



POLICY REPORT

Report Date: May 20, 2015
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Meeting Date: July 8, 2015

TO: Standing Committee on City Finance and Services

FROM: General Manager, Community Services

SUBJECT: *A Healthy City for All* Phase II: Healthy City Strategy Action Plan (2015-2018)

RECOMMENDATION

- A. THAT Council adopt the Healthy City Strategy Action Plan for 2015 - 2018, as Phase II of *A Healthy City for All*.
- B. THAT Council direct staff to report back on the progress of the Healthy City Strategy Action Plan in 2017.

REPORT SUMMARY

This report recommends an action plan that identifies priority actions for the first four years (2015-2018) of the Healthy City Strategy adopted by Council in October 2014 (RTS No. 10493 http://former.vancouver.ca/ctyclerk/cclerk/20141029/documents/ptec1_appendix_a_final.pdf). The Healthy City Strategy includes a vision; principles; 12 long-term goals and a 13th goal on collaborative leadership; 21 aspirational targets; and 45 indicators to measure progress (see Appendix A.) The strategy is a long-term, integrated plan to 2025.

Developing the Action Plan included consultation with the Healthy City for All Leadership Table, chaired by the City Manager and comprised of Vancouver leaders representing a range of sectors; an inter-departmental staff team; and key stakeholders that include provincial and federal governments, public institutions, foundations, and the private sector.

The four-year Action Plan recommends 19 high-priority actions. The actions were selected for the significant impact they will have given they cross cut multiple Healthy City Strategy goals and targets. Implementing these actions will depend on a high degree of collaboration between City departments and with external organizations, the Leadership Table, and Vancouver residents. Some actions are identified as "Quick Starts" and can be implemented within 12-18 months; others are more complex, require further scoping and will take longer.

In several cases, actions will be phased in during the four year time period and are dependent upon availability of resources and capacity of staff and partner organizations to lead and implement initiatives.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

In October 2014, Council adopted *A Healthy City for All: Healthy City Strategy (2014 - 2025)*. Council directed staff to report back with Phase 2, the first four-year action plan, in 2015.

In June 2014, staff provided an update to Council on the *Talk Healthy City for All* engagement process and findings.

In 2013, the City signed a Memorandum of Understanding with Vancouver Coastal Health (VCH) toward the vision of a healthy Vancouver for all, with commitments to enhance collaboration and partnership.

Council has previously adopted or received a number of key strategies and plans that relate to Healthy City Strategy goals and targets. These include:

1. Mayor's Task Force on Mental Health and Addictions - Phase I (2014)
2. Local Immigration Partnership [now Vancouver Immigration Partnership] (VIP) (2014)
3. Marpole Community Plan (2014)
4. Downtown Eastside Local Area Plan + Social Impact Assessment (2014)
5. Mayor's Engaged City Task Force Final Report (2014)
6. West End Community Plan (2013)
7. Year of Reconciliation (2013)
8. Report Back on Missing Women Commission of Inquiry and City Task Force on Sex Work and Sexual Exploitation (2013)
9. Culture Plan: Strategic Directions for the Next Five Years (2013)
10. Age-Friendly Action Plan (2013)
11. Vancouver Food Strategy (2013)
12. Climate Change Adaption Strategy (2012)
13. Housing and Homelessness Strategy 2012-2021 (2012)
14. Transportation 2040 (2012)
15. Vancouver Economic Action Strategy (2011)
16. Greenest City 2020 Action Plan (2011)
17. Mental Health and Addictions Plan (2009)
18. Definition of social sustainability (2007)
19. Moving Forward: Childcare a Cornerstone of Early Childhood Development Services (2002)
20. Vancouver's Four Pillars Drug Strategy (2001)

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

Planning for a healthy city for all requires a shift "upstream," from crisis-driven intervention to an integrated and proactive understanding of what contributes to the well-being of the broad diversity of Vancouver residents. As of 2011, 81% of Canadians live in urban areas¹ and

¹ Statistics Canada, Census of Population

there is a growing understanding that municipalities play a critical role in promoting health and well-being: roughly 75% of the factors that shape people’s health are outside the health care system, and include social and economic circumstances (50%), biology and genetics (15%) and the built and natural environment (10%)².

The Healthy City Strategy will have a profound effect not only on the health and well-being of current populations but on generations to come. The Action Plan introduces tangible steps towards making significant progress on the Healthy City for All vision over the next four years. It builds on and consolidates many initiatives to create a comprehensive and integrated path forward with the ability to measure progress along the way. It is critical to note however that many health and well-being initiatives require significant federal and provincial leadership, and without such leadership meeting the goals and aspirational targets of the Healthy City Strategy will be extremely challenging.

Figure 1: Healthy City Strategy with examples of related City initiatives.



² "A Healthy Productive Canada: A Determinant of Health Approach." Senate of Canada, final report of Senate Subcommittee on Population Health, June 2009

REPORT

Background/Context

Health and well-being are linked not only to individual characteristics such as biology and genetics, but also to a broader, interconnected set of factors related to the conditions in which we live, work, play, and learn. Using the determinants of health approach recognizes the role that early care and learning, housing, employment, income, life-long education, the built environment, social networks, and access to health and social services play in determining our health and well-being³. The Health City Strategy builds on this, focussing on the health of communities rather than only individuals.

The Healthy City Strategy (HCS) is a key strategic framework that provides a pathway towards social sustainability, complementing the Greenest City Action Plan (the ecological sustainability framework) and the Vancouver Economic Action Strategy (the economic sustainability framework.) The HCS also integrates and aligns other key City strategies and is based on extensive multi-sector collaboration and community engagement. It is the third pillar of sustainability for Vancouver to create a truly sustainable future for people, place, and planet.

The HCS has evolved over time and builds on significant research and policy work since the mid 2000s, including the Four Pillars Drug Strategy, Mayor's Task Force on Mental Health and Addiction, Greenest City Action Plan, Economic Action Strategy, Moving Forward: Childcare a Cornerstone to Early Childhood Development, and the Council-approved definition of Social Sustainability. Key partners, such as Vancouver Coastal Health (VCH), have also played a developmental role in the strategy over the years: in 2013, VCH signed a Healthy City Partnership Memorandum of Understanding with the City to strengthen the collaborative relationship, and co-hosted the first Healthy City Summit. As an active member on the Healthy City Leadership table, VCH also helped guide the development of the Phase 1 framework and the Action Plan.

