



## ADMINISTRATIVE REPORT

Report Date: May 2, 2016  
Contact: Mary Clare Zak  
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Meeting Date: June 15, 2016

TO: Standing Committee on City Finance and Services

FROM: General Manager, Community Services

SUBJECT: Innovation Fund Recommendations to support Healthy City Strategy Action Plan (2015-2018) Implementation

### **RECOMMENDATION**

- A. THAT Council approve in principle a grant of \$1,000,000 to the capital portion only of the overall costs of developing the proposed new St. Paul's Mental Health Hub, and that staff report back to Council for formal approval of the grant once a Memorandum of Understanding has been concluded with the other funding partners, namely Providence Health Care, Vancouver Coastal Health, and Vancouver Police Foundation. Source of Leveraged Funding: \$5,500,000 total (\$1,750,000 St. Paul's Hospital Foundation; \$750,000 VPD Foundation; \$3,000,000 annualized operating funds from Vancouver Coastal Health/Providence Health Care). Source of City funding is the City's Innovation Fund.
- B. THAT Council approve a grant of \$60,000 to BC Poverty Reduction Coalition to implement poverty reduction initiatives over the next three years. Source of Leveraged Funding: \$65,000 total in-kind advising (Vancity, BC Poverty Reduction Coalition). Source of City funding is the City's Innovation Fund.
- C. THAT Council approve \$655,000 to implement additional Healthy City Action Plan initiatives in partnership with external stakeholders. Source of City funding is the City's Innovation Fund:
- Undertake implementation of a Living Wage policy (Source of Leveraged Funding: \$42,000 in-kind advising from Vancity, Living Wage for Families, Canadian Centre for Policy Alternatives);
  - Develop a public engagement strategy for newcomer immigrant populations (Source of Leveraged Funding: \$5,000 in-kind advising from Cultural Communities Advisory Committee, Vancouver Immigration Partnership members);
  - Provide City staff with tools and training for creating an equitable and inclusive city (Source of Leveraged Funding: \$20,000 grant from UBCM);
  - Undertake initiatives to increase social connections, as determined by the Social Connections Table (Source of Leveraged Funding: \$40,000 in-kind

- advising from Vancouver Foundation, Museum of Vancouver, posAbilities, Dr. Collin van Uchelen);
- Develop a 24 month pilot “Solutions Lab” as a civic innovation lab for City staff to experiment with different ways of working collaboratively in order to better address complex urban social issues (Source of Leveraged Funding: \$162,000 in-kind advising from ~55 stakeholder advisors); and
  - Develop an online dashboard to monitor and report the progress of the Healthy City Strategy, to collect relevant data, and to undertake evaluation (Source of Leveraged Funding: \$9,000 in-kind from Advisory Committee).
- D. THAT Council approve \$622,388 to support staffing necessary to implement innovative components of related Healthy City initiatives. Source of City funding is the City’s Innovation Fund:
- Social Planner 1 - Implement Mayor’s Task Force on Mental Health & Addictions Priorities as described in Caring for All, Phase 1 Report (2014)
  - Social Planner 2 - Create Downtown Eastside Community Economic Development Plan
  - Social Planner 1 - Develop and implement City of Reconciliation and Truth and Reconciliation related initiatives
- E. THAT Council direct staff to report back on progress made with Healthy City Innovation Fund implementation, beginning in 2017 as part of the Healthy City Strategy Action Plan progress report.

## **REPORT SUMMARY**

This report recommends \$2,337,388 from the City’s Innovation Fund to match \$6 million in partner contributions to implement innovative actions under the Council-approved first four-year Healthy City Strategy Action Plan (2015-2018) (see Appendix A for alignment of Council-approved actions and this funding request). These investments will foster innovation and leverage approximately \$6 million in funding and in-kind partnerships, totalling a 2.5:1 return on investment. Partners include members of the Healthy City Leadership Table, the Mayor’s Task Force on Mental Health and Addictions, and Vancouver Immigration Partnership and many others as key champions for social innovation. Innovation Fund criteria is attached as Appendix B. Staff will report back on the progress of the Healthy City Strategy and Action Plan in 2017.

## **COUNCIL AUTHORITY/PREVIOUS DECISIONS**

**City of Reconciliation Work plan:** In January 2016, Council approved the City of Reconciliation Work Plan for 2016 and directed staff to begin implementation of cultural competency training and to facilitate Reconciliation projects.

**Truth and Reconciliation:** In January 2016, Council approved in principle the City’s response to the 27 Truth and Reconciliation Commission Calls to Action that fall within its jurisdiction, in the areas of healthy communities and wellness; Indigenous and human rights and recognition; and advancing awareness, knowledge and capacity.

**Living Wage:** In July 2015, Council moved to have the City of Vancouver certified as a living wage employer by the Living Wage for Families Campaign, and directed staff to report back on the steps necessary to achieve that goal.

**Healthy City Strategy:** In July 2015, Council adopted the Healthy City Strategy Action Plan for 2015-2018 and directed staff to report back on progress in 2017. On October 29, 2014, Council approved goals, targets and indicators of the Healthy City Strategy 2014-2025 Phase I.

**Mayor's Task Force on Mental Health and Addictions:** In September 2014, Council approved *Caring for All: Priority Actions to Address Mental Health and Addictions* setting out priorities with partners to address Vancouver's mental health and addictions crisis.

**Downtown Eastside Local Area Plan (DTES LAP):** In March 2014, Council approved the DTES LAP that included planning work on local economy and directed staff to report back in 2017.

**Approval of grant recommendations requires eight affirmative votes.**

### ***CITY MANAGER'S COMMENTS***

This report recommends support for a total of eight actions and three temporary staff positions that will help us work differently together as we tackle some of our most complex social challenges. This innovation approach moves us more upstream, from costly crisis intervention towards resilience-building and prevention to help address serious mental health and addictions, poverty, and a lack of inclusion and social connections. Together with our numerous partners, these initiatives will help to better address immediate needs and support longer-term flourishing of individuals, communities, and the city as a whole.

The City Manager RECOMMENDS approval of the foregoing.

### ***REPORT***

#### ***Background/Context***

The 2015-2018 Healthy City Strategy Action Plan introduced 19 actions focussed on moving the City closer to the vision of a healthy city for all. The actions were selected for potential impact, value for money, and ability to drive Healthy City goals and targets. Five goal areas and related actions are prioritized and described in this report for resourcing over the next 30 months (to end of 2018). These actions build on best practice in innovation to introduce new approaches in advancing the following Healthy City Goals identified as priorities in 2016:

- *Healthy Human Services;*
- *Making Ends Meet and Working Well;*
- *Cultivating Connections;*
- *Being and Feeling Safe and Included;* and
- *Collaborative Leadership.*

## **Strategic Analysis**

Innovation is about bringing a fresh lens to existing problems, asking the right questions, and bringing new and novel players and approaches to the table. The recommendations in this report contribute to the goals and the targets of the Healthy City Strategy and its vision to create a healthy city for all, and meet multiple Council objectives including those identified in the City of Reconciliation work plan, Truth and Reconciliation Report, the Mayor's Task Force on Mental Health and Addictions, the DTES Local Area Plan, and Engaged City Task Forces.

