



## ADMINISTRATIVE REPORT

Report Date: July 11, 2017  
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Meeting Date: July 25, 2017

TO: Vancouver City Council  
FROM: Deputy City Manager  
SUBJECT: Grant Application - Launching a Resilient Neighbourhoods Program

### *RECOMMENDATION*

- A. THAT Council approve an allocation of \$550,000 from the City's Innovation Fund to fund the co-development and launch of the Resilient Neighbourhoods program; source of funding is the City's Innovation Fund. This investment of \$550K will leverage over \$1.1M in direct funding, resources and in-kind contributions from a wide range of partners and stakeholders.
- B. THAT, subject to approval of Recommendation A, Council approve grants of \$210,000 to 4 organizations (as outlined in Table 1, below), to support the launch of the Resilient Neighbourhoods program.
- C. THAT, subject to approval of Recommendation A, Council approves additional funding of \$40,000 for Neighbourhood Preparedness Grants. Staff will report back to request Council approval for specific grant recommendations in 2018.
- D. THAT, subject to approval of Recommendation A, staff proceed with the expenditure of \$300,000 for staffing and resources for the development and delivery of the Resilient Neighbourhoods program as detailed in this report.

Approval of the grant recommendations in Recommendation B above requires 2/3 affirmative votes of all Council members.

### *REPORT SUMMARY*

This report recommends that Council approve a commitment of \$550,000 over 2 years from the City's Innovation Fund to support the development, pilot and launch of a neighbourhood resilience and emergency preparedness program. The request leverages funding and in-kind

contributions from local community organizations, Provincial and Federal governments, non-profits and academic institutions.

The proposed program and supporting tools respond to community interest to build on the City's Disaster Support Hub initiative. Neighbourhoods selected to participate in the pilot will receive support from City and other partners to understand their local risks, address emergency preparedness needs, and develop neighbourhood-level response plans. The program will provide opportunities for individuals, businesses and community organizations to build connections that will pay dividends day-to-day and during times of crisis.

### ***COUNCIL AUTHORITY/PREVIOUS DECISIONS***

In December 2013, Council adopted the Earthquake Preparedness Strategy (EPS). Related strategic priorities within the EPS include the development of Disaster Support Hubs, continued development of citizen-volunteer opportunities, the expansion of public education methods to reach vulnerable populations, and working with regional partners to develop shared models of earthquake risk.

In April 2016, staff updated council on the status of the EPS, including the implementation of Phase 1 of the Disaster Support Hub initiative and the evolution of the Emergency Social Services volunteer program from a city-wide structure to geographical Zone Teams. Staff also reported on recent federal and provincial investments to enhance regional earthquake risk data. Such data is essential for accurate mitigation and response planning.

The proposal outlined in this report complements the goals and actions set out in the Healthy City Strategy, including those related to cultivating connections and being and feeling safe and secure. The proposal also complements Climate Adaptation goals and actions by enabling neighbourhoods to be more resilient to hazards and risks posed by climate change, including extreme weather.

### ***CITY MANAGER'S/GENERAL MANAGER'S COMMENTS***

The City Manager RECOMMENDS approval of the foregoing.

### ***REPORT***

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

Recent crises like the Stanley Cup Riot, the 2015 chemical fire, last winter's extreme cold weather and the ongoing opioid crisis provide Vancouver with a window into how future disasters and emergencies could play out across our unique neighbourhoods. These events disrupt critical social services, urban systems, and the economy, putting the people that rely on them at risk and disproportionately affecting the most vulnerable.

These events also provide an opportunity to learn and to build resilience. They confirm that our City's ability to withstand and recover from future shocks depends not only on the strength of infrastructure and formal emergency response plans, but also on the capacity of

citizens, organizations, and businesses to come together, utilize local assets and adapt to address emerging needs and challenges. Globally, neighbourhood-based investment in emergency preparedness and response activities has proven successful in mitigating the impact of crisis situations and improving outcomes for recovery.

Since 2013, the Office of Emergency Management has been working with external partners to enhance community-focused preparedness programs. Trained volunteers and staff deliver more than 200 personal emergency preparedness sessions annually and the launch of the Disaster Support Hubs has been well received. The Vancouver Volunteer Corps has also been activated successfully in response to a number of emergencies,

### *The Challenge*

The programs currently delivered by the City represent important elements of our preparedness infrastructure, although creating a culture of preparedness across our community remains a significant challenge. While a small proportion of our residents have attended a workshop or sign-up to volunteer during emergencies, most citizens have not contemplated what a disaster means for their neighbourhood or how they could support their neighbours during a crisis.

