

Transforming Attitudes, Embedding Change: The City of Vancouver's Accessibility Strategy

PHASE 2: MULTI-YEAR ACTION PLAN

2024 – 2026

TERMS TO KNOW

The City = City of Vancouver

The Council = City Council Members for the City of Vancouver

The Accessibility Strategy = Transforming Attitudes, Embedding Change: The City of Vancouver's Accessibility Strategy (Phase 1 & 2)

Built Environment = Buildings, parks, and other human-made areas that people use to do things. From small parks and buildings to neighbourhoods and large cities.

Wayfinding = How a person finds and plans their route in the built environment.

Accessibility Lens = A way to find and describe problems that people with disabilities face. Policy developers and analysts use this to understand how policies, programs, or decisions can harm or help people with disabilities.

Culture of Vulnerability = A culture where people learn from disabled people with respect and interest. Learning more and unlearning our biases. Challenging and breaking down stereotypes.

Accountability Framework = Making a plan for testing how the City is meeting accessibility goals. The framework includes:

- Guiding principles.
- Ways to check timelines and reporting.
- Transparency and honesty around Strategy work.
- Follow through on the goals set by City departments.

NOTES OF THANKS

Many groups, committees, people, and community partners worked hard to build the Multi-Year Action Plan (MYAP) for the City of Vancouver's Accessibility Strategy.

This action plan was made with the help of:

- The newly formed Accessibility Committee
- The Accessibility Task Force
- Members of the Internal Working Group
- Representatives from the Persons with Disabilities Advisory Committee (PDAC)
- Representatives from the Older Persons and Elders Advisory Committee (OPEAC)

The staff would like to thank everyone for their leadership, vision, and advice.

Disability organizations and the disability community deserve extra thanks. They are the experts who helped make this work possible. Their stories and real-life experiences give us important information. The City is very grateful that they are ready to share them.

Accessibility isn't just a box to be checked; it's part of how the City works and how it lives. We know that there will always be work to be done to make things more accessible for disabled people.

If we all work together, we can help the City reach its goal. The goal is to make everyone feel welcome, included, and valued.

SUMMARY

City Council passed "Transforming Attitudes, Embedding Change: The City of Vancouver's Accessibility Strategy (Phase 1)" on July 19, 2022.

It was a big deal:

- It shows the City is committed to helping people with disabilities.

- It does so by having services, programs, and infrastructure that are accessible to everyone.
- It also does so by finding and stopping accessibility barriers.

Phase 1 included making important definitions, areas of focus, and steps we are taking to make changes. It involved high-level actions. Actions were made with all City departments working together.

Council approved the Accessibility Strategy and its Accountability Framework. This was Phase 1 of the work. They also started Phase 2, which will last from 2024 to 2026.

During this time, a Multi-Year Action Plan (MYAP) was made. We encouraged disability communities to get involved.

The Accessible BC Act said that the City had to:

- Make an accessibility plan.
- Set up an accessibility committee to make sure plans are followed.
- Come up with a way for the people to give feedback.

There are 9 Areas of Focus in the MYAP. 8 of them were set up in the original Accessibility Strategy.

The ninth area is new and needs to be approved by Council. "Emergency Management and Climate Change". This became a focus early on in Phase 2 planning and community discussions.

The 9 Focus Areas are:

1. Built environment and public spaces
2. Transportation services, policies and programs
3. Housing policies, programs and design
4. Information and communications
5. Employment
6. Governance and engagement
7. Capacity and collaboration
8. Advocacy and working with other orders of government and agencies
9. Emergency management and climate change

When making the MYAP, we realized that the City may not be able to help with all the problems that were first brought up for action. In these cases, the City:

- Aligns actions to its role.
- Finds chances to advocate with our partners.

This MYAP lists actions we will take in all 9 Focus Areas. It ranks the actions by importance. The following steps are listed for each Focus Area:

- Updates on work that has been finished
- Updates on work that is still being done
- Actions to think about in the future

The goal of putting the Accessibility Strategy into action is to make Vancouver a place where:

- People don't have to call an event organizer ahead of time to make sure a place is physically accessible.
- People with disabilities can take their time to fill out an online form because there is no time limit.
- Different lighting settings are standard for online forms.
- People can choose from different lighting settings in rooms to meet their needs.
- People will not question others if they use a different way to communicate.
- People with disabilities always have choices and a say in the things that affect them.
- People with disabilities are welcome, valued, and part of the community.

As the population changes and has more accessibility needs, this work is more important than ever.

Accessibility must be built into the city so that an ableist society doesn't exist in the first place. Everyone is welcome to join us on this journey to change views and make the city more accessible for everyone.

BACKGROUND

Accessibility Law

The City of Vancouver must protect human rights. We can do this by making the city available for everyone. We should focus on the needs of disabled people whenever we can.

The UN Convention on the Rights of Persons with Disabilities (CRPD) and the Global Sustainable Development Goals (SDGs) have tried to fight ableism. They seek to get governments and cities to make their communities more open and welcoming. Ableism is a problem.

Changing the systems and attitudes that support ableism is important. It will make Vancouver a place where everyone feels welcome and can easily get around.

The Accessibility Canada Act happened in 2019. The Accessible British Columbia Act happened in 2021. The Accessible British Columbia Act lets us make and enforce accessibility laws for the province.

The Accessible BC Act says that all "preferred organizations," like cities and towns, must make an accessibility plan. They must also create an accessibility group and a way for the public to give feedback. This law made it clear. It said that the City of Vancouver must meet certain standards by September 2023. It also had an impact on the creation of the Multi-Year Action Plan.

Looking Back: Accessibility Strategy Phase 1 (2018 – 2022)

The City of Vancouver approved the Accessibility Strategy on July 19, 2022. Its goal is to change people's attitudes and make changes stick. The Strategy gave the City a place to start. It did this by making definitions, principles, and actions to take.

Making a place accessible doesn't have a "one size fits all" solution. People with disabilities have many overlapping identities. These include age, gender, race, sexual orientation, immigration status, and more.

Staff have followed the "nothing about us, without us" principle. We want to ensure that the Accessibility Strategy process hears the opinions of disabled people.

The 8 original Key Areas of Focus in the Accessibility Strategy were found by getting people involved in Phase 1. But as part of Phase 2, a ninth area was found: emergency management and climate change. This area was then made a focus area.