Select Healthy City goals are prioritized in an effort to focus innovative solutions on top urban stressors that impact the quality of life of Vancouver residents. These stressors include poverty; chronic illnesses like serious mental health and addictions that are directly linked to homelessness; and social isolation, an issue that cuts across income levels. Communities with higher levels of social connection are more resilient, and this report furthers efforts for residents to become better able withstand, adapt to, and recover from stress or disturbance, including those related to climate change, and improve overall health outcomes.<sup>1</sup>

Vancouver is not alone in facing these challenges; the stressors of inequality, chronic disease and social isolation are among the most serious threats to urban centres globally in the 21<sup>st</sup> century.<sup>2</sup> Establishing a 'Solutions Lab' civic innovation lab, one of the first of its kind for local government in Canada, will provide a "made in Vancouver approach" for City staff to find the best solutions to these and other highly complex civic issues going forward.

Actions and connections to priority goal areas are described below. Further details can be found in Appendix C.

### **Goal: Healthy Human Services**

About 60% of people in the province living with serious mental health and addictions challenges live in Vancouver (roughly 20,400 people), and of these, over 3,000 are at high risk and in need of additional supports.<sup>3</sup> A recent report studying 433 chronically homeless people with serious mental health illness over 10 years in the Downtown Eastside indicates that a 'revolving door' of service use, including a tripling of hospital services and community medical services.

The study concludes that new interventions are urgently needed to facilitate better outcomes.<sup>4</sup> It is time to try a different strategy. The impact of mental health and addiction on City services is substantial and overall cost to the City is about \$30 million annually<sup>5</sup>, and includes policing, first responders, emergency housing needs, capital for housing, homelessness outreach, and social grants. Aboriginal people are over represented among those living with the challenges of serious mental health and addictions, as well as homelessness.

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<sup>1</sup> Urban Social Cohesion, Vancouver Coastal Health, October 2013

<sup>2</sup> World Health Organization identifies top three threats to the wellbeing of urban centres the 21<sup>st</sup> Century as chronic disease, inequality, and climate change

<sup>3</sup> Caring for All: Priority Actions to Address Mental Health and Addictions, Mayor's Task Force on Mental Health and Addictions, Phase 1 Report, p.7

<sup>4</sup> Migration to the Downtown Eastside neighbourhood of Vancouver and changes in service use in a cohort of mentally ill homeless adults: a 10-year retrospective study, Julian M Somers, Akm Moniruzzaman, Stefanie N Rezansoff. January 6, 2016

<sup>5</sup> Caring for All: Priority Actions to Address Mental Health and Addictions, Mayor's Task Force on Mental Health and Addiction Phase 1 Report p.10

St. Paul's Hub will improve quality of service for people who struggle with serious mental health and addictions by providing quicker service and decreasing the 'revolving door' of crisis response. Once people are stabilized at the Hub, the Vancouver Police Foundation Transitional Centre will fill a critical transition gap by providing referral to housing, income assistance, peer supports, linkages to Aboriginal healing and wellness through the Aboriginal Navigator at St Paul's, and follow up care. A similar model at St. Michael's Hospital in Toronto resulted in a 200% increase in connections to health care and a 70% decrease in hospital admissions. Providence Health Care is estimating that of 10,500 emergency department visits annually, at least 5,000 will be diverted. This rapid response will also help address police wait times and reduce approximately between 4,500-4,800 police officer hours annually, returning officers to meet other policing demands.

There is significant need for the Hub model in Vancouver and improved urgent care was called for through the Task Force. The City's contribution of \$1 million will go towards the overall capital infrastructure cost of the project. Pending Council's approval, the City will enter into partnership with Providence Health Care (PHC), Vancouver Coastal Health (VCH), and the Vancouver Police Foundation to develop potentially two temporary buildings: 1) an emergency crisis stabilization centre and 2) a transitional centre, both adjacent to St. Paul's emergency department. Learnings from the design and operation of these centres will be embedded into the planning for the new St. Paul's site. The temporary infrastructure the City is contributing towards are modular units, allowing for repurposing to support health, housing and community priorities in 5-7 years' time.

Funding will also create a Planner 1 position to support innovations surrounding key urban health issues including mental health and addictions and poverty. Tasks will include the coordination and advancement of priority actions of the Mayor's Task Force on Mental Health and Addictions, as well as partnership initiatives, including the Vancouver Coastal Health DTES 2<sup>nd</sup> Generation Strategy implementation, a Gender Advisory Committee, and involvement in the Poverty Reduction Table identified in this report.

### **Goal: Making Ends Meet**

Vancouver faces significant challenges arising from poverty. 21% of residents are low income, among the highest of large Canadian cities, and in the DTES, this rises to 60%. 23,000 Vancouverites are on income assistance, and rates, which have not increased in eight years, fall short of covering basic needs for rent and food. Approximately 38% of Vancouver households are spending more than one-third of their income on housing. Provincially, BC has consistently had high low income rates, particularly for children. The cost to society of poverty in BC is estimated at \$8 - 9 billion dollars per year<sup>6</sup>, and Aboriginal people are over represented in poverty statistics locally, provincially and nationally as a result of colonization and negative effects of residential schools. However, in a city that boasts one of the highest concentrations of social enterprises in North America, opportunities exist for both social innovation and entrepreneurship.<sup>7</sup>

A concentrated effort to address this income gap is needed and this report proposes three initiatives:

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<sup>6</sup> The Cost of Poverty in BC Summary, Canadian Centre for Policy Alternatives, July 2011

<sup>7</sup> Vancouver Economic Commission identifies approximately 400 social enterprises in Vancouver. It is estimated that 100 of these are located in the DTES

- I. A \$20,000 annual grant over three years to the BC Poverty Reduction Coalition will: i) create a Poverty Reduction Table, bringing a diversity of players together to identify ways to reduce poverty in Vancouver; ii) scope out a Bridges out of Poverty program to engage people with lived experience to stabilize their environment, remove barriers, and help others understand the experience of poverty; and iii) develop a City strategy for engagement and advocacy with the provincial government.
- II. A \$ 60,000 allocation will result in identification of steps to implement a Living Wage Policy at the City of Vancouver, and share knowledge with other major employers through the Healthy City Leadership Table to encourage them to consider Living Wage implementation, in partnership with Vancity.
- III. Funding for a DTES Community Economic Development (CED) Planner 2 position will result in a CED Strategy in this neighbourhood with advice of a CED Strategic Action Committee that aims to create 1,500 jobs, decrease vacant storefronts, support local serving retail opportunities and demonstrate how a network of local services can support local hiring, including people with barriers to traditional employment, support local purchasing, engage social entrepreneurs with capacity-building opportunities and connect them with existing physical spaces to test new ideas and business models.

