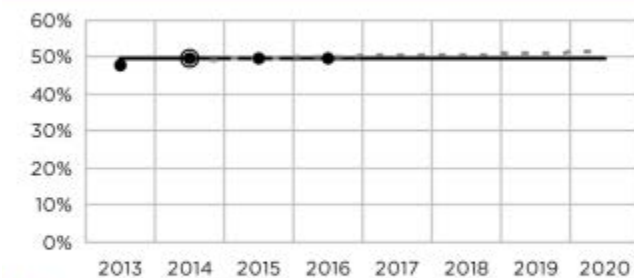
Goal: Expressing Ourselves
2025 Target: Increase public participation and community engagement in arts and culture by 25% over 2014 levels



- 2014 baseline: 24.0 thousand volunteers engaged by selected non-profit cultural organizations receiving cash grants from the City of Vancouver
- 2015 update: 24.6 thousand volunteers engaged by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (3% increase)
- 2025 target: Increase by 25%
- 😊 Trend since HCS baseline: On track

Data Source: Arts funders database (Canadian Arts Data), through Cultural Services (City of Vancouver)

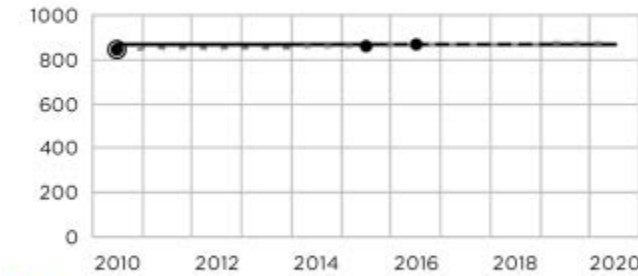
Goal: Getting Around
2020 Target: Make the majority (over 50%) of trips on foot, bike, and transit



- 2014 baseline: 50% estimated weekday trips made by walking, cycling or transit
- 2016 update: 50% estimated weekday trips made by walking, cycling or transit
- 2020 target: Majority of trips
- ☑ Trend since HCS baseline: Achieved

Data Source: Transportation Panel Survey (City of Vancouver)

Goal: Environments to Thrive In
2020 Target: Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention

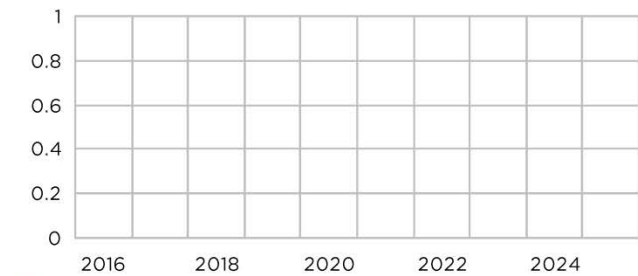


- 2010 baseline: 847 hectares of natural areas
- 2016 update: 867 hectares of natural areas
- 2020 target: Additional 25 ha restored/enhanced
- 😊 Trend since HCS baseline: On track

Data Source: Biodiversity Strategy (Vancouver Park Board)



Goal: Environments to Thrive In
2020 Target: Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention

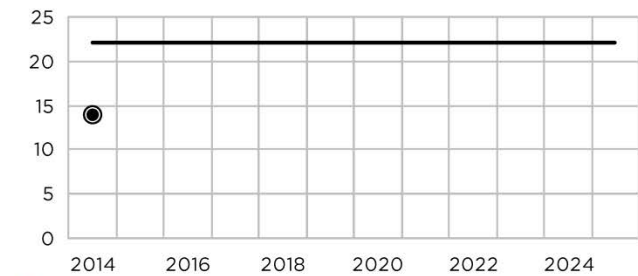


- 2016 baseline: TBD Baseline for toxins reduction target
- No updates yet
- 2025 target: Target not developed yet
- ⌚ No trend

Data Source: To be determined



Goal: Environments to Thrive In
2025 Target: Every Vancouver neighbourhood has a Walk Score of at least 70 (indicating that most errands can be accomplished on foot)