The Accessibility Strategy called for an Accountability Framework. To make sure that someone is responsible for every step of planning, putting the Strategy into action, and keeping an eye on it. The MYAP talks about how the Accountability Framework will be used.

The Accessibility Strategy's main goals were set in Phase 1. They are still guiding the Phase 2 Multi-Year Action Plan:

- Create communities where all can join. Ensure that all can easily access the City's services, programs, and facilities.
- Create a welcoming work environment in the City. Employment should be accessible. All departments should be pushed to think about how they do their work. They should do it with accessibility and inclusion in mind.
- Make sure the City's hiring is open to everyone. Remove obstacles to hiring, keeping, accommodating, and promoting workers with disabilities.

MAKING OF THE MULTI-YEAR ACTION PLAN

Including the Community in Planning

When planning for accessibility, it's important to listen to disabled people. People with disabilities can tell us how they get around the city and what problems they face every day.

In Phases 1 and 2, staff used trauma-informed practices. They did this to create safe spaces for people to talk about their feelings openly and honestly. City staff made sure that people not usually involved in City engagement had a chance to give their opinion.

In Phase 1, the City held 23 virtual conversations.

- They were with people who have lived with disability and other overlapping identities.
- They also included family members and caregivers.
- This was paired with an online survey.
- The survey was made through Shape Your City, the City's platform.

Talks took place from April to November 2021, and the survey was open through July 2021.

From May 15, 2023, to June 30, 2023, staff led 3 engagement sessions with disability groups.

- There was one online session and two in-person sessions.
- The goal was to talk about the Focus Areas.
- In June, the City's Shape Your City platform had a survey. People could fill it out to give their opinion.

The Phase 2 meetings used the World Café method. There were tables set up around the room to reflect the different focus areas. Participants could move from table to table. They would talk about their experiences and thoughts on each topic.

As we looked over the information from the community, a new focus became clear. It was on climate change and emergency management.

- Many participants said they didn't feel safe in Vancouver during the heat dome or cold snaps.
- Participants wanted something to be done about it. This led to suggesting a new Focus Area for the Plan.

Staff made reports after each session with the community.

Internal Working Group (IWG)

An internal working group (IWG) was formed for the Accessibility Strategy Phases 1 and 2:

- This group is made up of staff members from every department in the city.
- The group has a culture of openness. They learn from each other.

- The meetings encouraged honest, open conversations. They led to the creation of accessibility champions and friends within the IWG.

In Phase 1, the IWG met every 2 weeks. It brought the groups together to share ideas on disability and accessibility. The departments could also hold an "accessibility moment" at meetings. They could talk about the work they were doing to make their department more accessible. Everyone learned from each other.

The IWG met once a month during Phase 2. Their main job was to make the Multi-Year Action Plan (MYAP) for the Accessibility Strategy.

Each department worked with its own section to make a plan for what they were going to do. Every month, someone from each area shared how they worked on their MYAP. This let everyone learn and help each other. Each department had its own team. They set goals and found resources for the actions in Phase 1.

The work's goals were broken down into three groups:

- Work that was finished since Phase 1
- Work that is still being done
- Future actions that need staffing and resources

Key Focus Areas of the MYAP

The 8 Focus Areas in Phase 1 were the most important issues for disability groups in Vancouver. Goals and actions were then set based on these. The Phase 2 Multi-Year Action Plan (MYAP) included the Key Areas of Focus from Phase 1. As was already said, the MYAP now includes a ninth focus Focus Area.

Here is a list of the 9 Key Areas of Focus and what their main goals are:

1. **Built Environment and Public Spaces** – All building sites should use universal design. City infrastructure should be accessible to everyone.
2. **Transportation Services, Policies and Programs** – Use universal design. Use it in transportation planning and design. This helps disabled people do their daily tasks.

3. **Housing Policies, Programs and Design** – Make sure people with disabilities have enough housing choices. Build homes that are accessible, affordable, and meet their needs.
4. **Information and Communication** – Make sure people can connect and find their way around the city. Offer easy-to-use tools, formats, and digital materials.
5. **Employment** – Help create a diverse and inclusive workplace by stopping barriers to employment.
6. **Governance and Engagement** – Make sure everyone has equal access to city services and programs by stopping barriers to civic life.
7. **Capacity and Collaboration** – Help non-profits that focus on disability work together. Build their skills so they can better meet community needs.
8. **Advocacy and Working with other levels of Government** – Make sure everyone has equal access to public services by working with other parts of the government to solve accessibility problems.
9. **Emergency Management and Climate Change** – Think about all aspects of emergency and disaster planning. This includes preparation, response, and recovery. See them through the lens of accessibility.

MULTI YEAR ACTION PLAN (MYAP)

Before making the Multi-Year Action Plan, each City department started by coming up with big ideas for the Focus Areas.

The departments listed actions that were:

- Already done
- Still going on or were planned
- Actions for the future needing resources like money and people.

This part of the Multi-Year Action Plan lists actions that are currently being worked on. Building on the work that has already been done.

Details are given when possible for:

- Work that is still being done (examples of projects)
- The departments in charge

Some actions may show up more than once in the MYAP. For example, they may be listed as Work in Progress, Completed Actions, or Future Considerations. That's because some parts might be done, but, other parts might still need work.

The table below provides a list of all actions in each focus area. There is also a list of helpful acronyms and abbreviations at the end of the report (page 35).

FOCUS AREA 1		Built Environment and Public Spaces	
Priority Action(s)		Work In Progress	Dept.
1.1	Implement Rick Hansen accessibility standards, when feasible, for existing City-owned buildings.	<ul style="list-style-type: none"> ▪ Continue to conduct accessibility audits that identify and prioritize required improvements. ▪ Aim to certify three childcare facilities with the Rick Hansen accessibility certification rating and provide recommendations for accessibility upgrades. ▪ Aim to survey 30 City of Vancouver facilities using the Rick Hansen Foundation accessibility rating. 	REFM - FPD
1.2	Identify potential major renovations for existing buildings that could target Rick Hansen Gold Certification.	<ul style="list-style-type: none"> ▪ Explore feasibility of applying the Rick Hansen Foundation Gold certification to the PNE Amphitheater and the Fire Headquarters. 	REFM - FPD
1.3	Continue to deliver Universal Inclusive Design and Accessibility Program (UIDAP) implementation for	<ul style="list-style-type: none"> ▪ Upgrade the accessibility of the south entrance of City Hall in two prioritized locations. ▪ Implement minor upgrades in individual washrooms for the next four priority Community Centres. 	REFM - FPD

	public-facing City-owned buildings.		
1.4	Develop accessibility design guidelines for EV charging infrastructure.	<ul style="list-style-type: none"> Work with BC Hydro, other Metro Vancouver jurisdictions, and the disability community to develop guidelines. 	PDS-S