**Goals: Being and Feeling Safe and Included; and Cultivating Connections**

Roughly 54% of Vancouverites feel a strong sense of belonging; 50% have at least four people in their network to confide in or turn to for help<sup>8</sup>, meaning that half of residents struggle with loneliness and isolation. Communities with higher levels of connection are more resilient, better able to withstand, adapt to, and recover from change, stress or disturbance. A lack of social connectedness has been linked to higher rates of chronic disease, mental health and addictions, at-risk behaviours and premature mortality<sup>9</sup>. Cities around the world are grappling with this issue, and finding solutions becomes more necessary with increased urbanization and growing income disparities. We need to look at ways we can support connection and belonging, and find new opportunities and approaches that can help unlock the potential that exists within our city.

Four initiatives recommended in this report to address these gaps include:

- I. \$20,000 a year over three years that will provide seed funding to support a Social Connections Table, which includes the Vancouver Foundation, the Museum of Vancouver, and posAbilities. This Table has come together around a vision that “Vancouver is a city where everyone belongs.” The Social Connection Table’s mandate is to create new social connection initiatives, connect existing ones, and magnify their collective impact.
- II. A contractor to produce a citywide immigrant engagement strategy that will help the City identify innovative ways to involve newcomers in city life to help reduce isolation and promote engagement for \$35,000.
- III. \$150,000 to develop tools and training to ensure staff has greater understanding, skills and capacity to respond appropriately when working with diverse populations.

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<sup>8</sup> My Health My Community survey, 2014

<sup>9</sup> Urban Social Cohesion, Vancouver Coastal Health, October 2013

- IV. Funding for an Aboriginal Planner 1 position who will advise Community Services staff with efforts to be a City of Reconciliation, advance the Truth and Reconciliation Calls to Action, and manage projects including the creation of Aboriginal healing and wellness centres and stewardship of the recently signed MOU with Metro Vancouver Aboriginal Executive Committee (MVAEC).

#### **Goal: Collaborative Leadership**

Several generations of work by cities on "innovation labs" globally has resulted from the recognition that we need to find different ways of tackling highly complex urban problems. A \$200,000 recommendation for the Staff Hub Solutions Lab will support a 24 month pilot. The Solutions Lab is designed to be a process and a location that designs, prototypes, and evaluates solutions to complex civic challenges. It will be a place where staff learn and practice new skills for collaboration and innovation and are supported to share these new skills throughout the organisation.

Funding will support the creation of a 24 month pilot, to be run either through an external resource or internally through hiring a temporary staff to run the pilot. Additional grants and leveraged funding will also be sought. A final outcome on the implementation mechanism will be recommended by the Solutions Lab Steering Committee, comprised of various City departments, and approved by the City Manager.

#### **Goal: Corporate Business Plan 2016**

\$150,000 is recommended to support an online dashboard, an evaluation of the Healthy City Strategy, and local surveys. The dashboard will report on Healthy City progress, enable access to open data, and leverage data supplied by partners such as Vancouver Coastal Health, Statistics Canada, and other sources. An evaluation will assess implementation of the Healthy City Strategy. To ensure that HCS indicators can be tracked over time, supplementing existing data sources through robust local surveys is needed. The City's Data Consortia will assist in this process through advice and feedback.<sup>10</sup>

#### **Rationale for Funding Need**

The City has a strong history of supporting innovative and transformative work. However, unlike the Greenest City Action Plan, which utilizes provincial funding (Climate Action Revenue Incentive Program or CARIP), the Healthy City Strategy does not have a provincial funding source. Support from the Innovation Fund will provide critical seed money to pursue innovation in the implementation of the Healthy City Strategy.

Table 1 on the following page summarizes the \$2,337,388 funding request. Funding is spread over 30 months (to the end of 2018) with \$1,541,530 in 2016, \$551,194 in 2017, and \$244,664 in 2018, and has a leverage potential of at least \$5,843,000. This equates to a 2.5:1 return on investment.

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<sup>10</sup> In addition to working closely with Vancouver Coastal Health, the Healthy City Secretariat engages with interdepartmental working groups; is a member of a national Community Data Program; and is building and participating in networks of local researchers studying population health.

**Table 1: Activities, Funding Request and Leverage**

Activity	2016	2017	2018	Total	Leveraged \$
St. Paul's Mental Health Hub	\$1,000,000			\$1,000,000	\$5,500,000 total (one time) <ul style="list-style-type: none"> <li>\$1,750,000 - St. Paul's Hospital Foundation</li> <li>\$750,000 - VPD Foundation contribution</li> <li>\$3,000,000 - annualized operating funds (Vancouver Coastal Health/Providence Health Care)</li> </ul>
Poverty Reduction Table Implementation	\$20,000	\$20,000	\$20,000	\$60,000	\$65,000 total in-kind (over 30 months) <ul style="list-style-type: none"> <li>\$22,000 - Vancity advisor</li> <li>\$43,000 - BC Poverty Reduction Coalition advisor</li> </ul>
<b>Grants sub-total</b>	<b>\$1,020,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$1,060,000</b>	<b>\$5,565,000</b>
Living Wage contractor and materials	\$60,000			\$60,000	\$42,000 total in-kind (one time) <ul style="list-style-type: none"> <li>\$30,000 - Vancity practice advisor</li> <li>\$6,000 - Living Wage for Families Campaign certification advisor</li> <li>\$6,000 - Canadian Centre for Policy Alternatives calculator advisor</li> </ul>
Social Connections Table Implementation	\$20,000	\$20,000	\$20,000	\$60,000	\$40,000 total in-kind (over 30 months) <ul style="list-style-type: none"> <li>\$10,000 - Vancouver Foundation advisor</li> <li>\$10,000 - Museum of Vancouver advisor</li> <li>\$10,000 - posAbilities advisor</li> <li>\$10,000 - Dr. Collin van Uchelen, evaluation and research advisor</li> </ul>
Immigrant engagement contractor + materials	\$35,000			\$35,000	\$5,000 total in-kind (one time) <ul style="list-style-type: none"> <li>\$3,000 - Cultural Communities Advisory Committee</li> <li>\$2,000 - Vancouver Immigration Partnership members</li> </ul>
Equity, Diversity and Inclusion training	\$75,000	\$75,000		\$150,000	\$20,000 total (one time) <ul style="list-style-type: none"> <li>\$20,000 grant from UBCM</li> </ul>
Staff Hub Solutions Lab - 24 month pilot	\$50,000	\$100,000	\$50,000	\$200,000	\$162,000 total in-kind (over 24 months) <ul style="list-style-type: none"> <li>\$162,000 - approx. 55 stakeholder advisors</li> </ul>
Dashboard/ Evaluation/ Survey	\$100,000	\$25,000	\$25,000	\$150,000	\$9,000 total in-kind (over 30 months) <ul style="list-style-type: none"> <li>\$9,000 in-kind (Advisory groups)</li> </ul>
<b>Implementation sub-total</b>	<b>\$340,000</b>	<b>\$220,000</b>	<b>\$95,000</b>	<b>\$655,000</b>	<b>\$278,000</b>
MTFMHA Planner 1	\$58,809	\$100,815	\$42,006	\$201,630	
Reconciliation Aboriginal Planner 1	\$58,809	\$100,815	\$42,006	\$201,630	
CED Planner 2	\$63,912	\$109,564	\$45,652	\$219,128	
<b>Staff positions sub-total</b>	<b>\$181,530</b>	<b>\$311,194</b>	<b>\$129,664</b>	<b>\$622,388</b>	
<b>TOTAL</b>	<b>\$1,541,530</b>	<b>\$551,194</b>	<b>\$244,664</b>	<b>\$2,337,388</b>	<b>\$5,843,000</b>

Table 2 connects the Healthy City goals, actions and targets with the proposed activities and new staffing. High level descriptions of staff workplans are included in Appendix D.