Evidence shows that fear-based campaigns are not an effective way to motivate action at the community level. While risk information is important, it needs to be delivered in combination with opportunities for people to take meaningful action.

The proposed Resilient Neighbourhoods Program presents an opportunity to reframe and transform the way that neighbourhoods collectively think about, prepare for and experience emergencies. By approaching the challenge through a resilience and capacity-building lens, neighbourhoods will be able to identify and build on the services and networks that enable them to thrive day-to-day and, in doing so, consider how these assets can be leveraged to address future hazards, including earthquakes and severe weather. While emergency management experts have a role to play in this discussion, it is the people who live, work and organize, in neighbourhoods who are best positioned to lead and sustain this work.

### *Building Towards a Resilient Neighbourhoods Program*

The Resilient Neighbourhoods Program builds on volunteer and community feedback received since the launch of the Disaster Support Hub initiative, the knowledge and success of local organizations, and on the experience of global cities facing similar challenges.

In April 2016, the Office of Emergency Management launched the Disaster Support Hub project, designating 25 locations for community members to go and help each other in the aftermath of a disaster. The Disaster Support Hubs are also locations where Emergency Social Services volunteers lead preparedness and training initiatives for group lodging and reception centres. The Hubs provided an excellent entry point for neighbourhood discussions around emergency preparedness, and sparked interest from a number of neighbourhood groups and networks that had not previously contemplated their role in disasters.

In August of 2016, staff from Emergency Management, Community Services, and the Britannia Community Services Centre collaborated with the City and County of San Francisco's Neighbourhood Empowerment Network (NEN) in a grant-funded Peer Learning Exchange.

Through this collaboration, the City hosted two successful [workshops](#) in Vancouver in December 2016 that integrated the Disaster Support Hub concept with elements of San Francisco's award-winning Resilientville exercise. Through the workshops, citizens and community organizations were challenged to develop neighbourhood-scale strategies to support each other during an earthquake.

City staff also participated in a citizen emergency preparedness exercise spearheaded by the Dunbar Earthquake and Emergency Preparedness (DEEP) group and Dunbar Community Centre Association, along with volunteers from the City of Seattle.

These sessions highlighted a significant community interest and commitment to developing a scalable emergency preparedness program that would work across Vancouver's diverse neighbourhoods and utilize neighbourhood capacity to address local vulnerabilities. In addition to meeting an immediate need for enhanced emergency preparedness, staff and community organizations like *Collingwood Neighbourhood House* and *312 Main* have recognized the power of neighbourhood-based emergency planning to build community connections that have broader benefits.

### *Community Feedback and Recommendations*

Building on elements of programs from Seattle, Wellington and San Francisco, there is a recognized need for a program that meets Vancouver's needs and circumstances. Specifically, community partners and citizens have highlighted the need for support to:

- Better understand risk, and particularly earthquake and climate risk
- Develop neighbourhood-level communications plans, in particular when technology is unavailable
- Document plans and processes
- Support meaningful and sustained engagement of diverse groups and people
- Map local assets (social and physical)
- Coordinate response with local businesses and service providers
- Establish program indicators and evaluate success
- Share good work and knowledge within and across neighbourhoods
- Access expertise from cities and neighbourhoods facing similar challenges

### *Strategic Analysis*

The requested Innovation Fund contribution will enable the development, pilot, and scaled launch of a Resilient Neighbourhoods Program that responds to the recommendations from local citizens, gathered through exercises, workshops, and emergency preparedness events. Tools to plan and activate Disaster Support Hubs will be an important part of this program.

Over the next 18 months, the City will partner with "anchor institutions" in 4 diverse communities to refine and pilot a framework that is adaptable, accessible, and inclusive. Each of these groups and neighbourhoods has identified different emergency preparedness and resilience challenges, and has expressed an interest in taking a leadership role in mobilizing Disaster Support Hubs in their communities.