In addition to research and partnerships in the development of the framework, over 10,000 people were reached as part of the public engagement process to raise awareness about the Healthy City Strategy. Residents were asked for their boldest ideas for reaching a healthy city for all through a variety of formats including online platforms, Twitter conversations, City website, in-person idea labs, open houses and dialogues with various groups. Input was also collected from the Leadership Table, the City's Corporate Management Team, and the inter-departmental Healthy City Strategy Staff Tech Team.

The Healthy City Strategy was awarded the Planning Institute of BC Gold Award in Excellence in Policy Planning in 2015. Developing the HCS Action Plan is the next step in moving from policy to action. Many activities are already underway in Vancouver that align with the goals of the Healthy City Strategy. Some of these initiatives and related achievements include:

- Declaration and recognition of the Year of Reconciliation and subsequent actions
- Response to *Forsaken: the Report of the Missing Women Commission of Inquiry*

³ Mikkonen, Juha and Dennis Raphael. 2010. Social Determinants of Health: The Canadian Facts. Toronto: York University School of Health Policy and Management.

- Implementation of the 2011 *Housing and Homelessness Strategy* actions including renovating and improving the living conditions for residents living in 13 SRO buildings located in the Downtown Eastside.
- The construction or approval of nearly 10,000 affordable rental units in the city since 2011.
- The creation of 3,990 licensed child care spaces and a commitment to facilitate 1,000 more spaces in the 2015-2018 Capital Plan.
- Over \$7 million in social grants per year to support social services, childcare, social innovation and non-profit capacity building.
- A public library system that has some of the highest number of visits, material holdings and circulation per capita of any library system in Canada.
- Park Board and Sustainability joint initiatives that support biodiversity including the Pollinator Project, the Urban Forest Strategy, and smaller initiatives to restore biodiversity or improve ecosystem health.
- Opening the doors to 18 City buildings (and 2 non-City buildings) to invite the public in to learn more about what the City does and who we are.
- Increased garden plots (4,450) and other urban agriculture projects, and funding to over 35 gardens to improve and upgrade infrastructure and material at their gardens.
- The City has nearly achieved its Greenest City 2020 green transportation target of 50% of trips by bike, foot or transit, helping to contribute to increased levels of physical activity and reduced air pollution in the city.

Implementing the HCS Action Plan will take concerted effort from the City and other stakeholders and partners, including other levels of government, non-profits, community organizations and citizens. To facilitate collaboration and communication between the various players, structures have been established. These structures will help guide decision-making, monitoring, and implementation.

Strategic Analysis

Approach to Developing the Action Plan

Throughout the development of the HCS, staff heard that change needs to happen at all levels - individual, cultural, and systemic - and that efforts need to be integrated and interconnected.

The significant consultation and public engagement that occurred resulted in over 1,300 ideas and an initial list of 112 potential actions. Some actions are already underway or identified in other existing City plans. Remaining actions were analysed using criteria such as: cross-cutting impact and alignment; not addressed through other initiatives; transformative; and measureable. These criteria informed potential actions for the first four years of HCS implementation. Further consultation occurred with key stakeholders, including the Leadership Table, Corporate Management Team members, Staff Tech Team, and Vancouver Coastal Health. City departments or external organizations are identified to lead each action, while others will provide a support role.

As secretariat for the HCS, Community Services (Social Policy & Projects) will play a variety of roles connected to the implementation of the Action Plan: Social Policy will lead or co-lead some actions; provide stewardship to others; and monitor and support all actions.

Priority Actions for 2015 - 2018

A total of 19 actions are recommended to augment existing plans or fill in gaps where strategies do not exist. The proposed actions are each set out in Table 1 under one or more corresponding goals and targets, in order to show the cross-cutting nature of these key actions. Also included in the Table are broad outcomes and anticipated city outputs associated with each action along with the lead department/organization(s).

A number of goals already have Council approved strategies in place with corresponding actions that will “move the dial” on a Healthy City for All. Those goal areas where strategies exist and where no further actions have been identified are summarized below.

- **A Home for Everyone** - Housing and Homelessness Strategy 2012-2021 (2012)
- **Feeding Ourselves Well** - Vancouver Food Strategy (2013) and Park Board Local Food Action Plan (2013)
- **Active Living and Getting Outside** - Vancouver Park Board Strategic Framework (2012)
- **Expressing Ourselves** - Culture Plan: Strategic Directions for the Next Five Years (2013)

Due to the extensive partnerships and collaboration inherent in social innovation, the details of implementation will evolve over time. To begin with, the actions are presented as concepts: including enough description to show intent and anticipated outcomes, but allowing for flexibility and experimentation in delivery. Ongoing learning and improvement will occur as details are fleshed out throughout implementation.

These actions are anticipated to have outcomes at the systemic level, as well as outputs more directly related to the City. Some actions are identified as “Quick Starts” meaning they can be implemented within 12 - 18 months; these are underlined throughout the table.

Table 1: Healthy City Action Plan - Priority Actions (2015-2018)

<p>Goal: A Good Start</p> <p><i>Vancouver's children have the best chance of enjoying a healthy childhood.</i></p> <p>Target:</p> <p><input type="checkbox"/> At least 85% of Vancouver's children are developmentally ready for school when they enter kindergarten.</p> <p>ACTION:</p> <p>1. Create a Good Start Framework for children in the City of Vancouver from birth to 12 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 Impact⁴ 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 <u>1,300 daily school breakfasts</u> and food literacy development.</p> <p>Broad Outcome(s): Publicly funded and planned system of integrated care and learning which increases healthy childhood development.</p> <p>City Outputs: A framework that outlines the most effective way to use and align resources and partnerships to support children and families along a continuum of birth to 12 years.</p> <p>Lead: Social Policy & VCH</p> <p><i>Rationale and Background:</i></p> <ul style="list-style-type: none">• Families and children are key to a vibrant and economically healthy city, yet available and affordable housing and childcare, two significant expenses, are challenging livability for young families in Vancouver. Continued advocacy for senior levels of government to contribute to quality, affordable and accessible housing and childcare by the City and its partners is essential as is the City's policies which contribute to improving availability of family housing units and child care services.• 35% of Vancouver's children are considered vulnerable; this means that they were likely to experience challenges in one or more areas of their development.• Some components of this action come from existing Council direction (e.g. child care spaces) or partnerships (e.g. VSB school breakfast program).• For more information on why this work is important, see http://vancouver.ca/people-programs/a-good-start.aspx

⁴ Collective Impact - Collaborative community planning focused on moving the dial on complex social issues. It brings traditional and non-traditional partners together to work on a common goal.