**Table 2: Alignment of Healthy City Goals and Actions with Activities & Staff Positions**

Goals & Targets	Actions	Activities & Staff Positions
<p><b>Healthy Human Services</b></p> <p>Target: Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels</p>	<p>Implement 23 Actions from the Mayor’s Task Force on Mental Health and Addictions Phase 1 Report “Caring for All,” together with key working groups and advisories.</p>	<p>MTFMHA Planner 1</p> <p>Implement 50% of Task Force Priority Actions</p> <p>St Paul’s Hub</p>
<p><b>Making Ends Meet and Working Well</b></p> <p>Target: Reduce the city’s poverty rate by 75%</p> <p>Target: Increase median income by at least 3% every year</p>	<p>Assess steps to implement a Living Wage Policy at the City of Vancouver.</p> <p>Create a network of services to provide social entrepreneurs with capacity-building opportunities; connect them with existing physical spaces to test new ideas and business models; and explore opportunities to showcase these in public.</p> <p>Determine how City policies and practices can help alleviate poverty; advocate to senior governments on topics such as improving access and raising income assistance and shelter rates, and promoting the BC Poverty Reduction Coalition’s Poverty Reduction Strategy.</p>	<p>Living Wage contractor</p> <p>CED Planner 2</p> <p>Support creation of CED neighbourhood network</p> <p>Poverty Reduction Table Implementation</p>
<p><b>Cultivating Connections</b></p> <p>Target: All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need</p> <p>Target: Increase municipal voter turnout to at least 60%</p>	<p>Build on Engaged City Task Force recommendations: create new social connection initiatives, build on existing initiatives and magnify their collective impact in collaboration with partners.</p> <p>Examine City regulations, policies, and processes that affect our relationships with and between residents - past, present and future.</p>	<p>Social Connections Table Implementation</p> <p>Immigrant Engagement contractor</p>
<p><b>Being and Feeling Safe and Included</b></p> <p>Target: Increase Vancouver residents’ sense of belonging by 10%</p> <p>Target: Increase Vancouver residents’ sense of safety by 10%</p> <p>Target: Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence</p>	<p>Offer opportunities to improve competencies for City staff to work directly and indirectly with First Nations and Urban Aboriginal people.</p> <p>Train City Staff to address conditions that create vulnerability (e.g. gendered violence, newcomer settlement, sex work, mental health and addictions, and dementia). Identify options to expand this training to others, including the Leadership Table.</p>	<p>Aboriginal Planner 1</p> <p>Tools and training to create an equitable and inclusive City</p>
<p><b>Collaborative Leadership</b></p> <p>Target: 90% of actions developed in Phase II will be implemented</p>	<p>Develop a Staff Hub that brings together City staff to work on high priority complex challenges related to Healthy City, Greenest City, Engaged City, and Economic Action Strategy.</p>	<p>Solutions Lab Pilot</p>
<p><b>2016 Corporate Business Plan: Short-term Priorities</b></p>	<p>Implement top-priority initiatives articulated in the City’s Healthy City Strategy, with a current-year focus on coordinating the Healthy City Secretariat and developing a Healthy City dashboard.</p>	<p>Dashboard/ Evaluation/ Survey</p>

## ***Implications/Related Issues/Risk***

### ***Financial***

The total request to support the implementation of the Healthy City Strategy is \$2,337,388 over 30 months (2016-2018). Source of funds is the City's Innovation Fund. The City's Innovation Funding support will be matched by external funding of \$5,843,000, resulting in a minimum of 2.5:1 leverage, including volunteer and in-kind contributions. The City investment demonstrates Council's commitment towards a healthy city for all.

Second and third year allocations for initiatives with multi-year funding will be released upon City staff being satisfied with the performance from the first year of initiatives.

Actions will be reviewed on an annual basis to determine need for additional resources, and addressed as part of the budget process.

Appendix B shows how this project aligns with the guidelines for the Innovation Fund. Information about the City of Vancouver Innovation Fund, including the guidelines for accessing this funding, is also contained in Appendix B.

### ***Human Resources/Labour Relations***

Three (3) 24 month TFT staff positions are being requested: two (2) new Planner 1 positions; and one (1) Planner 2 position. The Planner 1 positions will be classified, posted and filled as per the Collective Agreement. The Planner 2 position which has already been classified and posted will simply be extended for an additional 24 months.

### ***Environmental***

The Healthy City Strategy complements the City's environmental sustainability goals. Together, the strategies enable more integrated efforts for healthy people, healthy places and healthy planet. Specifically, the Staff Hub Solutions Lab is anticipated to help address both environmental and social challenges.

### ***Legal***

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

## ***CONCLUSION***

Use of the Innovation Fund will support the Healthy City Strategy Action Plan implementation and help to address well-being and social sustainability for Vancouver residents, focusing on moving from crisis response to an upstream, integrated, prevention-oriented approach to health. Leveraging this funding with that from other partners, the City will strengthen a collaborative approach to creating a Healthy City for All.

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**Appendix A: Healthy City Action Plan - 19 Actions Approved by Council**

Goal/Target/Baseline	Action	Included in this Report to receive Innovation Fund Funding	
<p><b>A Good Start</b></p> <p>Target: At least 85% of Vancouver’s children are developmentally ready for school when they enter kindergarten</p> <p>Baseline: 65% of Vancouver’s kindergarten children are developmentally ready for school</p>	<p>1. Create a Good Start Framework for children and youth in the City of Vancouver from birth to 12 [24] years. This framework will include guiding principles and priorities as well as some key actions such as promotion of the “\$10 a day child care plan,” promotion of affordable family housing, a Collective Impact approach to early childhood development, creation of a minimum of 1,000 new child care spaces, enhancement of parental leave opportunities, initiatives to reduce childhood sedentary behaviour (such as physical literacy), and facilitate 1,300 daily school breakfasts and food literacy development.</p>		<p><b>No</b></p>
<p><b>Healthy Human Services</b></p> <p>Target: All Vancouver residents are attached to a family doctor</p> <p>Baseline: 77% of adults have a family doctor</p> <p>Target: Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels</p> <p>Baseline: TBD</p>	<p>2. Develop a Social Amenities Priorities Plan.</p> <p>3. Implement 23 Actions from the Mayor’s Task Force on Mental Health and Addictions Phase 1 Report “Caring for All,” together with key working groups and advisories.</p>	<p><b>Yes</b> \$1,201,630 (Hub + MTFMHA Planner 1)</p>	<p><b>No</b></p>
<p><b>Making Ends Meet and Working Well</b></p> <p>Target: Reduce the city’s poverty rate by 75%</p> <p>Baseline: 21% of people are in low-income families</p> <p>Target: Increase median income by at least 3% every year</p> <p>Baseline: Total personal median income is \$28,720</p>	<p>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.</p> <p>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.</p> <p>6. Create a network of services to provide social entrepreneurs with</p>	<p><b>Yes</b> \$60,000 (Living Wage contractor)</p> <p><b>Yes</b> \$219,128</p>	<p><b>No</b></p>