➤ *Project Objectives*

This project is based on specific work and recommendations from citizens, community organizations and City staff and seeks to:

- Embed resources with neighbourhood organizations to support the co-creation of tools and processes that empower neighbourhoods (citizens, businesses, and community organizations) to lead planning, preparedness, response and recovery actions based on the unique capacities and needs of their communities.
- Build awareness of risks and hazards by connecting neighbourhoods with accessible, locally-relevant information.
- Provide a framework to integrate neighbourhood-level efforts related to climate adaptation, emergency preparedness and community connection.
- Expand the Disaster Support Hub model beyond Community Centres to include other neighbourhood institutions and organizations that provide critical social services, infrastructure, and resources to their communities.
- Share experiences and knowledge across neighbourhoods, and to learn from and align with grassroots efforts that enhance community wellbeing

➤ *Deliverables*

The pilot project will result in the following specific deliverables:

- Development of an OpenDRI Portal to provide access to hazard information at the neighbourhood scale (a Disaster Risk Platform)
- Development of tools in 4 pilot neighbourhoods including:
  - Co-creation of Neighbourhood Resilience Action Plans
  - Training and exercises to build community capacity and connections
  - Information sharing platform
  - Social and physical asset mapping
  - Toolkits and resources for community facilities to serve as Disaster Support Hubs
- Design and facilitation of 4-8 Disaster Support Hub exercises in cooperation with Vancouver Volunteer Corps members
- Establish evaluation indicators and criteria to measure success for neighbourhoods
- Documentation and evaluation of process across 4 communities
- Design and distribution of program materials (digital & print)
- Establishment of a Virtual Empowered Neighbourhoods Network with other global cities
- Scale-up, roll out, and support implementation of program across city neighbourhoods

➤ *Public/Civic Agency Input*

This program proposal has been developed with support and input from a wide range of community partners and citizen volunteers, non-profits, academics, federal and provincial staff. The role and interest of our core partners is outlined below.

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### Community Partners

4 partner organizations have been identified to enable and anchor this work at the neighbourhood level, and commit to hosting workshops, exercises, and community engagements to develop resilience plans and tools, and to build local connections and capacity. Anchor Institutions engaged in program development include:

- Grandview Woodland - **Britannia Community Services Centre & Board**
- Dunbar- **Dunbar Community Centre Association**
- Renfrew -Collingwood - **Collingwood Neighbourhood House**
- Downtown East Side - **312 Main**

These organizations are located within significantly different communities representing a wide range of resilience priorities. Each has committed administrative support, staff time, work space, meeting locations, and invaluable community knowledge and networks to the project. Collectively, these organizations bring strength and experience in social innovation and community capacity building that they can share with each other.

By resourcing Anchor Institutions to dedicate staff to the program, the pilots will ensure that there is capacity to test, develop and deploy tools that work for the community. The program will empower groups that already serve as community leaders to take an active role in disaster preparedness, response and resilience that they would not normally be able to resource. Anchor Institutions will work to mobilize neighbourhood networks and resources in the conversation around resilience, and facilitate connections, plans, exercises, and capacity-building investments. City staff will support pilot neighbourhoods to share information between each other, and will provide logistical support and coordinate access to expertise through networks like 100 Resilient Cities and BC Healthy Communities.

### Government Partners

**PreparedBC** has already contributed \$100K to support the City of Vancouver to advance the Disaster Support Hub model, and to hire a staff person to coordinate resilience building work across communities that can be shared with the Province and other communities.

**Natural Resources Canada's Public Safety Geoscience Program** is currently leading a detailed assessment of earthquake risk to inform disaster resilience planning in western Canada through a collaborative research partnership with the **Global Earthquake Model Foundation (GEM)** and **Emergency Management British Columbia (EMBC)**. The BC Integrated Earthquake Risk Assessment project utilizes GEM's OpenQuake modelling platform to analyze the likely impacts and consequences of damaging earthquakes, and the compounding effects of increasing exposure and vulnerability that are driving escalating earthquake risk trends in both rapidly evolving metropolitan centres, such as Greater Vancouver and the Victoria Capital Regional District, and in smaller rural, remote and indigenous communities that are indirectly influenced by growth and development pressures in these metropolitan centres. The project also provides a capability to evaluate the benefits and costs of planning scenarios that seek to build disaster resilience through proactive investments in mitigation, adaptation and risk transfer at the neighbourhood and community level.