Goal: Healthy Human Services

Vancouverites have equitable access to high-quality social, community, and health services.

Targets:

- All Vancouver residents are attached to a family doctor.
- Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels.

ACTIONS

2. Develop a Social Amenities Priorities Plan.

Broad Outcome(s): Equitable distribution of and access to social amenities across Vancouver's neighbourhoods.

City Outputs: A plan that aligns investments based on research and data to increase equitable access to services. Social amenities are configured so services can respond to changing local needs over time.

Lead: Social Policy

Rationale and Background:

- Services ranging from health care to emergency services to employment programs to libraries all play a critical role in the everyday functioning of our city. They help keep us safe, healthy and connected—all of which are vital to thriving together.
- Community services and facilities are not equitably distributed across the city.
- The Social Amenities Priorities Plan will identify long-term priorities for capital investments and policy direction on area-specific needs of social facilities (such as child care, neighbourhood houses, mental health & addiction treatment/support facilities, non-market housing, etc.) It will involve resource planning based on priority and need.
- The plan will ensure social amenities are configured so services can respond to changing local needs over time - offering flexibility, shared spaces and maximizing use of City facilities.
- It will be developed in coordination with other related plans, such as the Cultural Facilities Priorities Plan.
- For more information on why this work is important, see <http://vancouver.ca/people-programs/healthy-human-services.aspx>

Goal: Healthy Human Services

Vancouverites have equitable access to high-quality social, community, and health services.

3. Implement 23 actions from the Mayor's Task Force on Mental Health and Addictions "Caring for All, Phase 1 report," together with key working groups and advisories.

Broad Outcome(s): Optimize an effective mental health and addiction service system through integration, peer supports, specialized addiction practices, consumer choice and involvement, and special attention to youth, Aboriginal and gender inclusion.

City Outputs: Enhance mental health and addiction training for VPD with people with lived experience; provide grants for Aboriginal healing and wellness centres; support two Collective Impact tables—mental health and addiction service delivery, youth transitioning out of care; enhance supported housing options in partnership with VCH and BC Housing; convene a peer leadership table to establish best practices; host international leaders in mental health at the International Institute of Mental Health Leadership (IIMHL).

Lead: Social Policy & VCH

Rationale and Background:

- The Mayor's Task Force on Mental Health and Addictions was created as a collective response to the emerging mental health and addictions crisis. Modeled on the Vancouver Four Pillar approach, the 63-member Task Force is a forum for political leadership that brings together key constituencies to share evidence, drive change, and create enhancements to better support, serve and interact with residents struggling with serious mental health issues and addictions.
- In September 2014, the Task Force released a Phase 1 report: *Caring for All: Priority Actions to Address Mental Health and Addictions*. The Task Force's first phase of work is conceptually divided into two parts:
 - Actions stemming from extensive cross-sectoral discussions on how to make our system of care more responsive and effective under 6 key areas - working better together; peer-informed systems; de-stigmatization; specialized addictions knowledge; Aboriginal healing and wellness; and youth.
 - Supporting the work of the Ministry of Health and Vancouver Coastal Health Authority in their 120-day action plan (and beyond) to address gaps in service as outlined by the Mayor, Chief Constable of Police and Chair of Vancouver Coastal Health Authority.
- Phase 2 has begun in 6 working groups, including a reflection of strengthened engagement with people with lived experience (PWLE) through a PWLE advisory and the inclusion of a gender advisory.
- Bringing a diverse and broad range of expertise and experience to one strategic table is what fuels the innovation needed to move from crisis to action. Collectively, the intention is to adjust the current course where individuals, families, service providers, and institutions are in crisis, and move them 'upstream' towards wellness and integrated community supports. The City's Healthy City Strategy incorporates the broader vision for wellness and integration, incorporating new ways of working together to create innovations in thinking, policy, practice, and the sharing of resources, all principles which also inform the work of the Task Force. The Mayor's Task Force on Mental Health and Addictions and the City's Housing and Homelessness Strategy are two direct strategies relevant to mental health and addictions that nest within the Healthy City Strategy, aligning key actions and targets within an integrated policy framework.

Goal: Making Ends Meet and Working Well

Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.

Targets:

- Reduce the city's poverty rate by 75%.
- Increase median income by at least 3% every year.

ACTIONS:

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.

Broad Outcome(s): City of Vancouver and other businesses are better positioned to consider becoming certified living wage employers.

City Outputs: City has a plan and understands implications of becoming a living wage employer.

Lead: Vancity [Living Wage education]; HR [implementation process at the City]

Rationale and Background:

- Addressing poverty is not just a matter of increasing employment; many working people have low incomes and struggle to make ends meet. In 2010, 40% of Metro Vancouver's low income population were working, and a further 7% were in the labour force but unemployed.
- Living Wage can benefit employers through reduced employee turnover, improved performance and enhanced reputation.
- The living wage reflects what earners in a family need to bring home to cover basic living expenses such as food, clothing, shelter, transportation and child care, based on the actual costs of living in a specific community. It is based on a family of four (with kids aged 4 and 7) with two parents working full-time (35 hours/week). A living wage is not the same as the minimum wage, which is the legal minimum all employers must pay.
- The living wage for Metro Vancouver is \$20.68/hour. Total compensation packages are taken into account (wage + benefits). Living Wage Employers pay all employees (full-time, part-time and casual) the current living wage rate for their region. External contract staff who provide services to their employer on a regular and ongoing basis must also be paid a living wage.
- The largest living wage employers in the region are SAP-Vancouver (the world's largest inter-enterprise software company), Vancity (Canada's largest credit union), the Canadian Cancer Society-BC and Yukon Division, and the United Way of the Lower Mainland. The City of New Westminster is also a living wage employer.
- As of October 2013, 35 employers of various sizes in Metro Vancouver have become certified Living Wage Employers. Over 6,000 employees work for these employers.
- Vancity will provide information to the Leadership Table (30 members) on the process to become certified as a Living Wage Employer - including required steps, anticipated timelines, and implications.
- For more information on why this work is important, see <http://vancouver.ca/people-programs/making-ends-meet-and-working-well.aspx>

Goal: Making Ends Meet and Working Well

Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.