Goal/Target/Baseline	Action	Included in this Report to receive Innovation Fund Funding	
	capacity-building opportunities; connect them with existing physical spaces to test new ideas and business models; and explore opportunities to showcase these in public.	(CED Planner 2)	
	7. Determine how City policies and practices can help alleviate poverty; advocate to senior governments on topics such as improving access and raising income assistance and shelter rates, and promoting the BC Poverty Reduction Coalition's Poverty Reduction Strategy	Yes \$60,000 (Poverty Reduction Table grant)	
<p><b>Being and Feeling Safe and Included</b></p> <p>Target: Increase Vancouver residents' sense of belonging by 10%</p> <p>Baseline: 54% of adults feel a sense of community belonging</p> <p>Target: Increase Vancouver residents' sense of safety by 10%</p> <p>Baseline: 65% of adults feel safe walking at night</p> <p>Target: Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault and domestic violence</p> <p>Baseline: Crime rate is 50 per 1,000 people for property crime and 8.9 per 1,000 people for violent crime</p>	8. Offer opportunities to improve competencies for City 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.	Yes \$201,630 (Aboriginal Planner 1)	
	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.	Yes \$150,000 (tools and training to create equitable and inclusive City)	
<p><b>Cultivating Connections</b></p> <p>Target: All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need</p> <p>Baseline: 50% of adults have at least 4 people to turn to for help</p> <p>Target: Increase municipal voter turnout to at least 60%</p> <p>Baseline: 43% municipal voter turnout</p>	10. Create a Sharing City framework and strategies, and identify other key public and private partners.		No
	11. Examine City regulations, policies, and processes that affect our relationships with and between residents - past, present and future.	Yes \$35,000 (Immigrant Engagement contractor)	
	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.	Yes \$60,000 (Social Connection Table fund)	
<p><b>Lifelong Learning</b></p> <p>Target: Increase participation in lifelong learning by 25% over 2014</p>	13. Develop the Vancouver Summer of Learning program, leverage the Vancouver Learning Guide, and explore the future expansion of		No

Goal/Target/Baseline	Action	Included in this Report to receive Innovation Fund Funding	
levels Baseline: 432,764 active library users	these initiatives including the use of Digital Badges.		
<b>Getting Around</b> Target: Make the majority (over 50%) of trips on foot, bike, and transit Baseline: 50% of daily trips made by walking, cycling or transit	14. Work with partners to implement the City's Active Transportation Promotion and Enabling Plan, with annual report cards on progress.		<b>No</b>
<b>Environments to Thrive In</b> Target: Add to the Greenest City Action Plan a biodiversity target and a target related to toxins prevention Baseline: Biodiversity added to the Greenest City Action Plan Target: Every Vancouver neighbourhood has a Walk Score of at least 70 (indicating that most errands can be accomplished on foot) Baseline: 14 of 22 neighbourhoods have a Walk Score of $\geq 70$	15. Integrate biodiversity and toxins reduction strategies into the Greenest City Action Plan.		<b>No</b>
	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.		<b>No</b>
	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.		<b>No</b>
	18. Create and enhance wonderful temporary and permanent public places and spaces throughout the city.		<b>No</b>
<b>Collaborative Leadership</b> Target: 90% of actions developed in Phase II will be implemented Baseline: 0 of 19 Actions implemented	19. Develop a Staff Hub that brings together City staff to work on high priority complex challenges related to Healthy City, Greenest City, Engaged City, and Economic Action Strategy.	<b>Yes</b> \$200,000 (Solutions Lab)	

## Appendix B - City of Vancouver Innovation Fund

Increasingly, more opportunities exist to work with other parties to leverage expertise, funding, and access to various in kind resources in order to focus on strategic areas important to the city. This form of leverage allows the City to continue to advance its policy priorities at a lower cost to taxpayers.

The Innovation Fund is expected to build on the City's experience in leveraging funding and expertise with outside agencies, other levels of government, private sector, universities and not-for-profits to advance key City priorities through aggressive leveraging of external partners.

Some examples of these types of unique opportunities would include: enhancing the success of urban Aboriginal residents; enhancing our local economy with an emphasis on social enterprise particularly in the green sector; innovative child care programs for children at risk; cultural programs which enhance the community and create local jobs for artists; enhancing the involvement of our seniors in community; enhancing our sport strategy through partnerships of significant sporting initiatives; sport for youth at risk; and others.

### Guidelines for accessing City of Vancouver Innovation Fund

With the establishment of an Innovation Fund, one time innovative projects can be funded to advance key agendas in the city. Accessing the City of Vancouver Innovation Fund is at Council discretion; however, the following guidelines have been established to optimize the use of the fund:

- Aligns with Council Agenda (Housing, Public Safety, Economy, Environment)
- Demonstrates clear outcomes
- Matching requirements - target leverage of 3:1 (minimum 1:1) 3rd party investment (cash and in-kind) to City funding
- Size of City of Vancouver contribution should enable a broad range of programs to be supported by fund (Guideline - maximum project size of \$250,000 recommended).
- Projects which are one-time innovative opportunities; maximum commitment for expenditure of funds - up to 2 years
- Supports transformation and innovation in meeting City goals; shines a spotlight on Vancouver

Examples of Council-approved use of the Innovation Fund to date include the following:

- Council contributed up to \$100,000 to prepare the Stewardship Strategy for City-owned Plazas, initially for Jim Deva Plaza, in partnership with West End BIA and Vancouver Foundation (RTS #11066).
- Council approved the use of up to \$535,000 to support the initiatives of Truth and Reconciliation Canada (TRC) and Reconciliation Canada (RC) during *Reconciliation Week* (RTS #10216).
- The City's contribution of \$148,800 toward the Vancouver Rent Bank (RTS #9484) leveraged resources from the Vancouver Foundation and Streethome Foundation. The Vancouver Rent Bank aims to increase housing stability by preventing evictions or loss of essential utilities.

- Council earmarked \$1,000,000 of the fund for an addition to Community Social Services and related grant funds to help meet the existing and emerging funding gaps (RTS # 9991).
- Council approved two grants over a two year period (2013 & 2014) totaling \$380,000. This was comprised of a grant of \$300,000 to Vancity Community Foundation’s Social Enterprise Portfolio Program; and a grant of \$80,000 to Potluck Café Society’s Recipes for Success Program. (RTS #10053)
- Council approved a contribution of \$200,000 towards the 125th anniversary celebrations of Stanley Park. The funds were used to pay for artistic fees, infrastructure costs, and production staff. (RTS #10120)

The table below shows how this project aligns with the guidelines for the Innovation Fund:

Innovation Fund Criteria	Project Alignment
Aligns with Council Priorities  Supports transformation and innovation in meeting City goals	✓ Healthy City Strategy ✓ Mayor’s Task Force for Mental Health and Addiction ✓ Engaged City Task Force
Leverages minimum 1:1 3 <sup>rd</sup> party investment	\$2.337 million City investment leverages \$5.843 million by external private & non-profit partners <b>(2.5:1 leverage)</b>
One-time opportunity (2 year maximum)  \$250k maximum/year	3 years: 2016 - 2018  \$1 million to St Paul’s hospital \$1,337,000 over 30 months (averages to ~\$445,000/year)  Council has made exceptions in the past for a period of longer than 2 years, and also for a larger investment than the \$250K maximum in the Guideline
Demonstrates clear outcomes & transformation toward CoV goals	The actions in this report contribute to the goals and the targets of the Healthy City Strategy and assist staff in meeting multiple Council objectives including those identified in the Mayor’s Task Force on Mental Health and Addictions, the DTES Local Area Plan, Engaged City, Reconciliation and Truth and Reconciliation efforts.