[1] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Change the Encroachment By-law to accommodate accessibility requirements over City land (e.g., wheelchair ramps).	ENG		✓
Explore other accessibility audit processes that will complement the Rick Hansen Certification process.	REFM – FPD		✓
Increase installation of publicly accessible electrical outlets in all public spaces.	ENG/ PARKS	✓	
Increase installation of grab bars alongside urinals and toilets in all newly renovated City-owned facilities.	ENG REFM - FPD	✓	

FOCUS AREA 2		Transportation Services, Policies and Programs	
Priority Action(s):	Work In Progress:	Dept.	
2.1	Improve navigation measures through City-wide programs and pedestrian upgrades.	<ul style="list-style-type: none"> Improve signals through the Accessible Signal Program. Undertake an external accessibility review of the Engineering Design Manual. Review any existing programs that impact street assets that affect persons with disabilities. 	ENG - T
2.2	Reduce the accessibility barriers on sidewalks and pathways through City-wide programs	<ul style="list-style-type: none"> Inspect all sidewalks within the City (approximately 2200 km) annually (Sidewalk Hazard Inspection program). Build new sidewalk in areas that are missing sidewalks through the New Sidewalk Program. 	ENG - T

	and pedestrian upgrades.	<ul style="list-style-type: none"> ▪ Repair damaged sidewalks through the Sidewalk Repair Program. ▪ Construct over 100 new curb ramps annually to increase accessibility. 	
2.3	Increase the number of seats available on and along sidewalks and other pedestrian paths.	<ul style="list-style-type: none"> ▪ Install new benches (approximately 150-200). ▪ Procure a new street furniture contract to provide more seating. 	ENG – T + SA
2.4	Upgrade bus stops for universal accessibility standards.	<ul style="list-style-type: none"> ▪ Provide more seating and shelter amenities at bus stop. ▪ Improve designs for accessibility via new street furniture contracts. ▪ Install landing pads for ramp deployment at bus stop (approximately 20 per year). 	ENG – T + SA
2.5	Increase the number and availability of on-street accessible parking.	<ul style="list-style-type: none"> ▪ Install more accessible parking spaces. ▪ Test for some shorter-term accessible spaces near hospital areas, if feasible (e.g., 10 mins or 15 mins). ▪ Explore new updates to the design of on-street accessible parking spaces. 	ENG - T
2.6	Explore criteria for the installation of accessible parking zones on-street in residential areas.	<ul style="list-style-type: none"> ▪ Test out a new request-based system to consider on-street accessible spaces for single family neighbourhoods. ▪ Monitor the uptake of the on-street program and adjust rules and criteria based on uptake. ▪ Install new accessible spaces and signage as needed (approximately five per year). 	ENG - T
2.7	Improve bike racks for a wider variety of bicycles and mobility aids.	<ul style="list-style-type: none"> ▪ Improve bike parking amenities. ▪ Install approximately 400 new standard ‘U’ bike racks. ▪ Converting approximately 1,300 parking metres to post and ring racks. 	ENG – T + SA
2.8	Revise patio program guidelines to include accessibility policy and design.	<ul style="list-style-type: none"> ▪ Develop and incorporate accessibility policy and design into revised patio program guidelines that can enhance accessibility of patios on public property, where feasible. 	ENG – T + SU

[2] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Explore ways to increase funding and capacity to accelerate the delivery of new sidewalks, sidewalk repairs, new curb ramps, and accessible pedestrian signals.	ENG - T	✓	
Include snow removal of accessible parking spaces and pathways through the Standards of Maintenance By-law.	ENG - T		✓
Increase the drop-off and pick up zones for people to pick up and better serve persons with disabilities.	ENG - T		✓

FOCUS AREA 3		Housing Policies, Programs and Design	
Priority Action(s):		Work In Progress:	Dept
3.1	Explore changes to the City's Building By-law and the Zoning and Development By-law to improve accessibility in existing regulations and policies with the upcoming changes to the BC Building Code to advance accessibility.	<ul style="list-style-type: none"> ▪ Review the draft of the BC Building Code, including changes with spatial impacts. ▪ Work with the building industry to address the updated BC Building Code requirements that came into effect in March 2024. ▪ Review the Vancouver Building By-law accessibility changes to align with the new requirements for the BC Building Code. 	PDS
3.2	Explore potential changes to the Housing Design and Technical Guidelines to increase the number of accessible units.	<ul style="list-style-type: none"> ▪ Review Accessibility Design Guidelines from other jurisdictions to inform standards in accessibility. ▪ Determine if funding is needed to encourage potential design of accessible units. 	PDS - HRP + CM O -

			VHD O
3.3	Improve accessibility in emergency shelters.	<ul style="list-style-type: none"> Conduct research to understand current context and potential opportunities, as well as budget implications. Work with BC Housing, non-profit operations and persons with disabilities who are experiencing or are at-risk of homelessness to identify changes that will improve accessibility in existing shelter designs. 	ACC S - HHS
3.4	Continue to connect non-profit operators with the Right Fit program to assist in matching accessible units.	<ul style="list-style-type: none"> Encourage non-profit housing operators to connect with the Right to Fit program to assist people with disabilities to accessible units. 	CM O – VHD O + PDS - HRP

[3] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Add requirements for accessible path of travel to low-density housing forms.	PDS + DBL	✓	
Engage with the disability community to gather feedback on policies and guidelines (e.g., 5% requirement for accessible units) of new city-owned social and supportive housing projects.	ACCS + CMO + PDS		✓