5. (a) Encourage the development and/or enhancement of social procurement frameworks among the Leadership Table members. (b) Create a formal social procurement framework to guide the City of Vancouver's procurement practices. (c) Develop, implement and monitor community benefit agreement (CBA) policy for large developments to reduce barriers to employment and enhance local purchasing.

Broad Outcome(s): Procurement practices that impact in order to advance economic, environmental and social development.

City Outputs: Strategic framework that provides direction for social procurement and community benefit agreements, including principles, parameters on scope and size of initiative, metrics and targets.

Lead: Supply Chain Management & Social Policy

Rationale and Background:

- Social procurement is the use of purchasing power to create social value. For the City, social procurement involves the use of procurement strategies to support social policy objectives. The City is currently piloting a procurement approach that encourages bids on City contracts from social enterprises and private businesses that hire and support people with barriers to employment.
- The City of Toronto adopted a Social Procurement Framework in 2013, to guide the development of an evidence-based social procurement policy (targeted for end of 2015). Several provincial governments have also expressed interest in this approach, including Provinces of Nova Scotia and British Columbia.
- Community Benefit Agreements (CBAs) are tied legal agreements related to large scale developments. These agreements stipulate that during construction, developers must achieve specific targets in areas like inner city procurement and the hiring of local residents with barriers to employment. In some instances these agreements extend beyond the construction phase to include the ongoing operation of a facility. The City has already begun using CBAs and is in the process of developing policy to guide future agreements.

Goal: Making Ends Meet and Working Well

Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.

6. 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.

Broad Outcome(s): Opportunities for empowerment and economic independence among residents, particularly those facing barriers to traditional employment. Reduced stigmatization.

City Outputs: Connections between agencies that allow for increased information sharing and flexibility to support a wider variety of entrepreneurs at various stages of their incubation process. Increased vibrancy in public life through animation of residual/under-used spaces.

Lead: Vancouver Economic Commission and Social Policy

Rationale and Background:

- Social entrepreneurship is about using innovative solutions to help solve pressing social problems. Vancouver is a leader in blending enterprise and social values through a variety of business models, with over 400 social enterprises. This number is growing rapidly, with a third of these companies having only started in the past two years. There is a need for coordination and network support to help maximize the effectiveness of these initiatives.
- This action can help support the development of the DTES Plan's Community Economic Development (CED) Strategy as an "action while planning" component, connecting to the emerging CED Platform at 501 Powell St.
- Capacity-building support could include programs to help participants with skills that can assist them to succeed, such as feasibility research, connections to funders and investors, business planning, marketing, etc.
- Physical spaces would provide access to equipment to allow people to prototype an idea (with priority going to industrial businesses and social enterprises). This would focus on existing City assets such as 501 Powell Street, 312 Main, or 65 E. Hastings.
- Opportunities to showcase ideas with the public help to change the story of what happens and who lives in the area. It could make use of transitional, vacant or orphan spaces as "living galleries" or temporary pop-up zones.
- Likely neighbourhoods of focus will be DTES and/or False Creek Flats.

Goal: Making Ends Meet and Working Well

Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.

7. 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.

Broad Outcome(s): Strategies that help alleviate conditions of poverty.

City Outputs: City activities and policies are improved and revised in order to help address conditions of poverty. Focused advocacy efforts to increase effectiveness of poverty strategy provincially and nationally.

Lead: Vancity & the BC Poverty Reduction Coalition

Rationale and Background:

- BC has one of the highest poverty rates in Canada, but is one of the last provinces without a poverty reduction plan. To help fill this gap, BC Poverty Reduction Coalition has created a comprehensive Poverty Reduction Strategy, including recommendations around higher wages, welfare, housing, child care, health, education, and a focus on marginalized people.
- Vancouver has relatively high rates of poverty, with one in five residents considered low income after tax.
- Social Assistance rates set by the province do not enable recipients to make ends meet. Rates have not changed since 2007; in that time, the consumer price index in Metro Vancouver has increased by 10 per cent.
- In many ways, the Healthy City Strategy acts as a Poverty Reduction Strategy for Vancouver. Elements from all 13 HCS Goals and targets address poverty.
- Alignment with Council motion to develop an advocacy strategy for the DTES which outlines funding or legislative changes from senior levels of government.
- Examples of City policies and practices to review include Standards of Maintenance Bylaw and bylaws in support of inclusive housing related to the provincial Residential Tenancy Act, supporting seniors with language barriers in accessing social housing, and subsidies for leisure and transit.
- Various municipalities across Canada have adopted poverty reduction strategies, including Calgary, Montreal, Waterloo, Saint John, Hamilton and Toronto (currently in progress).
- For more information on why this work is important, see <http://vancouver.ca/people-programs/making-ends-meet-and-working-well.aspx>

Goal: Being and Feeling Safe and Included

Vancouver is a safe city in which residents feel secure.

Targets

- Increase Vancouver residents' sense of belonging by 10%.
- Increase Vancouver residents' sense of safety by 10%.
- Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence.

ACTIONS:

8. Offer opportunities to improve 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.

Broad Outcome(s): Reconciliation and healing from the negative impacts and stereotypes that resulted from Canada's residential school system.

City Outputs: City staff has greater understanding and capacity to respond in a positive and proactive manner when working with First Nations and Urban Aboriginal people. Employment opportunities are increased in City and other organizations in Vancouver for First Nations and Urban Aboriginal people.