## Appendix C - Description of Recommended Activities and Projected Impacts

### A. St. Paul's Mental Health Hub - Grant to Providence Health Care

Outputs:	Outcomes:
<ul style="list-style-type: none"> <li>Projections for Mental Health Hub visits in 2020 are over 6,000, with another 2,000 anticipated visits to the Transition Centre</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in emergency department congestion and quicker access to appropriate care</li> <li>Reduction in police involved recidivism</li> <li>Reduction in the number of return visits to St. Paul's Hospital</li> </ul>

The impact of mental health and addiction on City services is substantial and overall cost to the City is about \$30 million in today's dollars<sup>11</sup>, and includes policing, first responders, emergency housing needs, as capital for housing, homelessness outreach, and social grants. A recent report studying 433 chronically homeless people with serious mental illness in the Downtown Eastside indicates that a 'revolving door' of service use, including a tripling of hospital services and community medical services, had occurred over 10-years and that new interventions were urgently needed to facilitate better outcomes.<sup>12</sup>

The intent of the Hub is to improve quality of service for people struggling with serious mental health and addictions by providing quicker service and decreasing the 'revolving door' of crisis response. Once people are stabilized at the Hub, the Vancouver Police Foundation Transitional Centre will fill a critical transition gap by providing referral to housing, other social services and follow up care.

Pending Council's approval, the City will enter into a partnership with Providence Health Care (PHC), Vancouver Coastal Health (VCH), and the Vancouver Police Foundation to develop a Hub that will be located at the current St. Paul's Hospital site and provide rapid psychiatric and substance use response to individuals who arrive at St. Paul's emergency in a crisis situation because of serious mental health and addictions issues. Approximately 5,000 people will be diverted from the emergency department. Anticipated timeline for opening of the Hub is 2016/2017.

Cost Item	Contributors	Total
<b>Infrastructure</b> (e.g. modular units, systems implementation)	City of Vancouver	\$1,000,000
	Vancouver Police Foundation	\$750,000
	St. Paul's Hospital Foundation	\$1,750,000
<b>Operating</b> (annualized)	Vancouver Coastal Health & Providence Health	\$3,000,000
<b>Total</b>		<b>\$6,500,000</b>

<sup>11</sup> Caring for All: Priority Actions to Address Mental Health and Addictions, Mayor's Task Force on Mental Health and Addiction Phase 1 Report p.10

<sup>12</sup> Migration to the Downtown Eastside neighbourhood of Vancouver and changes in service use in a cohort of mentally ill homeless adults: a 10-year retrospective study, Julian M Somers, Akm Moniruzzaman, Stefanie N Rezansoff. January 6, 2016

A one-time grant of \$1,000,000 will contribute towards the total capital infrastructure costs of \$3,500,000, with an additional \$3,000,000 in annualized operating costs from Vancouver Coastal Health and Providence Health. Providence Health is completing a feasibility study to explore modular units for both the crisis stabilization unit and the transition centre and a Term Sheet will be developed to describe the funding relationship and responsibilities of partners when costs and form of development is confirmed. Once the new St. Paul's site is developed over the next approximately 8-10 years, the partners will articulate priority use of the capital investment as agreed to in the Term Sheet, and retain the capital investment if modular units are used.

Over 10,500 people access St. Paul's Hospital emergency department each year because of crisis related to mental health and addictions. This improved response could have significant impact on care provided to individuals and have positive impacts for the city. A similar model at St. Michael's Hospital in Toronto resulted in a 200% increase in these connections and a 70% decrease in hospital readmissions. More importantly, it provides a safe haven for discharged patients and allows community mental health and addiction teams to "in-reach" clients that they would otherwise spend valuable time searching the streets and shelters to locate.

Rapid response through the Hub will help address police wait times in the emergency department that are currently averaging 80 minutes per visit - the goal is to decrease to 20 minutes. If apprehension rates maintained current trends, potential savings to police officers time waiting at St. Paul's alone are estimated to be approximately 4,500-4,800 officer hours annually- returning officers to regular duties to meet other policing demands.

The Hub concept aligns with the Healthy City Strategy goal of increasing access to healthy human services, and the Housing and Homelessness Action Plan by preventing homelessness by ensuring people are discharged into housing. It also aligns with the Mayor's Task Force on Mental Health and Addictions by integrating service delivery, intensifying strategic partnerships, and improving the quality and timeliness of crisis response for people struggling with serious mental health and addictions. This includes addressing priority actions set by the Mayor's Task Force:

- Linkages to Aboriginal healing and wellness through access to the Aboriginal Navigator at St. Paul's;
- Support to find/maintain housing, income assistance and employment services;
- Ongoing mental health and addictions support, including transportation and support to follow-up appointments; and
- Peer supports to ensure both short- and long-term stability in the community, reducing both acute care utilization and length of stay in hospital.

Vancouver Coastal Health and Providence Health Care in partnership with the Vancouver Police Department and the Vancouver Police Foundation are committed to the concept of the pilot Hub, and are currently working through functional options to limit capital expenditures on a hospital that will ultimately be replaced. The benefits of opening a pilot program to address immediate and urgent needs as well as consider implications for the new St. Paul's redevelopment have been assessed. As noted, the City's one-time commitment of \$1,000,000 will extend beyond the pilot Hub with the capital asset maintained for future priority projects.

## B. Poverty Reduction Initiatives - Grant to BC Poverty Reduction Coalition

Outputs:	Outcomes:
<ul style="list-style-type: none"> <li>• Development of Bridges out of Poverty program</li> <li>• 3-4 Poverty Reduction Table meetings/year</li> <li>• Development of engagement and advocacy strategy for Province</li> <li>• Shortlist of potential Poverty Reduction initiatives, and subsequent funding of prioritized items</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in poverty at the municipal level, and at the provincial level</li> <li>• Increased collaboration and awareness around changing the conditions that contribute to poverty</li> </ul>

Our city faces significant challenges arising from poverty. In Vancouver, 21% of residents are considered low income and approximately 38% of households are spending more than one-third of their income on housing. Provincially, BC has consistently had high low income rates, particularly for children. The cost to society of poverty in BC is estimated at \$8 - 9 billion dollars per year<sup>13</sup>.

A concentrated, collective effort to improve this situation is needed. The Healthy City Strategy Action Plan includes determining how the City and local communities can use proactive policies and practices to reduce poverty, drive action at other levels of government, and advance the BC Poverty Reduction Coalition's Poverty Reduction Strategy.