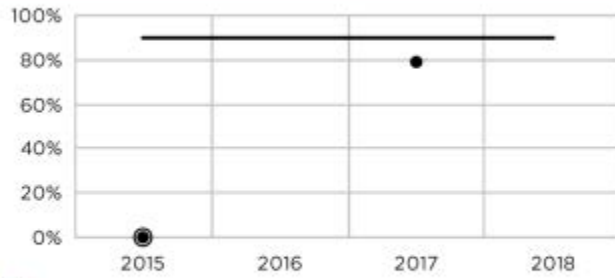


- 2014 baseline: 14 neighbourhoods with Walk Scores of 70 or higher
- No updates yet
- 2025 target: All 22 local areas
- ⌚ No trend

Data Source: Walk Score (walkscore.com)



Goal: Collaborative Leadership for A Healthy City for All
2018 Target: 90% of "actions for all" to be developed in Phase II will be implemented



● 2015 baseline: 0% percentage of actions complete or on track

• 2017 update: 79% percentage of actions complete or on track

— 2018 target: 90% of actions

😊 Trend since HCS baseline: On track



Data Source: Healthy City Secretariat (City of Vancouver)

Healthy City Strategy Indicators

The subsequent pages provide a snapshot of the most current data available for each Healthy City indicator, and an indication of the long-term trend where available. Indicators are evaluated directionally using a simple linear regression analysis: it is important to consider the context of each indicator and to look at the complexity of each trend in order to conduct a full evaluation.

Indicators are presented for the city overall, but many data sources are available for neighbourhood geographies as well.

Full variable definitions, data sources and data points are available on request from the Social Policy and Projects Division. Staff also hope to integrate Healthy City indicators into the City's digital and open data platforms.

Toward a Healthy City for All




Long-Term Trends in City of Vancouver Population Health Indicators

Believed current as of printing date: November 21, 2017
Compiled from various sources and subject to change



<p>Goal: A Good Start</p> <p>Vancouver's children have the best chance of enjoying a healthy childhood.</p>	<p>School readiness (%)</p> <p>64% kindergarten children considered ready for school (2016)</p> <p>Trend: stable 2007 to 2016</p>	<p>Child poverty (%)</p> <p>19% children aged 0-17 in low income families (2015)</p> <p>Trend: healthier 2005 to 2015</p>	<p>Access to licensed quality, affordable, and accessible childcare (%)</p> <p>21 licensed childcare spaces per 100 children aged 0-12 (2016)</p> <p>Trend: healthier 2006 to 2016</p>
<p>Access to licensed quality, affordable, and accessible childcare (%)</p> <p>\$1,340 median monthly fee for licensed group infant childcare (2017)</p> <p>Trend: less healthy 2006 to 2017</p>	<p>Access to licensed quality, affordable, and accessible childcare (%)</p> <p>\$1,333 median monthly fee for licensed group toddler childcare (2017)</p> <p>Trend: less healthy 2006 to 2017</p>	<p>Access to licensed quality, affordable, and accessible childcare (%)</p> <p>\$980 median monthly fee for licensed group age 3-5 childcare (2017)</p> <p>Trend: less healthy 2006 to 2017</p>	<p>Goal: A Home for Everyone</p> <p>A range of affordable housing choices is available for all Vancouverites.</p>
<p>Households spending 30% or more of income on housing (%)</p> <p>37% households spending more than 30% of total income on shelter costs (2016)</p> <p>Trend: stable 1996 to 2016</p>	<p>Sheltered and unsheltered homeless (#)</p> <p>1,601 sheltered homeless persons counted (2017)</p> <p>Trend: less healthy 2005 to 2017</p>	<p>Sheltered and unsheltered homeless (#)</p> <p>33% percentage of sheltered homeless counted with Aboriginal identity (2017)</p> <p>Trend: stable 2010 to 2017</p>	<p>Sheltered and unsheltered homeless (#)</p> <p>537 unsheltered homeless persons counted (2017)</p> <p>Trend: healthier 2005 to 2017</p>
<p>Sheltered and unsheltered homeless (#)</p> <p>47% percentage of unsheltered homeless counted with Aboriginal identity (2017)</p> <p>Trend: less healthy 2010 to 2017</p>	<p>New supportive, social, secured rental and secondary rental housing units (#)</p> <p>1,702 new supportive housing units committed, under construction or completed since 2011 (2016)</p> <p>Trend: healthier 2011 to 2016</p>	<p>New supportive, social, secured rental and secondary rental housing units (#)</p> <p>1,873 new social housing units committed, under construction or completed since 2011 (2016)</p> <p>Trend: healthier 2011 to 2016</p>	<p>New supportive, social, secured rental and secondary rental housing units (#)</p> <p>6,568 new secured market rental housing units committed, under construction or completed since 2011 (2016)</p> <p>Trend: healthier 2011 to 2016</p>
<p>New supportive, social, secured rental and secondary rental housing units (#)</p> <p>4,558 new secondary rental housing units committed, under construction or completed since 2011 (2016)</p> <p>Trend: healthier 2011 to 2016</p>	<p>Goal: Feeding Ourselves Well</p> <p>Vancouver has a healthy, just, and sustainable food system.</p>	<p>Food assets (#)</p> <p>4,771 garden plots and other food assets (2017)</p> <p>Trend: healthier 2010 to 2017</p>	<p>Neighbourhood Food Networks (NFNs) (#)</p> <p>14 food networks operating in Vancouver (2017)</p> <p>Trend: monitoring 2013 to 2017</p>