The intent of this proposal is to leverage expertise and financial investments already made in the BC Integrated Earthquake Risk Assessment project to increase capabilities for disaster resilience planning at the neighbourhood level in Vancouver and surrounding regions. This includes 6 person years of research and development by NRCan (~\$600,000) and over \$100,000 in operational funding to establish the necessary capabilities for integrated risk assessment, and to develop effective methods for sharing an understanding of risk with a diverse group of stakeholders (individuals, businesses, communities and government agencies).

A \$25K investment from the Innovation Fund will fast-track the development of a digital tool that will be rolled out first in Vancouver and make neighbourhood-level risk and hazard information accessible to our residents.

#### *Advisors, Experts & Non-Profit Partners*

The **Tamarack Institute** brings significant experience evaluating community-based programs, and facilitating knowledge sharing. Tamarack Institute is supporting the City in this endeavour as a strategic partner with expertise in evaluation of community programs. Tamarack Institute is committed to creating a National Community of Practice for Citizen-led Emergency Preparedness. This Community of Practice provides access to resources and an opportunity to elevate Vancouver's program and work happening across our neighbourhoods on a national scale.

**BC Healthy Communities** has recently awarded the City of Vancouver a \$15 0000 grant to test a community concierge project in collaboration with Collingwood Neighbourhood House (CNH). This builds on work initiated by CNH and provides an excellent forum for engaging community members and residents of multi-unit buildings in resilience discussions. BC Healthy Communities has also been engaged in the development of a Resilient Streets program. BCHC, anchor institutions and City staff are committed to sharing learning and resources to support our aligned vision and mission of healthy, connected and resilient communities.

Through the **100 Resilient Cities** program, City staff from San Francisco and Vancouver are working to establish a Virtual Neighbourhood Empowerment Network, leveraging private sector resources to support information sharing across neighbourhoods in different cities. The 100 Resilient Cities program provides access to a range of resources and tools that can be applied to support this effort.

Building on the success of the Vancouver Tool Library, the **Sharing Project** is launching an equipment lending library in a modified shipping container in 4 neighbourhoods, including Grandview-Woodland. The Sharing Project is working with VanCity on finance and grant opportunities valued at \$90,000. The pilot project is supported by Britannia Community Services Centre, and represents a scalable model that can enable neighbourhoods to leverage shared assets in the event of a crisis. The Sharing Project is committed to supporting neighbourhood resilience work and sharing their knowledge with the Anchor Institutions participating in the Resilient Neighbourhoods program.

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### Academic Partners

#### University of British Columbia:

- (a) Research conducted at the **Sauder School of Business** to evaluate resilience and value social connections and community networks will be instrumental in establishing local indicators of resilience and metrics to measure impact of the Resilient Neighbourhood program over time. A multi-national, interdisciplinary team of students from the Global Network for Advanced Management (GNAM) will collaborate with program partners and City staff over the course of the pilot to lead this evaluation work.
- (b) The **School of Global Affairs and Public Policy** has committed to working with the City to advance research on local challenges identified by the four neighbourhoods involved with the pilot program. Neighbourhoods will have the opportunity to articulate ideas and challenges and work directly with academics and students to drive and test innovative solutions.

**Langara College:** Students from Langara have contributed to projects to map assets and vulnerabilities in local neighbourhoods and are currently working with CoV Emergency Management, CoV Public Engagement and staff from Collingwood Neighbourhood House to develop a Block Party game to support emergency preparedness and build community connections.

**City Studio** will continue to play an important role in this work, providing an opportunity for community partners to propose research questions and projects.

### Prospective Collaborators

In addition to the above organizations, stakeholders, community groups and initiatives that have expressed interest in contributing knowledge, skills and resources include:

- Grandview Woodland Food Connection
- Project Green Bloc
- PossAbilities
- Radius Lab, Simon Fraser University
- Canadian Red Cross
- Vancouver Coastal Health
- Disability Alliance of BC

### *Implications/Related Issues*

#### *Financial*

#### Project Cost and Matching Targets

This report seeks approval of \$550K from the City's Innovation Fund to fund the co-development and launch of the Resilient Neighbourhoods program. This funding is to be used for both grants, and program costs, as outlined in Table 1 below.



This investment of \$550K will leverage over \$1.1M in direct funding, resources and in-kind contributions from a wide range of partners and stakeholders. A number of partners have already committed resources and City staff will continue to pursue additional grant opportunities that may become available.