This grant of \$20,000/year will support initiatives which include:

- developing a Poverty Reduction Table to provide advice and collective effort around tools, policies and practices that can be better aligned to coordinate efforts to reduce poverty in Vancouver;
- developing a Bridges out of Poverty program, which focuses on meaningful engagement with people with lived experience of poverty to help stabilize their environment, remove barriers, and build resources, as well as help others understand the experience of poverty and build relationships of mutual respect between people in all classes; and
- developing and implementing a City strategy for engagement and advocacy with the provincial government.

## C. Healthy City Strategy Implementation Budget - Administered by Social Policy & Projects

A total of \$655,000 is requested over the next three years for activities outlined below. Funds will be managed by the Social Policy & Projects department, with input from partner organizations. Opportunities for leveraging funds for greater impact will continue to be pursued. Social Policy & Projects will assess the performance and impact of each initiative prior to releasing funding for subsequent years.

<sup>13</sup> The Cost of Poverty in BC Summary, Canadian Centre for Policy Alternatives, July 2011

***Living Wage contractor and materials - Partnership with Vancity***

Outputs:	Outcomes:
<ul style="list-style-type: none"> <li>• Inventory and analysis of existing City vendor base</li> <li>• Living Wage certification consultant report, with best practices and implications of becoming a Living Wage employer</li> <li>• Identification of required steps for undertaking Living Wage certification at the City</li> </ul>	<ul style="list-style-type: none"> <li>• City of Vancouver and other businesses are better positioned to become certified Living Wage employers</li> </ul>

The 2016 Living Wage for Metro Vancouver is \$20.64/hour (based on a two-parent family with two children, with both parents working full-time). Based on 2013 income tax data, only 43% of residents are making a Living Wage - meaning 57% are not, with implications on their ability to cover basic expenses such as housing, food, transportation and child care.

Pursuing Living Wage certification will help to further the Healthy City Action Plan along with a Council motion to have the City of Vancouver certified as a Living Wage employer by the Living Wage for Families Campaign.

The contractor will work with Supply Chain Management (SCM) to review the vendor base to determine the impact of the City becoming a Living Wage Employer, as well as research the approaches taken by other companies to Living Wage certification. They will then outline the required actions SCM would need to take in order for the City to become a Living Wage Employer.

***Social Connections Table - Partnership with Vancouver Foundation, Museum of Vancouver, posAbilities, Dr. Collin van Uchelen***

Outputs:	Outcomes:
<ul style="list-style-type: none"> <li>• 6-8 Social Connections Table meetings/year</li> <li>• Communications Plan for linking the Social Connections Table Network</li> <li>• Vertical Communities consultant report</li> <li>• Regional Forum on Social Connectedness</li> <li>• Inventory of existing social connection initiatives</li> <li>• Shortlist of potential Social Connection initiatives, and subsequent funding of prioritized items</li> </ul>	<ul style="list-style-type: none"> <li>• Sense of belonging and connection by Vancouverites, with resulting increase in community resiliency</li> <li>• Improved alignment and leveraging of city resources and/or activities related to social connectedness</li> </ul>

Roughly 54% of Vancouverites feel a strong sense of belonging; 50% have at least four people in their network to confide in or turn to for help<sup>14</sup>. This leaves the remainder of residents struggling with loneliness and isolation. Communities with higher levels of connection are more resilient, better able to withstand, adapt to, and recover from change, stress or disturbance. A lack of social connectedness has been linked to higher rates of chronic disease, anxiety and depression, higher levels of stress, at-risk behaviours such as smoking, and premature mortality<sup>15</sup>.

<sup>14</sup> My Health My Community survey, 2014

<sup>15</sup> Urban Social Cohesion, Vancouver Coastal Health, October 2013

A group of community leaders has come together to create a Social Connections Table. The Table will focus on creating new social connection initiatives, connecting existing initiatives, and magnifying their collective impact. The vision of the Table is for Vancouver as a city where everyone belongs. An implementation fund of \$20,000/year would provide seed money to enable efforts connected to this initiative to occur.

Five initial areas of work are proposed:

1. Engage: create opportunities for leaders, organizers and residents across the business, civic and community sectors to contribute.
2. Magnify: support existing initiatives with a proven track record so they can spread and grow.
3. Catalyze: nurture the development and piloting of innovative responses to fostering connections.
4. Illuminate and inspire: highlight successful activities and initiatives across the city that promotes belonging and social connection, drawing on mainstream and social media to tell their story.
5. Learn: create a continuous cycle of learning through research, documentation and reflection.

***Immigrant Engagement contractor and materials - Partnership with Vancouver Immigration Partnership (VIP) member organizations***

Outputs:	Outcomes:
<ul style="list-style-type: none"> <li>• A citywide immigrant engagement strategy</li> <li>• Evaluation of tactics and direction on best approaches</li> <li>• Identification of the optimal moments and channels to involve newcomers in City processes</li> <li>• Identification of target audience needs and capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement of immigrant populations in City life in a way that can help reduce the sense of isolation</li> <li>• Individuals are engaged in their communities, support one another and have a sense of agency to affect positive change</li> </ul>

This initiative supports several City strategies:

- The Healthy City Action Plan calls for an examination of City regulations, policies and processes that affect our relationships with and between residents, including better engaging diverse immigrant populations.
- Engaged City Task Force calls for the City to “Develop specific strategies for engaging under-represented groups - in particular 18-35 year olds, newcomers and new immigrants, and urban Aboriginal peoples.”
- The Vancouver Immigrant Partnership has as a key goal civic engagement activities that bring newcomers together with Vancouver’s long-time residents to strengthen social relations and build community.

The work will focus on newcomers and enhance their role in helping to shape and influence City policy and services. The consultant will review current practice, conduct best practice research and investigate Vancouver-specific community needs. From these, a city-wide strategy, including timing, tools and methods to foster relationships between immigrant

populations and the City, as well as mechanisms to monitor and evaluate their effectiveness, will be developed.

***Tools and training to create an equitable and inclusive City - Partnership with Alzheimer Society of BC, Ending Violence Association***

<b>Outputs:</b>	<b>Outcomes:</b>
<ul style="list-style-type: none"> <li>• Creation of an integrated and comprehensive approach to staff training related to implementation of Healthy City Strategy goals around inclusion and belonging with diverse populations</li> <li>• Create inventory of existing training and analyse gaps and opportunities</li> <li>• Identification of target audience(s) for each training program</li> <li>• Development and delivery of training programs (with targets for # of staff participating)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved safety and social equity for all Vancouverites</li> <li>• City staff has greater understanding and capacity to respond in a positive and proactive manner when working with Aboriginals, newcomers, people engaging in sex work, suffering from mental health &amp; addictions challenges, dementia and people faced with gender- based violence</li> </ul>

City staff interacts with a wide variety of residents and this action will help City staff support and understand our public, particularly when they struggle with challenges. It will also consider the interrelationship with current efforts on Aboriginal cultural competency training as part of City of Reconciliation and the City’s Truth and Reconciliation Call to Action response.