<p>Cost of Health Canada's National Nutritious Food Basket (NNFB) (\$)</p> <p>\$1,011 monthly cost of a healthy food basket for a family of four (2015)</p> <p> Trend: less healthy 2007 to 2015</p>	<p>Goal: Healthy Human Services</p> <p>Vancouverites have equitable access to high-quality social, community, and health services.</p>	<p>Attachment to a family doctor or primary health care provider (%)</p> <p>77% adults with family doctor (2014)</p> <p> Trend: stable 2010 to 2014</p>	<p>Attachment to a family doctor or primary health care provider (%)</p> <p>65% Aboriginal adults with family doctor (2014)</p> <p> Insufficient data</p>	
<p>Proximity to "community hubs" (library, community centre, neighbourhood house) (%)</p> <p>43% persons within a 15 minute walk of a community centre, library and neighbourhood house (2016)</p> <p> Trend: healthier 2006 to 2016</p>	<p>Access to services when needed (%)</p> <p>77% persons reporting very good or somewhat good access to health, community and social services when they need them (2017)</p> <p> Insufficient data</p>	<p>Park Board Leisure Access Program usage (%)</p> <p>14.6 thousand persons taking part in the Leisure Access Program (2016)</p> <p> Trend: monitoring 2009 to 2016</p>	<p>Park Board Leisure Access Program usage (%)</p> <p>12% estimated share of eligible persons taking part in the Leisure Access Program (2016)</p> <p> Trend: healthier 2011 to 2016</p>	
<p>Goal: Making Ends Meet and Working Well</p> <p>Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.</p>		<p>Low-income individuals (%)</p> <p>19% persons below the after-tax low income measure (2015)</p> <p> Trend: healthier 2005 to 2015</p>	<p>Low-income individuals (%)</p> <p>35% Aboriginal persons below the after tax-low income measure (2011)</p> <p> Insufficient data</p>	<p>Median income (\$)</p> <p>\$31,710 median personal income (2015)</p> <p> Trend: healthier 2005 to 2015</p>
<p>Income distribution (%)</p> <p>29% after tax income to the top 10% of earners (2015)</p> <p> Trend: healthier 2010 to 2015</p>	<p>Working poor (%)</p> <p>10% working people 18-64, excluding students, below the after-tax low income measure (2015)</p> <p> Trend: stable 2010 to 2015</p>	<p>Living Wage (\$)</p> <p>\$20.62 hourly living wage in Metro Vancouver (2017)</p> <p> Trend: less healthy 2008 to 2017</p>	<p>Job quality (%)</p> <p>7% rate of persons unemployed (2011)</p> <p> Trend: healthier 1986 to 2011</p>	
<p>Job quality (%)</p> <p>15% rate of Aboriginal persons unemployed (2011)</p> <p> Trend: healthier 2001 to 2011</p>	<p>Job quality (%)</p> <p>67% labour force participation rate (2011)</p> <p> Trend: stable 1986 to 2011</p>	<p>Job quality (%)</p> <p>67% labour force participation rate for Aboriginal persons (2011)</p> <p> Trend: healthier 2001 to 2011</p>	<p>Goal: Being and Feeling Safe and Included</p> <p>Vancouver is a safe city in which residents feel secure.</p>	
<p>Sense of belonging (%)</p> <p>54% adults with a strong or somewhat strong sense of community belonging (2014)</p> <p> Insufficient data</p>	<p>Sense of belonging (%)</p> <p>59% Aboriginal adults with a strong or somewhat strong sense of community belonging (2014)</p> <p> Insufficient data</p>	<p>Sense of safety (%)</p> <p>65% adults agree or strongly agree that they feel safe walking alone in their neighbourhood at night (2014)</p> <p> Insufficient data</p>	<p>Sense of safety (%)</p> <p>56% Aboriginal adults agree or strongly agree that they feel safe walking alone in their neighbourhood at night (2014)</p> <p> Insufficient data</p>	