Source	Amount	
Innovation Fund	\$550,000	Table 1
Partners	\$1,130,000	Table 2
<b>Total</b>	<b>\$1,680,000</b>	

As outlined in Appendix A, these projects align fully with the guidelines for the Innovation Fund. Information about the City of Vancouver Innovation Fund, including the guidelines for accessing funding, is contained in Appendix B.

The following tables provide a breakdown of program costs and confirmed contribution, as well as anticipated resources not yet quantified.

**Table 1: Program Costs**

Item / Recipient	\$	Description
Grant - Collingwood Neighbourhood House	\$50,000	Staff resource and resilience investments over 2 years
Grant - Britannia Community Services Centre	\$60,000	Staff resource and resilience investments over 2 years
Grant - Dunbar Community Centre Association	\$50,000	Staff resource and resilience investments over 2 years
Grant - 312 Main	\$50,000	Staff resource and resilience investments over 2 years
<b>Grants to be approved through this report</b>	<b>\$210,000</b>	<b>RECOMMENDATION B</b>
Future Grants - Neighbourhood Preparedness Grants	\$40,000	To be held and distributed as grants to support neighbourhood preparedness investments as part of city-wide launch in year 2 - to be brought forward for Council approval in 2018
<b>Grants to be approved in future</b>	<b>\$40,000</b>	<b>RECOMMENDATION C</b>
Natural Resources Canada	\$25,000	Contribution to the development of Open DRI platform for disaster risk to support neighbourhood earthquake risk awareness and launch across Vancouver
Emergency Management - Capacity-building	\$40,000	Neighbourhood-level emergency exercise design and facilitation (contractors)
Program support tools and city-wide launch	\$235,000	Staffing and resources for development and delivery of program, awareness campaign, design and development of tools, print and digital materials, facilitation and community consultation, on-boarding of new neighbourhood partners, volunteer recognition and appreciation, city-wide roll out of program, support for distribution of grants in year 2
<b>Program costs</b>	<b>\$300,000</b>	<b>RECOMMENDATION D</b>
<b>Total from Innovation Fund:</b>	<b>\$550,000</b>	<b>RECOMMENDATION A</b>

Table 2: Matching Funds and Partner Contributions (\* denotes prior investment)

Source	Contribution	Description
Province of BC - Prepared BC	\$100,000	Integration of PreparedBC tools into new program, training and leadership development for citizen volunteers, funding to support testing and evaluation of outcomes, document process, and engagement with community
BC Healthy Communities	\$15,000	Community connections grant awarded to CoV in June 2017 (Community Concierge project in Renfrew-Collingwood)
Urban Sustainability Directors Network	\$5,000*	Received in 2016 and dedicated to pilot of San Francisco's Resilientville Exercise at Britannia and at Connect Forum.
Natural Resources Canada	\$20,000	Management of project to develop and test digital app, including community consultation in Vancouver, consultants, and delivery of final product
	\$600,000*	In-kind value of research invested to create earthquake risk model for lower mainland, that will be applied to digital tool developed in Vancouver
Britannia Community Services Centre	\$50,000	Work space and materials, admin support, community meeting space, seek and apply for grants, childcare and food for meeting, staff time across integrated programs, prototyping of programs.
Dunbar Community Centre Association	\$30,000	Work space and materials, admin support, community meeting space, seek and apply for grants, staff time across integrated programs, prototyping.
	\$25,000*	Committed to Dunbar Earthquake and Emergency Preparedness (DEEP) for supplies and shipping container.
Collingwood Neighbourhood House	\$30,000	Development, integration and sharing of YouCount social asset mapping project in CNH and with other pilot communities.
	\$30,000	Provision of work space and materials, admin support, community meeting space, staff time across integrated programs, seek and apply for grants, facilitation and prototyping for Resilient Neighbourhoods program.
312 Main	\$30,000	Work space and materials, admin support, community meeting space, staff time across integrated programs, seek and apply for grants, contributions from non-profit members, facilitation and prototyping.
UBC - Sauder School	\$60,000	Research and analysis, valuation of programs, establishing metrics, student research partnerships with neighbourhoods.
UBC - Global Affairs and Public Policy	\$60,000	Partnership with new GAPP program, and research and actions from Resilient Communities project between Vancouver & Paris; partnership between students and neighbourhoods Jan - April 2018
The Sharing Project - Thingery	\$20,000	Installation of container in 1 pilot neighbourhood (Grandview Woodland) in year one, engagement of up to 200 members.
	\$5,000	Strategic Partner: 5-10 hours per month commitment to collaboration with communities and development of resilience plans / disaster support hub mobilization and activation.
Tamarack Institute	\$50,000	Facilitation of Citizen Emergency Preparedness Community of Practice (8-2 hr training and development sessions with national partners and neighbourhoods); strategic advisor to support community evaluation
100 Resilient Cities - Platform Partners	\$50,000	Value of services available through 100 RC platform partners program that may be tasked to support this work over time (including engagement tools, asset mapping platforms, participatory budgeting workshops, and design-based facilitation)
<b>Total</b>	<b>\$1,130,000</b>	In-kind and resource contributions supporting development and launch over 2 years.