Lead: EEO, City Manager's Office & VCH

Rationale and Background:

- Vancouver occupies the unceded territory of the Musqueam, Squamish and Tsleil-Waututh First Nations. The 12,000 Aboriginal people living in the city come from these and many other peoples.
- The recently released findings of the *Truth and Reconciliation Commission of Canada* call upon all Canadians and all levels of government to take action to redress the legacy of residential schools and advance reconciliation. The City of Vancouver will work to implement all the calls to action relevant to the City.
- This action builds on existing work as part of the City's commitment to being a City of Reconciliation. It includes increasing cultural understanding and competency, and using this understanding to make change in action and behaviours.
- It involves increasing understanding of protocol & day to day operations and strengthening skills in order to work with, for and increase the hiring of First Nations and Urban Aboriginal people.
- Opportunities may include both formal (e.g. training, workshops, etc.) and informal sessions (e.g. lunchtime cultural activities, etc.).
- For more information on why this work is important, see <http://vancouver.ca/people-programs/being-and-feeling-safe-and-included.aspx>

Goal: Being and Feeling Safe and Included

Vancouver is a safe city in which residents feel secure.

9. Develop and deliver broad-based 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.

Broad Outcome(s): Safety and social equity for all Vancouverites.

City Outputs: City staff has greater understanding and capacity to respond in a positive and proactive manner when working with newcomers, people engaging in sex work, suffering from mental health & addictions challenges, dementia and people faced with gender based violence

Lead: Ending Violence Association, Alzheimer Society of BC (City Lead: HR, Social Policy, & Public Engagement)

Rationale and Background:

- A sense that we belong, that we are included and that we are safe in our communities are vital parts of our well-being. A feeling that we are truly a part of our community, however we may choose to define it, can help shape our personal identities and influence our level of participation in society.
- City staff interact with a wide variety of people in their professional and personal lives. This action helps identify ways we can better support and understand our colleagues, friends, family and the public, particularly when they are struggling with challenges.
- Several existing training programs are already in place that can be built on, including Ending Violence Association's "Bystander Training" used with the BC Lions, citizenU's anti-racism and anti-bullying training manual, Alzheimer Society's dementia training, and Living in Community's interactive workshop training that examines beliefs and values around sex work to increase understanding of the realities and needs of sex workers and effective responses.
- For more information on why this work is important, see <http://vancouver.ca/people-programs/being-and-feeling-safe-and-included.aspx>

Goal: Cultivating Connections

Vancouverites are connected and engaged in the places and spaces that matter to us.

Targets:

- All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need.
- Increase municipal voter turnout to at least 60%.

ACTIONS

10. Create a Sharing City framework and strategies, and identify other key public and private partners.

Broad Outcome(s): Residents have greater opportunity to connect and engage in places where they live, work and play.

City Outputs: Proactively promoting beneficial outcomes of sharing initiatives and reducing challenges or issues that prevent sharing city activities.

Lead: Sustainability

Rationale and Background:

- In 2010, the Sharing Economy was named one of TIME Magazine's 10 ideas that will change the world, as the consumer peer-to-peer rental market is now reaching \$26 billion.
- A Sharing City emphasizes access to, rather than ownership of, things and spaces. It can include more formal systems that are non-pay related such as the public library, sharing personal space, and more grassroots initiatives like the Tool Library which allows members to borrow household tools; and pay related systems such as car share co-ops, space-sharing systems for office use etc.
- The Framework would include a guiding vision, principles, and characteristics of sharing initiatives, as well as an assessment tool for evaluating the City's role along a spectrum of support - from managing/operating an initiative, to facilitating it, taking a business-as-usual approach, or changing or creating additional regulations. The distinction between pay vs non-pay sharing be made within the framework.

Goal: Cultivating Connections

Vancouverites are connected and engaged in the places and spaces that matter to us.

11. Examine City regulations, policies, and processes that affect our relationships with and between residents - past, present and future.

Broad Outcome(s): Inclusive, welcoming, resilient and safe city.

City Outputs: Broader diversity of residents are engaged and participating in civic life more often.

Leads: Social Policy & Public Engagement

Rationale and Background:

- Social connections are good for us as individuals, and they are good for our communities as well. Communities with higher levels of neighbourliness and more connections to civic institutions are more resilient.
- Vancouver is a diverse city, but not always a well-connected survey. Research into social connections has found that social connections in Vancouver are often tenuous and shallow.
- 54% of Vancouverites report a strong or somewhat strong sense of community belonging.
- This is an opportunity to show City leadership in encouraging better relationships with and between residents.
- The action includes:
 - addressing historical discrimination toward minority groups and continuing to take action as a City of Reconciliation.
 - improving our current programs, such as better engaging diverse immigrant populations and expanding our Block Party program to support those living in higher-density areas.
 - looking at ways to make people with undocumented status feel safe enough to access civic services, and consulting with key groups such as VPD, VSB and VCH to coordinate an approach to Access Without Fear and/or Sanctuary City.
 - looking to the future by considering how we can improve neighbour-to-neighbour support systems to create improved resiliency in the face of disaster or crisis.
- For more information on why this work is important, see <http://vancouver.ca/people-programs/cultivating-connections.aspx>

Goal: Cultivating Connections

Vancouverites are connected and engaged in the places and spaces that matter to us.

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.

Broad Outcome(s): Vancouverites have social connections and feel a sense of belong.

City Outputs: Vancouverites participation and sense of belonging is increased as a result of better alignment and leveraging of city resources and/or activities.

Leads: Vancouver Foundation & Museum of Vancouver (City Lead: Public Engagement & Social Policy)

Rationale and Background:

- Our social networks are a critical source of a myriad of supports. We may draw on our social connections to help with food and shelter, to find a job, to enhance our self-confidence, to deal with illness, to heal from loss, to change the conditions in which we live, work or play, or simply to enjoy ourselves and relieve stress.
- Only 50% of Vancouverites have four or more people in their network to confide in or turn to for help.
- There are many organizations that are already working on cultivating connections. This action revolves around a Collective Impact Table that brings together various players from community, culture, and non-profit sectors to work together to better align our activities and funding so they are mutually-reinforcing. This will help to leverage and magnify the impact of everyone's work.