FOCUS AREA 4		Information and Communications	
Priority Action(s):		Work In Progress:	Dept.
4.1	Create plain language materials and provide options	<ul style="list-style-type: none"> Use plain language principles, where possible, in all published print and digital/social content. 	CMO -CEC

	that consider accessibility barriers.	<ul style="list-style-type: none"> ▪ Continue to create communications materials for projects in plain language where possible. 	
4.2	Maintain best practices on plain language on the City's digital channels.	<ul style="list-style-type: none"> ▪ Continue to identify training opportunities for digital specialists. 	TS – DC
4.3	Ensure that the City's website meet the Worldwide Web Consortium (W3C) Web Content Accessibility Guidelines.	<ul style="list-style-type: none"> ▪ Establish a design system with the Design Style Guide (DSG) to provide a usable and accessible user experience. ▪ Emphasize the importance of accessibility in technology projects during procurement. ▪ Invest in a user testing platform that will address challenges for assessing the impact of digital changes and improvements. ▪ Continue to improve all new and existing websites and applications with accessibility. 	TS - DC
4.4	Apply an accessibility lens for all communications and materials during municipal elections.	<ul style="list-style-type: none"> ▪ Implement live streaming services for key events for those unable to attend in person and broadening our audience reach. ▪ Implement accessibility requirements for events. ▪ Use plain language for materials, such as proclamations, communications, website updates and social media content. 	CMO – CCO - ERP
4.5	Apply an accessibility lens for all communications materials and processes during emergency events.	<ul style="list-style-type: none"> ▪ Aim to launch a campaign to promote neighbours to help each other during an emergency. ▪ Consult with the City's Accessibility Working Group around messaging of communications materials. ▪ Improve public education, engagement communication and alerts related to emergency events. ▪ Scope accessibility audit and updates to public education materials. 	VFR S-PE CMP - OCS O

4.6	Develop messaging to celebrate International Day of Persons with Disabilities, along with other events.	<ul style="list-style-type: none"> ▪ Share information and events with staff on City's intranet. ▪ Continue to work with Council to recognize the day. ▪ Offer an event to build awareness of persons with disabilities and to challenge ableism. 	CMO - CEC
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[4] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Explore the feasibility of creating an accessible building guidebook for the building industry (including, developers, designers and builders).	DBL	✓	

FOCUS AREA 5		Employment	
Priority Action(s):	Work In Progress:	Dept	
5.1	Continue to provide different types of disability-related training for staff depending on their roles within the City.	<ul style="list-style-type: none"> ▪ Increase the number of staff taking disability awareness training. ▪ Continue to work with Developmental Disabilities Association to develop a course focusing on people with developmental disabilities. ▪ Continue to provide Rick Hansen certification training for staff involved in building design and planning. 	HR + REF M - +FPD ALL Dept
5.2	Communicate the City's medical accommodation guide with staff.	<ul style="list-style-type: none"> ▪ Use available internal communication channels to socialize the City's Medical Accommodation Guide. 	HR
5.3	Continue to support Employee Resource Groups (ERG), as needed.	<ul style="list-style-type: none"> ▪ Provide administrative, logistical, and operational support to ERGs. 	CMO - EO
5.4	Increase an understanding of inclusive	<ul style="list-style-type: none"> ▪ Continue to engage with the Presidents Group to share accessibility best practices. 	HR

	employment best practices.		
5.5	Ensure there is a statement about equity and accessibility in all City job postings.	<ul style="list-style-type: none"> ▪ Work in progress. 	HR

[5] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Review and update the accommodation process for City Staff, including policy review, jurisdictional scan and review of best practices and protocols.	HR + CMO - EO	✓	
Monitor and respond to changing demand for accessibility consultation, accommodations requests and other services.	HR + CMO - EO	✓	

FOCUS AREA 6		Governance and Engagement	
Priority Action(s):	Work In Progress:	Dept.	
6.1	Identify and plan for accessibility considerations during engagement planning, outreach and delivery.	<ul style="list-style-type: none"> ▪ Advise teams on how to identify and respond to accessibility considerations during engagement planning. ▪ Encourage all staff to review and use the Accessible Events Checklist when planning events. ▪ Provide engagement options that consider technological barriers and cultural considerations (e.g., translated paper copies of surveys) to reach audiences with limited access to technology in more accessible ways. ▪ Provide communication and engagement materials translated to plain language to offer more accessible communications during engagement. 	CMO – CEC

6.2	Identify and prioritize Council meetings, advisory committee meetings, large-scale events and projects that require Closed Captioning and American Sign Language (ASL) interpreters.	<ul style="list-style-type: none"> ▪ Explore an AI system and accuracy testing, and other ASL options with the goal of rolling out to Council meetings. ▪ Ensure accessibility needs are met during meetings with the Persons with Disability Advisory Committee, Accessibility Advisory Committee, and the Older Persons and Elder Advisory Committee. ▪ Explore changes to Council Summary Forms (CSF's) to include an "opt in" option on Council Reports that need ASL interpretation and/or closed captioning. ▪ Hire external interpretation depending on the audience/reach, type of content (e.g. critical info) and amount of lead-up time to make arrangements. ▪ Recommend interpreters to accommodate individuals' access needs. 	CMO - CC CMO - CEC
6.3	Create an online directory on the City's website listing accessible services and supports.	<ul style="list-style-type: none"> ▪ Work with various departments to scope out the project. ▪ Take inventory of services and programs offered to people with disabilities. 	TS – 311/D C ACCS -SPP
6.4	Explore existing By-laws with an equity and accessibility lens, in alignment with the Equity Framework.	<ul style="list-style-type: none"> ▪ Review all existing by-laws with an equity and accessibility lens. 	CMO – EO + All Depts

[6] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Provide information sessions/outreach to the building industry (including developers, designers and builders) in conjunction with subject matter	DBL + ACCS		✓

experts and members of the disability communities.			
Use the feedback from the 2022 Election, to inform accessibility planning in the 2026 Election.	CMO - CCO		✓
Ensure food and beverage services at City facilities (e.g. civic theatres and other facilities) are accessible.	ACCS/ Parks	✓	
Ensure City food and beverage services provided at public engagements events are accessible.	CMO + ACCS	✓	
Review Zoning and Development By-law, and other related By-laws with an accessibility and equity lens.	PDS	✓	

FOCUS AREA 7		Capacity and Collaboration	
Priority Action(s):		Work In Progress:	Dept
7.1	Explore options to equitably prioritize organizations serving people with disabilities in Social Policy and Projects, and Arts, Culture and Tourism grants.	<ul style="list-style-type: none"> ▪ Continue to fund local non-profit organizations providing services to the disability communities through Multi Year Grants Program. ▪ Continue to support disabled artists, and those advocating for disability justice in the arts and culture sector through the Cultural Equity Grant Program. ▪ Continue to prioritize infrastructure grants for planning and upgrades to cultural facilities and non-profit buildings that meet or exceed accessibility standards. ▪ Require organizations receiving operational funding to provide appropriate services in an accessible and safe way through eligibility criteria. 	ACC S – SPP ACC S - ACT
7.2	Support the creation of a cross-disability network/coalition in the city.	<ul style="list-style-type: none"> ▪ Continue to fund disability organizations involved in creating a cross-disability network/coalition to advance accessibility and inclusion. 	ACC S- SPP