<p>Reported crime rates (#)</p> <p>7.5 violent crimes per 1,000 population (2016)</p> <p> Trend: healthier 2002 to 2016</p>	<p>Reported crime rates (#)</p> <p>8 Vancouver's rank among 10 largest municipal police forces for lowest violent crime rate (2016)</p> <p> Trend: stable 1998 to 2016</p>	<p>Reported crime rates (#)</p> <p>61.8 property crime per 1,000 population (2016)</p> <p> Trend: healthier 2002 to 2016</p>	<p>Reported crime rates (#)</p> <p>10 Vancouver's rank among 10 largest municipal police forces for lowest property crime rate (2016)</p> <p> Trend: stable 1998 to 2016</p>
<p>Goal: Cultivating Connections</p> <p>Vancouverites are connected and engaged in the places and spaces that matter to us.</p>			
<p>Sense of trust (%)</p> <p>30% Aboriginal adults feel a neighbour would probably or definitely return a wallet containing money (2014)</p> <p> Insufficient data</p>	<p>Social support network size (%)</p> <p>50% adults with four or more people to confide in or turn to for help (2014)</p> <p> Insufficient data</p>	<p>Social support network size (%)</p> <p>43% Aboriginal adults with four or more people to confide in or turn to for help (2014)</p> <p> Insufficient data</p>	<p>Sense of trust (%)</p> <p>50% adults feel a neighbour would probably or definitely return a wallet containing money (2014)</p> <p> Insufficient data</p>
<p>Volunteerism (%)</p> <p>52% adults volunteer at least once a year (2014)</p> <p> Insufficient data</p>	<p>Volunteerism (%)</p> <p>54% Aboriginal adults volunteer at least once a year (2014)</p> <p> Insufficient data</p>	<p>Municipal voter turnout (%)</p> <p>43% voter turnout in the most recent local election (2014)</p> <p> Trend: stable 1982 to 2014</p>	
<p>Aboriginal children in foster care (%)</p> <p>3.8 overall rate per 1,000 children 0-18 of children in care in the Coast Fraser region (2015)</p> <p> Trend: monitoring 1999 to 2015</p>	<p>Aboriginal children in foster care (%)</p> <p>35% percentage of children in care in the Coast Fraser region who are Aboriginal (2015)</p> <p> Trend: stable 1999 to 2015</p>	<p>Goal: Active Living and Getting Outside</p> <p>Vancouverites are engaged in active living and have incomparable access to nature.</p>	
<p>Residents who meet the Canadian Physical Activity Guidelines (%)</p> <p>45% Aboriginal adults who exercise for at least 150 minutes each week (2014)</p> <p> Insufficient data</p>	<p>Park Board OneCard usage (#)</p> <p>162.0 thousand users with a OneCard (2014)</p> <p> Insufficient data</p>	<p>Residents living within a 5 minute walk (400m) of a park or other green space (%)</p> <p>92.7% estimated city's land base within 400 metres of a park or green space (2015)</p> <p> Trend: stable 2010 to 2015</p>	<p>Residents who meet the Canadian Physical Activity Guidelines (%)</p> <p>46% adults who exercise for at least 150 minutes each week (2014)</p> <p> Insufficient data</p>
<p>Tree canopy cover (%)</p> <p>18% estimated city's land area covered by tree canopy (2013)</p> <p> Trend: less healthy 1995 to 2013</p>	<p>Goal: Lifelong Learning</p> <p>Vancouverites have equitable access to lifelong learning and development opportunities.</p>		
<p>Access to the internet (%)</p> <p>89% Metro Vancouver residents with home internet access (2012)</p> <p> Trend: healthier 2005 to 2012</p>	<p>Access to the internet (%)</p> <p>3.0 million total wireless and wired internet sessions at public libraries (2014)</p> <p> Trend: healthier 2010 to 2014</p>	<p>Reading for general pleasure or interest (%)</p> <p>9.5 million total physical and digital material circulation at public libraries (2016)</p> <p> Trend: stable 2005 to 2016</p>	