**Table 3: Other contributions/resources (the value of the following resources has not been quantified):**

Source	Contribution	Description
100 Resilient Cities member network	Not quantified	Unquantified support flows through member cities from the 100 Resilient Cities network, including access to the resources developed for similar programs in Wellington, San Francisco, Boulder, Calgary and Seattle. (For example, over \$1 million in resources has been invested in the development of San Francisco's program, and Wellington has spent 5 years building and refining their model - access to these resources is invaluable, and will accelerate Vancouver's program development).
Citizen volunteers and networks, and prospective collaborators	Not quantified	The value of community networks and volunteers to this pilot has not been quantified; evaluating this commitment will be an outcome of the program.

### *Human Resources/Labour Relations*

The project requires support of 2 TFT positions. The project will be implemented with support from a project coordinator, to be hired as a TFT for the duration of the project, reporting to the Chief Resilience Officer and supporting collaboration between staff and partners. The coordinator will oversee the distribution of innovation fund resources, evaluation of the pilot program, and initiate city-wide roll-out of the program. A second resource is required to support communication and community engagement functions, including design and development of program materials, web-content, engagement, and accessible communications.

### **CONCLUSION**

Motivating citizens to think about and prepare for disasters and emergencies is an ongoing challenge. Evidence shows that when neighbourhoods are empowered to lead this work, it results in better response and recovery from crisis, as well as enhanced community connections and relationships. The City of Vancouver has led the way with investments in the Vancouver Volunteer Corps and the launch of the Disaster Support Hub initiative. A critical next step is the development of a sustainable and scalable program that integrates formal emergency programs with citizen-led initiatives and empowers local communities to care for themselves. By bringing together local, regional, and international partners, the City of Vancouver can provide citizens with information about risks we face and enable real progress in their capacity to look after themselves and their neighbours. Given the increasing risks we face related to climate change and seismic events, harnessing the innovation and capacity of citizens is critical to the resilience and long-term success of our community.

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Project Alignment to Innovation Fund Guidelines

Innovation Fund Guidelines	Project Alignment
<p>Aligns with Council Priorities</p> <p>Supports transformation and innovation in meeting City goals</p>	<ul style="list-style-type: none"> <li>✓ Earthquake Preparedness Strategy</li> <li>✓ Healthy City Strategy</li> <li>✓ Climate Adaptation Strategy</li> <li>✓ 100 Resilient Cities</li> </ul>
<p>Leverage 1:1 third party investment</p>	<p>\$550,000 City investment leverages \$1,130,000 by external private, non-profit, academic, and government partners, and project in-kind support (1:3 leverage)</p>
<p>One-time opportunity (2 year maximum/year)</p> <p>\$250,000 maximum/year</p>	<p>2 year project</p> <p>\$275,000/year - Council has made exceptions in the past for a larger investment than the \$250K maximum in the Guideline</p>
<p>Demonstrates clear outcomes and transformation toward City of Vancouver goals</p>	<ul style="list-style-type: none"> <li>• Project will achieve goals set out Earthquake Preparedness Strategy and Healthy City Strategy</li> <li>• Project connects multiple stakeholders to transform and empower neighbourhood-level emergency preparedness and build resilience to climate change and other hazards</li> <li>• Project leverages local expertise with international research and resources</li> <li>• Project includes clear deliverables and establishes robust indicators to evaluate progress over time.</li> </ul>

### 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 our 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 o 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 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 CoV 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