7.3	Continue to support non-profit space needs that prioritize organizations serving seniors, people with disabilities, and people experiencing mental health and substance use challenges.	<ul style="list-style-type: none"> ▪ Incorporate accessibility, equity, and reconciliation lenses into the operator selection process. 	ACC S - SPP
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[7] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Promote the importance of including people with mental health challenges and lived experience of substance use in collaborations that address accessibility challenges.	ACCS - SPP		✓

FOCUS AREA 8		Advocacy and Working with Other Orders of Government and Agencies	
Priority Action(s):	Work In Progress:		Dept.
8.1	Ensure that the City of Vancouver complies with the Accessible British Columbia Act.	<ul style="list-style-type: none"> ▪ Continue to hold regular meetings with the Accessibility Committee. ▪ Finalize Multi-Year Action Plan for the Accessibility Strategy. 	ACCS – SP & CMO - EO
8.2	Advocate to respective governments on accessibility issues that are identified and prioritized	<p>Current priorities include:</p> <ul style="list-style-type: none"> ▪ Work with community partners to understand and advocate for better access to early learning and childcare services for children with disabilities. ▪ Engage with senior levels of government and related agencies to improve accessibility within emergency and disaster management. 	ACCS – SPP & CMO –

	through community engagement, the public feedback mechanism, and the Accessibility Committee.	<ul style="list-style-type: none"> ▪ Advocate for ongoing inter-governmental coordination to support persons with disabilities during disasters and emergencies. ▪ Advocate on accessibility issues related to housing that fall outside of the City’s jurisdiction (e.g., increased shelter rates for persons with disabilities and funding for NPO housing providers). ▪ Advocate to the federal government to make the federal plastic straw ban more accessible by allowing food vendors to give out flexible plastic straws when requested by people who need them to drink or eat. 	OCSO & ACCS – CS & PDS – HRP & DBL
8.3	Address accessibility issues in TransLink and Provincial rapid transit station designs, guidelines, and requirements.	<ul style="list-style-type: none"> ▪ Hire a Greenest City Scholar in the Transit Integration and Project Branch to research and adopt best practices in accessible rapid transit station design. ▪ Continue to advance discussions with TransLink and the Province of BC on rapid transit station design guidelines and requirements with a focus on the planned UBC Extension. 	ENG – T - TIP

[8] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Update and/or adapt the interim public feedback mechanism to ensure it meets the needs of disability communities.	CMO – EO ACCS - SP	✓	
Participate in regional discussions with other municipalities and TransLink to advocate for accessibility design guidelines and improved regional consistency at bus stops.	ENG – T – TIP		✓
Support non-profit organizations to create a peer-led knowledge hub to address mental health and substance use stigma in the health and social service sector.	ACCS - SPP	✓	

Work with other municipalities to streamline accessibility guidelines in street design and ensure consistency across the region.	ENG - T		✓
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FOCUS AREA 9		Emergency Management and Climate Change [*PROPOSED NEW*]	
Priority Action(s):		Work In Progress:	Dept
9.1	Improve the inclusivity of people with disabilities in existing educational and emergency preparation materials.	<ul style="list-style-type: none"> ▪ Review and update the existing educational materials developed by City Protective Services (Fire and Life Safety) to include accessibility procedures in emergencies within City facilities, including role and function-specific updates for people with disabilities and their special needs/assistance in fire emergencies. ▪ Update the Fire Safety Plan’s standards for “Persons with Disabilities - Information Sheet” to better capture vital details about staff needs in the case of an emergency evacuation in City-owned buildings. 	CM O – OSC O VFR S - PE
9.2	Improve supports, safety, and independence/autonomy for persons with disabilities in extreme weather emergencies, emergency response and recovery plans.	<ul style="list-style-type: none"> ▪ Continue to meet with people with lived experience to engage on risks, vulnerabilities and gaps in hazard mitigation and planning. ▪ Explore specific interventions to help people with disabilities in emergencies (e.g., cool kits, community partnerships, cooling vests and air filters). ▪ Promote the Snow Angel program to help neighbours to shovel snow. 	CM O – OSC O VFR S - PE
9.3	Work with organizations to identify accessible spaces during emergencies, such as heat domes and other climate change events.	<ul style="list-style-type: none"> ▪ Collaborate between Vancouver Emergency Management Agency and Social Policy and Projects to build partnerships with organizations. ▪ Continue to conduct site visits at neighbourhood houses and disability-serving organizations to better understand challenges associated with facilities. ▪ Explore capital grants that could be used to retrofit community-serving spaces for accessible and resilient design. 	ACC S + CM O - OCS O

		<ul style="list-style-type: none"> Continue to distribute extreme heat supplementary funding to prioritize efficiency and removal of barriers, when feasible. 	
9.4	Ensure people with disabilities are supported in the event of an emergency within SROs.	<ul style="list-style-type: none"> Train SRO managers on emergency procedures. Develop a program that supports people with disabilities that are living in SROs. 	VFR S
9.5	Ensure that the standard template design for Emergency Evacuation Signs is compliant with the Rick Hansen Foundation Accessibility Certification standards.	<ul style="list-style-type: none"> Continue to implement user-friendly and accessible Emergency Evacuation signs developed by City Protective Services' (Fire and Life Safety) at applicable City-owned and operated buildings. 	CM O - OCS O
9.6	Develop a working group to review evacuation procedures in City-owned buildings with an accessibility lens.	<ul style="list-style-type: none"> Work in progress and/or forthcoming. 	CM O- OCS O
9.7	Encourage providers of First Responder training to include an accessibility module for internal staff.	<ul style="list-style-type: none"> Work in progress and/or forthcoming. 	HR

[9] ACTIONS FOR FUTURE CONSIDERATION			
Action(s):	Dept.	Funding Required	Integrated in staff work
Review and revise all Fire Safety Plans to include emergency evacuation procedures for persons with disabilities for all City-Owned facilities.	VFRS + CMO - OCSO		✓

Update Emergency Preparedness Public Education and Engagement materials through an accessibility lens.	VFRS - PE/ VEMA	✓	
Ensure that the accessibility changes are incorporated in the Vancouver Fire By-laws.	ACCS - SPP + VFRS	✓	
Review and improve evacuation plans and displacement supports through an accessibility lens.	CMO - OCSO	✓	
Train Emergency Management staff and volunteers on psychological safety and disability justice.	CMO - OCSO	✓	

A list of finished Focus Area actions as of June 2024 can be found at the end of this document.