Goal: Lifelong Learning

Vancouverites have equitable access to lifelong learning and development opportunities.

Targets:

- ❑ Increase participation in lifelong learning by 25% over 2014 levels.

ACTIONS:

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.

Broad Outcome(s): Vancouver is a community that values and supports lifelong learning.

City Outputs: Vancouverites level of awareness and participation in informal learning opportunities in everyday life is increased.

Lead: VPL & The Learning City

Rationale and Background:

- People engaged in lifelong learning are better prepared to participate in civic life and work collaboratively to address common challenges. There are many formal, non-formal and informal learning opportunities that exist in Vancouver. This action focuses on promoting these opportunities to allow more Vancouverites to take advantage of them.
- The Summer of Learning is an all-ages lifelong learning promotional program being held July - August 2015. It engages people with existing free learning opportunities.
- The Learning Guide is web-based & mobile-enabled, identifying free non-formal learning opportunities available from various public or community sources.
- Digital Badges are meant to be an authoritative credential awarded to users upon completing courses, finishing an event, or demonstrating a skill. They recognize and appreciate that learning environments and the accreditations they offer are changing in an increasingly digital world. An example of their use could be with a summer reading program, allowing participants to track and display their progress in reading, writing, and digital creation outside of their traditional classrooms.
- For more information on why this work is important, see <http://vancouver.ca/people-programs/lifelong-learning.aspx>

Goal: Getting Around

Vancouverites enjoy safe, active, and accessible ways of getting around the city.

Targets:

- ❑ By 2020: Make the majority (over 50%) of trips on foot, bike, and transit. [Greenest City Action Plan/Transportation 2040]

ACTIONS:

14. Work with partners to implement the City's Active Transportation Promotion and Enabling Plan, with annual report cards on progress.

Broad Outcome(s): Normalization of walking and cycling as culturally appropriate components of everyday life.

City Outputs: Mode share of walking and cycling for short trips is increased. Diversity in who is choosing to walk and/or cycle is increased. Creation of a recognizable Vancouver walk and cycle "brand" to increase consistency of messaging related to active transportation.

Lead: Active Transportation

Rationale and Background:

- In recent years, Vancouver has made significant strides in the development of walking and cycling infrastructure. However, physical improvements may not be enough to attract more people to switch to active transportation. Many factors outside of physical infrastructure act as barriers and motivators to walking and cycling for transportation. Cultural practices, social influence, emotions, and attitudes all influence which mode of travel to use.
- The focus of this action is on removing social and/or cultural barriers to encourage people to walk and cycle.
- Research, including market research, will be undertaken to better understand attitudes and perceptions that act as motivators or barriers to walking and cycling.
- The action also involves supporting pilot projects on things like education and training with other organizations and community groups, and continuing to communicate walk- and bike-friendly policies, projects and programs to help normalize active transportation.
- For more information on why this work is important, see <http://vancouver.ca/people-programs/getting-around.aspx>

Goal: Environments to Thrive In

Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive.

Targets:

- Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention.
- Every Vancouver neighbourhood has a Walk Score of at least 70 (indicating that most errands can be accomplished on foot).

ACTIONS:

15. Integrate biodiversity and toxins reduction strategies into the Greenest City Action Plan.

Broad Outcome(s): Healthier physical environment for Vancouverites. Improved access to nature on a daily basis. Improved physical and mental health benefits associated with interaction with nature. More vibrant parks and neighbourhoods. Improved access to nature-based recreation and education.

City Outputs: Biodiversity levels across the city are increased and the number and concentration of toxins are reduced.

Lead: Park Board & Sustainability

Rationale and Background:

- Biodiversity and toxins reduction relate to Vancouverites' right to a healthy environment. In 2014, the David Suzuki Foundation also launched their Blue Dot campaign, a movement to advocate the federal government to recognize the right to live in a healthy environment.
- The Greenest City 2020 Action Plan identified Access to Nature as an essential sustainability goal. However, the targets focused on tree planting and improving access to green space rather than a specific target for biodiversity. The proposed Biodiversity Strategy identifies priority actions for building an ecological network, restoring ecological function, and improving access to nature throughout Vancouver.
- In 2009 the Greenest City Action Team (GCAT) produced a document of Quick Start Actions. Under Protecting Human Health from Environmental Hazards, reducing exposure to toxins was identified.
- There are already some bans in place that support biodiversity and toxins reduction: in October 2008, Vancouver Council approved a ban on pesticides. In October 2014, the Vancouver Park Board unanimously passed a motion to ban neonics (a class of pesticide) in Vancouver parks.

Goal: Environments to Thrive In

Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive.

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.

Broad Outcome(s): Healthier physical environment for Vancouverites.

City Outputs: Opportunities for physical activity in the built environment are increased.

Lead: Planning & VCH

Rationale and Background:

- Increasingly sedentary employment demands and lifestyle choices have limited the physical activity of many Vancouverites. Less than half of Vancouverites get 150 minutes or more of weekly physical activity.
- Although Vancouver is known as an active city, opportunities for recreation are not available to all. Incorporating physical activity into everyday life is a way to make these opportunities more accessible and equitable. One way to do so is by looking at design and development of our built environment.
- An example of this is looking at the stairwells in a building. In the long-term for new development, it could mean ensuring the design and placement of stairs is visible, open and appealing to encourage people to walk. In the short-term for existing developments, it could include putting up art and signage encouraging people to take the stairs.

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.

Broad Outcome(s): Walkable physical environment for all Vancouverites in every neighbourhood.

City Outputs: Opportunities for people to walk to meet their daily needs in their neighbourhoods are increased Walk scores throughout the city are improved

Lead: Planning & VCH

Rationale and Background:

- Walk Score is a measurement that accounts for how accessible or “walkable” a given location is. Points are awarded based on the distance to amenities in various categories such as shopping, groceries, entertainment, restaurants, parks and schools. Amenities within a 5 minute walk are given maximum points.
- Some neighbourhoods in Vancouver have a great Walk Score - “Walker’s Paradise” such as the West End, with scores in the 90s. But other neighbourhoods have a low score, despite having relatively high population density. Eight Vancouver neighbourhoods have Walk Scores below 70—they are only considered “somewhat walkable.”
- In addition to looking at land use mix, there may be temporary solutions to improve walkability such as facilitating weekly farmer’s markets or issuing permits to street vendors and food trucks.