Several City supported training initiatives can be built on, including Ending Violence Association’s “Bystander Training” developed 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.

***Staff Hub Solutions Lab Pilot - Interdepartmental Partnership***

<b>Outputs:</b>	<b>Outcomes:</b>
<ul style="list-style-type: none"> <li>• 2 cohorts/year of 12-15 participants that develop, prototype, and evaluate innovative solutions to City challenges</li> <li>• Evaluation of 24 month pilot program</li> </ul>	<ul style="list-style-type: none"> <li>• Improved solutions to complex challenges through increased collaboration across departments, effective use of new tools and strategies for problem solving, and leadership development</li> <li>• Improved ability to attract and retain talent within the City</li> </ul>

Social innovation requires a change in thinking as well as culture shifts. In some cases, it is hard to bring different approach to light within existing systems. A Solutions Lab brings together City staff to work on high priority complex challenges related to Healthy City, Greenest City, Engaged City, and Economic Action Strategy.

The Solutions Lab builds on several generations of work on "innovation labs" from North America and Europe, and learns from their experiences to inform what a space to facilitate civic innovation in Vancouver needs to look like. Initial scoping, best practice review and analysis for a Solutions Lab are currently being undertaken by CityStudio, with a prototype trial undertaken Spring 2016. A Solutions Lab Steering Committee has been formed with representation from HR, Corporate

Communications, Digital, Sustainability, Engineering, Social Policy, and Emergency Management.

Funding will support the creation of a 24 month pilot, to be run through an external resource or internally through hiring a temporary staff to run the pilot. Additional grants and leveraged funding will also be sought. A final outcome on the implementation mechanism will be recommended by the Solutions Lab Steering Committee and approved by the City Manager.

**Dashboard/Evaluation/Survey**

<b>Outputs:</b>	<b>Outcomes:</b>
<ul style="list-style-type: none"> <li>• An online dashboard tool that will enable access to open data and increase transparency with stakeholder and the public</li> <li>• Collection of updated and reliable data to monitor and evaluate the Healthy City Strategy and its goals</li> <li>• Creation of an evaluation framework, including impact and process</li> </ul>	<ul style="list-style-type: none"> <li>• Vancouver is engaged in monitoring the health and well-being of its population</li> <li>• A broad range of participants have accessible and meaningful opportunities to learn and contribute to the vision of A Healthy City for All</li> </ul>

The Healthy City Strategy is based on a robust set of data from a variety of sources. In order to monitor, evaluate and report on this data in a meaningful, robust and engaging way, staff recommend three key mechanisms:

*Dashboard - Interdepartmental Partnership*

Vancouver’s Digital Strategy calls for the City to “move the dial” on digital engagement and access, including enhanced open data and new platforms for communication and engagement. The City’s 2016 Corporate Business Plan prioritizes advancing City-wide capacity for performance measurement, data analytics and reporting; and developing a Healthy City dashboard as a strategic partnership. An online dashboard tool will enable clear, efficient and transparent reporting on progress toward the vision of A Healthy City for All and other City strategies and metrics. Staff have undertaken a best practice review of digital dashboards used in other cities, and convened an interdepartmental working group to scope preliminary options for the development of a Vancouver dashboard. Funding to an overall City data and analytics program will maximize our analytic capacity to customize a city-wide platform for HCS. The dashboard will enable access to open data and increase transparency, providing stakeholders and the public with an engaging platform for learning about, monitoring progress on, and taking action to support the goals, targets, indicators and actions of the HCS. The dashboard will leverage data supplied by providers and partners such as Vancouver Coastal Health, Statistics Canada, and other sources.

*Evaluation*

To achieve the kind of societal health impact envisioned by the Healthy City Strategy, interventions must be able to be scaled up and sustained. To achieve sustained implementation, several elements are necessary: community context (such as data, political support, funding and supportive policies); characteristics of the organization/group involved (such as skills and attitudes); and innovation characteristics (such as flexibility and compatibility). Evaluating the impact of the Healthy City Strategy must incorporate these more qualitative elements in addition to the more quantifiable indicators. We propose using a process evaluation that will assess implementation and the individual, community and organizational level factors that facilitate or constrain the implementation and scale up of

the Healthy City for All vision. Initial scoping conversations on the needs and criteria for a robust evaluation have been undertaken with experts such as the Centre for Hip Health and Mobility.

*Survey - Partnership with Data Consortia<sup>16</sup>*

Data for the Healthy City Strategy's indicators and targets come from multiple data sources, including the census, internally-created datasets and population health surveys such as the My Health My Community Survey conducted by Vancouver Coastal Health and Fraser Health in 2013-2014. To ensure that HCS indicators can be tracked over time, there is a need to supplement existing data sources and collect additional data through robust local surveys. The Healthy City Strategy's indicators are intended to provide a broad and holistic snapshot of population health in Vancouver; delivering on Council's direction to report back on progress requires access to a range of data sources. Members of the Data Consortia will assist in this process through advice and feedback.

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<sup>16</sup> In addition to working closely with Vancouver Coastal Health, the Healthy City Secretariat engages with interdepartmental working groups; is a member of a national Community Data Program; and is building and participating in networks of local researchers studying population health.

## **Appendix D - Workplans for Healthy City Strategy Staff Positions**

### *Reconciliation - Aboriginal Planner 1*

Work plan includes:

- Provide advice on projects related to Vancouver's response to the Truth and Reconciliation Calls to Action and undertake/manage projects
- Assist with priority actions of Mayors Task Force on Mental Health and Addictions (MTFMHA) and DTES Local Area Plan (e.g. healing and wellness centres)
- Provide stewardship towards recently signed MOU with Metro Vancouver Aboriginal Executive Committee (MVAEC)
- Support report back to Council as requested on Child and Youth Representative's Paige Report
- Coordinate and manage Aboriginal projects in DTES and across the city in Community Services (CS)
- Provide support/advice to community plans, social and cultural grants, Aboriginal childcare, cultural projects, and Cultural Competency staff training

### *Mayor's Task Force on Mental Health & Addictions - Planner 1*

Work plan includes:

- Support coordination of Task Force meetings and working Groups, including People with Lived Experience and Peer Leadership
- Project Manage City initiatives aligned with Vancouver Coastal Health (VCH) DTES 2nd Generation Strategy
- Align and support actions & manage contracts for two Collective Impact Tables funded by City and external partners
- Develop and coordinate a Gender Advisory Committee to create gender lens on Task Force priority actions
- Develop and execute a communications plan to address stigma in partnership with the People with Lived Experience Advisory Committee
- Coordinate Poverty Reduction Table

### *Downtown East Side Community Economic Development - Planner 2*

Work plan includes:

- Develop a CED Strategy in consultation with other departments and resident groups & prepare for Council adoption by December 2017.
- Assist in formation of and provide support to CED Review Committee (established in February 2016)
- Coordinate an Economic Development and Reconciliation Symposium (to be held in June 2016)
- Recommend funding, and liaise with DTES Capital Fund Quick Start grant projects
- Liaise with inter-related priority DTES City initiatives supporting low-barrier employment including street markets, grants to social enterprise and other innovations