ACCOUNTABILITY & REPORTING

Accountability Principles

This is part of the Accountability Framework. Phase 1 of the Accessibility Strategy made some guiding principles. These principles help staff be responsible and guide their work:

- **Be transparent:** Talk about the situation. Share facts and patterns. This will help people make smart, fair choices.
- **Be consistent:** Give the Accessibility Committee, the City Leadership Team, the Mayor, and the Council reports on progress. Everyone should be able to see them.
- **Be proactive:** Look for and use chances to improve accessibility. This may include allocating resources on time during the budgeting process.
- **Be Responsible:** Encourage people to learn from their mistakes, and own up to their mistakes.

- **Be open:** Let people with different opinions, needs, concerns, and goals speak out.

It's important to have clear ways for both internal and external reporting. The Accessible British Columbia Act also sets up a system for public accountability.

This system includes:

- Regular checks and monitoring
- Public feedback and input
- An Advisory Committee
- Yearly reporting

Reporting

Internal Reporting & Scheduled Reports

- Staff will report on the MYAP in many ways. This will help keep us accountable. It will hold us accountable to the Accessibility Strategy.

External Reporting

We get external reporting in 2 main ways. Reports come from the Accessibility Committee and public feedback.

Accessibility Committee

Section 9 of the Accessible British Columbia Act requires the City of Vancouver to have an Accessibility Committee to:

- Help find barriers for individuals in or dealing with the City.
- Advise on how to remove barriers to individuals in or interacting with the City.

The Accessibility Committee held its first meeting in November 2023.

The Committee has 16 members. It includes 11 community members with lived experience and 5 non-voting City staff.

- 2 community members serve on the City's advisory committees.
 - Persons with Disabilities Advisory Committee (PDAC)
 - Older Persons and Elders Advisory Committee (OPEAC)

- 5 committee members have a one-year term. The rest have a two-year term. This is done to keep the committee running smoothly.
- The committee meets six times a year.
- Staff members come from different departments: Real Estate, Environment and Facilities Management; Planning, Urban Design and Sustainability; Human Resources; Engineering; and Civic Engagement and Communication.
- The General Managers chose staff members involved. They did this to ensure accountability and good communication.
- The Accessibility Committee and city staff work together. They work to track, report, and evaluate activities.

The goals of the Accessibility Committee are to:

- Give advice on the Accessibility Strategy.
- Support setting up a way for the public to tell the City about accessibility barriers. They will also give suggestions on how to fix the problems.
- Make sure the City's activities, such as making policies and decisions, are accessible.
- Read the yearly progress report of the Accessibility Strategy.
 - Give feedback on it.
 - Keep an eye on progress and deadlines.
 - Suggest priorities.
- Read the three-year success report for the BC Government. Then, tell them what you think about it.

HOW THE PUBLIC CAN GIVE FEEDBACK

To make the city welcoming to all, it's important for people to be able to report things that make it hard to get around. On September 15, 2023, a temporary way for the public to give feedback was set up.

This system gives people in the community 2 ways to report accessibility barriers:

1. The City of Vancouver's website has a way for people to report barriers. The webpage gives them step-by-step help. It lets people add pictures of the barrier(s) to back up their incident report.

2. People in the community can report a barrier to the general call line by calling 3-1-1.

The City had 124 reports of accessibility barriers from September 2023 and April 2024. Most of the cases have to do with public areas and the built environment.

For example:

- Trees and bushes blocking the view of oncoming traffic.
- Hostile architecture (e.g., street furniture that assumes a person's size, or has a barrier on it making it difficult to sit or lay down on).
- Non-accessible physical infrastructure.
- Many sidewalks are not flat.

We document problems reported to us. Then, we send them to the right departments. We also group cases. We do this so we can share them with the Accessibility Committee and the right departments. They can then find ways to fix these problems.

With this feedback system, the City can stay in touch with the community. We can tell people when issues have been fixed. The City of Vancouver is looking into ways to make it easier for the public to give feedback. We want it to be more accessible for people with disabilities.

Continuing to Learn

We need to be willing to learn more about accessibility of all kinds. To do this, we need to also create a culture of vulnerability.

The staff suggests that the City learn more about accessibility in 3 ways by:

1. A community of practice.
2. A public partners table.
3. An online (internal) information resource hub.

Community of Practice:

When the Accessibility Strategy was in Phases 1 and 2, an internal working group was set up. This group has now become the Community of Practice.

The goals of this group are to:

- Keep focus on accessibility.
- Learn from each other.
- Share best practices.

The Community of Practice will meet every 3 months. The group will talk about what we've learned and how we can work together to make things more accessible.

Public Partners Table:

By giving feedback, disabled people let us know about their worries. There are issues with transportation, health care, and education.

The City only has control over its own buildings, roads, programs, and services. We can also work on advocating to public partners. Focus Area 8 of the MYAP is about how the City can work with other levels of government and agencies.

Staff want to make a public partners table. Partners can work together to share information. They can also solve accessibility problems together. Partners, such as Vancouver Coastal Health (VCH) and Vancouver School Board (VSB). We want to make all parts of the City easier for people with disabilities to access.

Resource Hub:

Staff will set up an internal hub that will offer tools to departments for making accessibility better. These tools will be on the website for the city's employees only.

This will include things like:

- Grants and funding possibilities.
- Upcoming community events
- Stories about accessibility
- Tips on how to make things more accessible when planning, engaging, making policy, etc.

The goal is to make a place where people can keep learning about accessibility.

COMPLETED ACTIONS BY FOCUS AREA

Below is a table that includes all of the completed actions for each Focus Area as of June 2024. A list of helpful acronyms and abbreviations can be found below.