Goal: Environments to Thrive In

Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive.

18. Create and enhance wonderful temporary and permanent public places and spaces throughout the city.

Broad Outcome(s): Greater social connections, sense of belonging, creativity and active living throughout Vancouver.

City Outputs: Strategic direction on the placement, design, and activation of public places in the city.

Lead: Streets Activities & Planning

Rationale and Background:

- Public places and spaces provide opportunities for a diversity of people to interact with each other, and with their city. This action builds on existing or planned work underway, with the goal of encouraging public life.
- Places and spaces can include plazas, parks, and street right of ways. The uses of public places and spaces are many. Through design and programming, they can encourage active interactions between people for recreation and entertainment or provide space for quiet contemplation.
- Viva Vancouver is continuing to innovate with new ideas around public space creation and activation throughout the City. This work will be connected with a Downtown Places and Spaces Strategy being undertaken by Planning; and a Parks and Recreation Service Master Plan being undertaken by Parks which will include looking at usage and activities in Vancouver's parks.

Goal: Collaborative Leadership for a Healthy City for All

Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways towards the vision of a healthy Vancouver for all.

Targets:

- 90% of “actions for all” to be developed in Phase II will be implemented.

ACTION:

19. Develop a Staff Hub 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."

Broad Outcome(s): Collaborative and integrated problem solving and planning.

City Outputs: Collaboration across departments is increased to improve solutions to complex challenges. Ability to attract and retain talent within the City is increased.

Lead: CityStudio, Sustainability, Community Services

Rationale and Background:

- Social innovation requires a different way of working. It requires people to play roles and work together in ways they aren't accustomed to, which can be challenging and even uncomfortable. In some cases, it is hard to bring this different approach to light within existing structures. To enable “out of the box” thinking and doing, a new structure may need to be created outside of the normal context.
- This action builds on the City's great experience partnering with CityStudio to allow students to work on real-world City challenges.
- It expands this model into a cohort of City staff from different departments, providing an opportunity to experiment, try things in new ways, and take risks.

Monitoring and Reporting

Staff recommend a phased approach to developing a monitoring and reporting system associated with the Action Plan. This will include scoping system options and planning in spring 2015; launching an updated website as an interim step in fall 2015; and beginning the process of launching a more robust reporting dashboard tool in 2016.

Once the full dashboard is up and running, staff will report back to Council in 2017 on the progress of the first four year action plan. Reporting will consist of two main elements: changes in HCS indicators as data become available (e.g. census), and progress on specific actions.

Implications/Related Issues/Risk (if applicable)

Financial

Similar to the Greenest City Action Plan, initiatives which require significant resources for implementation will be dealt with at Council through the annual Capital and Operating budget processes. Significant new policy, regulatory, planning or programmatic recommendations will come to Council on their own as they are developed. It is anticipated

that with the collaborative, multi-sectoral nature of this plan, opportunities for leveraging funding and resources with other partners will arise.

Human Resources/Labour Relations

Certain recommended actions, most notably the consideration of the Living Wage certification by the City of Vancouver, may give rise to questions or issues related to Human Resources/Labour Relations. Any implications for City employees of their unions will be fully assessed in the development of implementation plans and, as appropriate, canvassed with union representatives.

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.

Legal

Any legal impacts will be presented to Council for their consideration. No major impacts are anticipated.

CONCLUSION







Phase 2 of the Healthy City Strategy introduces 19 high-priority actions for 2015 - 2018, outlining an approach to respond to the vision, guiding principles, long term goals, targets to 2025, and indicators for achieving and measuring a “healthy city for all.” It provides concrete steps forward to further Vancouver’s efforts to create a truly sustainable future built on healthy people, healthy places, and a healthy planet.

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Guiding Vision, Principles, and Assumptions

GUIDING VISION: A Healthy City for All: a city where together we are creating and continually improving the conditions that enable all of us to enjoy the highest level of health and well-being possible.	
GUIDING PRINCIPLES AND ASSUMPTIONS	
A broad and holistic understanding of health and well-being	The building blocks of a healthy city for all (the social determinants of health and well-being) need to be: recognized as having as much influence as biology and genetic endowment; understood as interconnected; and addressed holistically, rather than in isolation
Fulfillment of fundamental rights and freedoms	Fundamental rights and freedoms guaranteed under the Charter of Rights and Freedoms, within the context of municipal jurisdictions and Vancouver's aspirations, will be supported and protected.
Health and well-being are everybody's business	The health and well-being of Vancouver is everybody's business - across the public, private and civil sectors and including all of our residents. We will endeavour to broaden discussion of, engagement in, and ownership of, the issue of a healthy city for all, including meaningfully involving those most affected
The need for social innovation	Over the last three decades, many efforts to significantly move the dial on complex social issues have not been as successful as hoped. We need to try different things and to do things differently to transform the systems that gave rise to our existing social, economic and environmental challenges.
Enabling collective impact	We need to continue to integrate and align our efforts across City departments and bodies, and across all partners in order to: realize greater value for efforts and investments; leverage existing assets of the City and others; and have a greater impact on the complex social problems we are trying to solve.
For all, not just for some	Vancouver is an incredibly diverse city. A "for all" lens will help ensure that we pursue initiatives that are both universal for all citizens and focused on specific populations most vulnerable to health inequities. Further, we will resist the push to view these vulnerable populations in a monolithic way, by recognizing the complexity of the lived realities of individuals who experience marginalization on multiple and intersecting grounds**.
Prevention and upstream-oriented	Priority will be given to addressing the determinants of health and well-being early, and not waiting for problems to emerge.
Healthy Ecological Environments	All people have the right to live in a healthy environment, including the right to clean air and water, safe food, access to nature and preservation of native biodiversity. Citizens have the right to know about and to say no to pollutants and contaminants released into the local environment that can cause harm, and the right to participate in decision-making that will affect the environment.
Focus investment and action on what matters, based on evidence	Priority will be given to those investments and actions which, grounded in evidence, will realize value for our efforts and move us towards reaching our targets.
Monitor, evaluate and communicate	We will track metrics to assess our progress, make changes based on evaluation, and communicate the results as often as makes sense.
Lead and model	The City will continue to demonstrate leadership in health and well-being and model changes through our own operations.
** The lived experience of being, for example, a female Aboriginal elder, is not ever one of being <i>only</i> female, or <i>only</i> Aboriginal, or <i>only</i> an elder - we experience our lives in intersecting ways. Rather than apply a single category lens (such as a "women's lens" or an "Aboriginal lens", or an "LGBTQ lens" or "a disability lens" or a "senior's lens" or a "people of colour lens", we are using an intersectional "for all" lens with the aim of reflecting and addressing this complexity.	