<p>Participation in a learning event or program (#)</p> <p>291.8 thousand people attending children, teen or adult Vancouver Public Library programs (2016)</p> <p> Trend: healthier 2004 to 2016</p>	<p>High-school graduation and post-secondary education rates for Aboriginal people (%)</p> <p>88% six-year high school completion rate for all students (2016)</p> <p> Trend: stable 2000 to 2016</p>	<p>High-school graduation and post-secondary education rates for Aboriginal people (%)</p> <p>48% six-year high school completion rate for Aboriginal students (2016)</p> <p> Trend: healthier 2000 to 2016</p>	<p>High-school graduation and post-secondary education rates for Aboriginal people (%)</p> <p>73% all persons age 25-64 with a post-secondary certificate (2011)</p> <p> Trend: stable 2006 to 2011</p>
<p>High-school graduation and post-secondary education rates for Aboriginal people (%)</p> <p>59% Aboriginal persons age 25-64 with a post-secondary certificate (2011)</p> <p> Trend: healthier 2006 to 2011</p>	<p>Goal: Expressing Ourselves</p> <p>Vancouver has a diverse and thriving cultural ecology that enriches the lives of residents and visitors.</p>		<p>Arts and culture participation (#)</p> <p>27.8 thousand artistic works and events by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (2015)</p> <p> Trend: less healthy 2014 to 2015</p>
		<p>Arts and culture participation (#)</p> <p>6.3 million total audience by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (2015)</p> <p> Trend: less healthy 2014 to 2015</p>	
<p>Arts and culture participation (#)</p> <p>16.9 thousand artists engaged by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (2015)</p> <p> Trend: healthier 2014 to 2015</p>	<p>Arts and culture participation (#)</p> <p>24.6 thousand volunteers engaged by selected non-profit cultural organizations receiving cash grants from the City of Vancouver (2015)</p> <p> Trend: healthier 2014 to 2015</p>	<p>Artists and cultural workers (%)</p> <p>2.3% labour force working as professional artist (2011)</p> <p> Trend: monitoring 2006 to 2011</p>	<p>Artists and cultural workers (%)</p> <p>9.7% labour force working in culture sector (2011)</p> <p> Trend: monitoring 2006 to 2011</p>
<p>Creative places and spaces (#)</p> <p>390 cultural assets identified (2016)</p> <p> Trend: healthier 2014 to 2016</p>	<p>Goal: Getting Around</p> <p>Vancouverites enjoy safe, active, and accessible ways of getting around the city.</p>		<p>Sustainable transportation mode share(%)</p> <p>50% estimated weekday trips made by walking, cycling or transit (2016)</p> <p> Trend: healthier 2013 to 2016</p>
			<p>Number of active transportation trips (#)</p> <p>642.7 thousand estimated weekday walking and cycling trips (2016)</p> <p> Trend: healthier 2013 to 2016</p>
<p>Traffic-related fatalities (#)</p> <p>15 fatal motor vehicle incidents (2016)</p> <p> Trend: healthier 2002 to 2016</p>	<p>Goal: Environments to Thrive In</p> <p>Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive.</p>		<p>Neighbourhood Walk Scores (#)</p> <p>78 average Walk Score (2014)</p> <p> Insufficient data</p>
			<p>Neighbourhood Walk Scores (#)</p> <p>14 neighbourhoods with Walk Scores of 70 or higher (2014)</p> <p> Insufficient data</p>
<p>Goal: Collaborative Leadership for A Healthy City for All</p> <p>Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways toward the vision of a healthy Vancouver for all.</p>			
	<p>Participation in Healthy City for All Leadership Table Meetings (#)</p> <p>128 number of hours contributed by leadership table members at meetings (2016)</p> <p> Trend: monitoring 2014 to 2016</p>	<p>"Actions for All" implemented (%)</p> <p>79% percentage of actions complete or on track (2017)</p> <p> Trend: healthier 2015 to 2017</p>	<p>Wilder Collaboration Assessment</p> <p>3.5 average score on a scale of 0-5 of 20 collaboration factors, self-assessed by Leadership Table members (2016)</p> <p> Insufficient data</p>