FOCUS AREA 1	Built Environment and Public Spaces
COMPLETED	
Action(s):	Outcome(s):

1.1	Review Vancouver's Building By-law and Standards of Maintenance By-law to make sure that housing operators have plans and tools to repair broken elevators.	<ul style="list-style-type: none"> ▪ Reviewed the Vancouver Building By-law and Standards of Maintenance By-law Section 9 on Building Elevators.
1.2	Develop checklists for building owners and residents on how to plan for elevators that need repairs or are out of service.	<ul style="list-style-type: none"> ▪ Provided checklists to building owners and residents so that they know how to support their neighbours when the elevators are out of service.
1.3	Share information about elevator maintenance with industry and non-profit organizations about accessibility in the built environment.	<ul style="list-style-type: none"> ▪ Provided checklists to industry and non-profit organizations to increase their knowledge on evaluation repairs.
1.4	Develop an accessible version of the Zoning and Development By-law to meet the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA or higher.	<ul style="list-style-type: none"> ▪ Developed an accessible version of the Zoning and Development By-law.
1.5	Continue to deliver Universal Inclusive Design and Accessibility Program (UIDAP) implementation for public-facing City-owned buildings.	<ul style="list-style-type: none"> ▪ Completed accessibility audits for 31 City public facing buildings. ▪ Completed accessibility upgrades to washrooms and shower room at Gathering Place. ▪ Completed accessibility upgrades to fitness centre washrooms and change rooms and installation of adaptive and accessible fitness equipment at the West End Community Centre. ▪ Completed the main floor multi-stall washroom accessibility upgrades to increase safe access to washrooms at Carnegie Community Centre.
1.6	Train and certify two or more City staff in the Rick Hansen Foundation certification process.	<ul style="list-style-type: none"> ▪ Completed the Rick Hansen Foundation Accessibility Certification training for 9 Facilities Planning and Development staff and 2 Development Building and Licencing staff.
1.7	Pilot building standards to a Gold Rick Hansen certification	<ul style="list-style-type: none"> ▪ Completed accessibility renovations of the West Point Grey Vancouver Public

	while renovating a City- owned building and report back on the outcomes and the viability.	Library branch while moving it to a leased space.
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FOCUS AREA 2		Transportation Services, Policies and Programs
COMPLETED		
Action(s):		Outcome(s):
2.1	Adding new seating to bus stops.	<ul style="list-style-type: none"> ▪ Increased the seating to bus stops in 2022-2023, approximately 70 new benches.
2.2	Reducing the accessibility barriers on sidewalks and pathways through city-wide programs and pedestrian upgrades.	<ul style="list-style-type: none"> ▪ As part of the curb ramp program, quadrupled the construction of the curb ramps allowing for over 800 new curb ramps which allowed the backlog of citizen requested ramps to be cleared. ▪ As part of the sidewalk rehab program, completed the city-wide sidewalk assessment survey of the City's approximately 2200 km of sidewalk which will help locate sidewalks that need to be replaced.
2.3	Update the accessible parking requirements to the Parking By-law for new developments.	<ul style="list-style-type: none"> ▪ Amended the Parking By-law No. 6059 to add a van accessible definition and design standards. ▪ Updated the accessible spaces based on literature review and feedback from the accessible communities and research activities. ▪ Updated the Parking and Loading Design Supplement Bulletin to include van accessible design standards with the new by-law requirements for accessible spaces to rezoning and development applications received on January 1, 2023, and beyond.
2.4	Provide opportunities for rest at regular intervals by increasing the amount of seating available on and along sidewalks and other pedestrian paths.	<ul style="list-style-type: none"> ▪ Added approximately 180 seats City-wide in 2022-2023 which includes 70 new benches at bus stops.

2.5	Conduct accessibility audit of business' patios with a Rick Hansen Foundation Accessibility Certified consultant and people with lived experience.	<ul style="list-style-type: none"> ▪ Completed an accessibility audit of 10 patios on public property that presented a wide range of accessibility challenges. ▪ Developed an understanding of key challenges and design considerations for people experiencing disabilities accessing and/or using curbside and sidewalk patios. ▪ Received a consultant report on audit findings, jurisdictional scan, and accessibility considerations for updates to patio program guidelines.
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FOCUS AREA 3		Housing Policies, Programs and Design
COMPLETED		
Action(s):		Outcome(s):
3.1	Explore how to best enable accessible ground-level units in multiplexes.	<ul style="list-style-type: none"> ▪ Made a change to the Zoning and Development By-law updates resulting in more ground floor units with no entry stairs and allow for units on a single level.

FOCUS AREA 4		Information and Communications
COMPLETED		
Action(s):		Outcome(s):
4.1	Add accessibility considerations to standardized communications templates and practices.	<ul style="list-style-type: none"> ▪ Incorporated alternative text on the City's website. ▪ Trained staff in Plain language training.
4.2	Advocate for plain language principles in all published print and digital/social content.	<ul style="list-style-type: none"> ▪ Updated the Content Style Guidelines for all Digital content on the City's website to include directives on plain language. ▪ Received annual training themes of accessibility and clear writing.
4.3	Conform the Worldwide Web Consortium (W3C) Web	<ul style="list-style-type: none"> ▪ Established a Request for Proposal (RFP) technical requirements on technology project to access the

	Content Accessibility Guidelines.	vendors' ability to meet W3C standards, platform, and feature customizability to ensure web accessibility, including Design Style Guide.
4.4	Create a Language Accessibility Policy.	<ul style="list-style-type: none"> ▪ Adopted the Language Access Policy ▪ Offered two sessions for City Staff to learn about the Language Access Policy by Language Access Specialist.

FOCUS AREA 5		Employment
COMPLETED		
Action(s):		Outcome(s):
5.1	Create resources, tools, and opportunity for staff to increase their knowledge and understanding of accessibility issues within the workplace.	<ul style="list-style-type: none"> ▪ Created disability awareness course for staff. ▪ Advertise and provided course through the City's Justice, Equity, Decolonization, and Inclusion (JEDI) learning pathways.
5.2	Evaluate the City's recruitment processes and procedures to ensure they are equitable and inclusive for applicants with disabilities to access employment opportunities at the City.	<ul style="list-style-type: none"> ▪ Provided updates to the City's Careers page to address accessibility barriers. ▪ Hosted focus groups with the Disabilities Employee Resource Group for feedback on recruitment experiences ▪ Attended four WorkSafeBC career fairs and a career expo for folks with disabilities. ▪ Reached out to community partners who support people with disabilities to inform about employment opportunities within the City's internal temp pool. ▪ Updated communication templates and created an accommodation process guide for the recruitment team to support candidates with disabilities through the recruitment process.
5.3	Review job postings to ensure employment equity and accessibility.	<ul style="list-style-type: none"> ▪ Engaged with the Disabilities Employee Resource Group for their feedback regarding the way job requirements are described to enhance accessibility and equity.