Summary Table of Goals, Targets and Indicators

	2025 TARGETS	INDICATORS
1. A Good Start 	Vancouver's children have the best chance of enjoying a healthy childhood. <input type="checkbox"/> At least 85% of Vancouver's children are developmentally ready for school when they enter kindergarten	<ol style="list-style-type: none"> School readiness (%) Child poverty (%) Access to licensed quality, affordable, and accessible childcare (%)
2. A Home for Everyone 	A range of affordable housing choices is available for all Vancouverites. <input type="checkbox"/> By 2015: End Street Homelessness <input type="checkbox"/> By 2021 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 [Housing and Homelessness Strategy]	<ol style="list-style-type: none"> Households spending 30% or more of income on housing (%) Sheltered and unsheltered homeless (#)* New supportive, social, secured rental and secondary rental housing units (#)
3. Feeding Ourselves Well 	Vancouver has a healthy, just, and sustainable food system. <input type="checkbox"/> By 2020: Increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels [Greenest City Action Plan/Food Strategy/Park Board Local Food Action Plan]	<ol style="list-style-type: none"> Food assets (#) Neighbourhood Food Networks (NFNs) (#) Cost of Health Canada's National Nutritious Food Basket (NNFB) (\$)
4. Healthy Human Services 	Vancouverites have equitable access to high-quality social, community, and health services. <input type="checkbox"/> All Vancouver residents are attached to a family doctor <input type="checkbox"/> Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels	<ol style="list-style-type: none"> Attachment to a family doctor or primary health care provider (%) Proximity to "community hubs" (library, community centre, neighbourhood house) (%) Access to services when needed (%) Park Board Leisure Access Program usage (%)
5. Making Ends Meet and Working Well 	Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities. <input type="checkbox"/> Reduce the city's poverty rate by 75% <input type="checkbox"/> Increase median income by at least 3% every year	<ol style="list-style-type: none"> Low-income individuals (%)* Median income (\$) Income distribution (%) Working poor (%) Living Wage (\$) Job quality (%)*
6. Being and Feeling Safe and Included 	Vancouver is a safe city in which residents feel secure. <input type="checkbox"/> Increase Vancouver residents' sense of belonging by 10% <input type="checkbox"/> Increase Vancouver residents' sense of safety by 10% <input type="checkbox"/> Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence	<ol style="list-style-type: none"> Sense of belonging (%) Sense of safety (%) Reported crime rates (#)

* To enhance and support Vancouver's efforts as a City of Reconciliation, these indicators will also be tracked for Aboriginal people.

	2025 TARGETS	INDICATORS
7. Cultivating Connections 	Vancouverites are connected and engaged in the places and spaces that matter to us. <input type="checkbox"/> All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need <input type="checkbox"/> Increase municipal voter turnout to at least 60%	<ol style="list-style-type: none"> 1. Social support network size (%) 2. Sense of trust (%) 3. Volunteerism (%) 4. Municipal voter turnout (%) 5. Aboriginal children in foster care (%)
8. Active Living and Getting Outside 	Vancouverites are engaged in active living and have incomparable access to nature. <input type="checkbox"/> By 2020: All Vancouver residents live within a 5 minute walk of a park, greenway or other green space [Greenest City Action Plan] <input type="checkbox"/> By 2025: Increase the percentage of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25% over 2014 levels	<ol style="list-style-type: none"> 1. Residents who meet the Canadian Physical Activity Guidelines (%) 2. Park Board OneCard usage (#) 3. Residents living within a 5 minute walk (400m) of a park or other green space (%) 4. Tree canopy cover (%)
9. Lifelong Learning 	Vancouverites have equitable access to lifelong learning and development opportunities. <input type="checkbox"/> Increase participation in lifelong learning by 25% over 2014 levels	<ol style="list-style-type: none"> 1. Access to the Internet (%) 2. Reading for general pleasure or interest (%) 3. Participation in a learning event or program (#) 4. High-school graduation and post-secondary education rates for Aboriginal people (%)
10. Expressing Ourselves 	Vancouver has a diverse and thriving cultural ecology that enriches the lives of all residents and visitors. <input type="checkbox"/> Increase public participation and community engagement in arts and culture by 25% over 2014 levels	<ol style="list-style-type: none"> 1. Arts and culture participation (#) 2. Artists and cultural workers (%) 3. Creative places and spaces (#)
11. Getting Around 	Vancouverites enjoy safe, active, and accessible ways of getting around the city. <input type="checkbox"/> By 2020: Make the majority (over 50%) of trips on foot, bike, and transit [Greenest City Action Plan/Transportation2040]	<ol style="list-style-type: none"> 1. Sustainable transportation mode share (%) 2. Number of active transportation trips (#) 3. Traffic-related fatalities
12. Environments to Thrive In 	Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive. <input type="checkbox"/> Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention. <input type="checkbox"/> Every Vancouver neighbourhood has a Walk Score of at least 70 (indicating that most errands can be accomplished on foot)	<ol style="list-style-type: none"> 1. Neighbourhood Walk Scores (#)
13. Collaborative Leadership for a Healthy City for All 	Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways towards the vision of a healthy Vancouver for all. <input type="checkbox"/> 90% of "actions for all" to be developed in Phase II will be implemented.	<ol style="list-style-type: none"> 1. Participation in Healthy City for All Leadership Table meetings (#) 2. "Actions for all" implemented (%) 3. Wilder Collaboration Assessment