		<ul style="list-style-type: none"> ▪ Incorporated a statement on accommodations in all job postings to create safety and reduce stigma around requesting accommodations.
5.4	Deepen education and training on disability awareness for senior decision makers.	<ul style="list-style-type: none"> ▪ Provided two Disability Awareness Training to the City Leadership Team and Council.

FOCUS AREA 6		Governance and Engagement
COMPLETED		
Action(s):		Outcome(s):
6.1	Identify and respond to accessibility considerations during all aspects in engagement planning.	<ul style="list-style-type: none"> ▪ Developed new engagement plans for specific communities during 2022 elections. ▪ Distributed a post-election survey that engaged with 3000+ Vancouver residents, both voters and non voters, to understand their election experience including issues of accessibility.
6.2	Consider multilingual closed captioning for engagement events.	<ul style="list-style-type: none"> ▪ Launched a pilot providing English closed captioning at some Council meetings.
6.3	Recognize the celebration of UN International Day for Persons with Disabilities on December 3.	<ul style="list-style-type: none"> ▪ Presented a proclamation to recognize the UN International Day for Persons with Disabilities.
6.4	Provide easy access to City services and information in a variety of languages through interpretation services via 3-1-1 call center.	<ul style="list-style-type: none"> ▪ Offered Language Line (a third-party interpreter service) to customers in over 170 languages.
6.5	Implement design principles to facilitate voter engagement in the electoral process.	<ul style="list-style-type: none"> ▪ Engaged with People with Disabilities Advisory Committee and organizations that serve people with disabilities to better understand some of the barriers in past elections.

6.6	Review the criteria, dollar amounts and process/mechanism for distributing honorariums to mitigate accessibility barriers.	<ul style="list-style-type: none"> Developed a policy to process honorariums.
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FOCUS AREA 7		Capacity and Collaboration
COMPLETED		
Action(s):		Outcome(s):
7.1	Apply an equity and accessibility lens to cultural grants.	<ul style="list-style-type: none"> Hired a Cultural Equity & Accessibility Planner who supports the work of the Accessibility Strategy and the delivery of the Cultural Equity and Accessibility grants and acts as a liaison for community groups.
7.2	Apply an accessibility lens when developing the Commemoration Framework.	<ul style="list-style-type: none"> Convened two meetings with the Persons with Disabilities Advisory Committee which informed both Phase 1 and Phase 2 of the Commemoration Framework.

FOCUS AREA 8		Advocacy and Working with Other Orders of Government and Agencies
COMPLETED		
Action(s):		Outcome(s):
8.1	Ensure the City of Vancouver complies with the Accessible British Columbia Act.	<ul style="list-style-type: none"> Convened an Accessibility Committee to oversee the development and implementation of the Multi-Year Action Plan. Developed a temporary public feedback mechanism that receives and processes accessibility barriers.
8.2	Pilot the Reduced Fare Transit Pilot study, providing free 1-zone transit passes to 100 individuals to better understand the impacts transit has on other social determinants of health.	<ul style="list-style-type: none"> A memo was produced for Council in 2022 and it helped inform Transport 2050 planning and Vancouver Plan.

FOCUS AREA 9		Emergency Management and Climate Change [*NEW*]
COMPLETED		
Action(s):		Outcome(s):
9.1	Expand and deepen partnerships with organizations serving persons with disabilities.	<ul style="list-style-type: none"> ▪ Formalized partnership with Praxis Spinal Cord Institute. ▪ Presented at AEBC Preparedness sessions through Blind Canadians on extreme weather preparedness.
9.2	Engage senior levels of government and related agencies on improving accessibility within emergency and disaster management.	<ul style="list-style-type: none"> ▪ Attended and responded to Emergency and Disaster Management Act (legislation) to ensure that there are accessible and equitable supports for people with disabilities.
9.3	Participate in the Vancouver Abilities Expo.	<ul style="list-style-type: none"> ▪ Fire and Service representative attended the Vancouver Abilities Expo in May 2024.
9.4	Raise awareness within the City Protective Services (Fire & Life Safety team) and external service vendors to ensure that the Accessibility Strategy is considered and implemented.	<ul style="list-style-type: none"> ▪ Worked closely with the external service vendor to ensure a clear understanding of the City's accessibility vision and its delivery of services.

HELPFUL ACCRONYMS & ABBREVIATIONS

Department and Division Acronym	Department and Division Title
ACCS ACCS - CS ACCS - HHS ACCS - SPP	Arts, Culture & Community Services Arts, Culture & Community Services – Cultural Services Arts, Culture & Community Services – Housing & Homelessness Services Arts, Culture & Community Services – Social Policy & Projects
CMO CMO - CEC CMO - CCO	City Manager's Office City Manager's Office – Civic Engagement & Communications

CMO – CCO - ERP CMO – EO CMO - OCSO CMO – VHDO CMO – OCSO - VEMA	City Manager’s Office – City Clerk’s Office City Manager’s Office – City Clerk’s Office – External Relations Protocol City Manager’s Office – Equity Office City Manager’s Office – Office of the Chief Safety Officer City Manager’s Office – Vancouver Housing Development Office City Manager’s Office – Office of the Chief Safety Officer – Vancouver Emergency Management Agency
DBL	Development, Building & Licensing
ENG ENG - SA ENG – SWM ENG - T ENG - T- TIP	Engineering Engineering – Street Activities Engineering – Solid Waste Management Engineering – Transportation Engineering – Transportation – Transportation Integration Projects
FRSC FRSC - F	Finance, Risk & Supply Chain Finance, Risk & Supply Chain - Finance
HR	Human Resources
PDS PDS - HRP	Planning, (Urban) Design, & Sustainability Planning, (Urban) Design, & Sustainability – Housing Regulation & Policy
REFM REFM - FPD	Real Estate & Facilities Management Real Estate & Facilities Management – Facilities Planning & Development
TS TS – 311/DC	Technology Services Technology Services – 311/Digital Channels
VFRS VFRS – PE VFRS - T	Vancouver Fire & Rescue Services Vancouver Fire & Rescue Services – Public Education Vancouver Fire & Rescue Services - Training