

Inner City Wellness Plan

Terms of Reference

Recommendation:

That the Inner City Wellness Plan Terms of Reference, as outlined in Attachment 1 of the July 4, 2017, Citizen Services report, CR_4830, be approved.

Report Summary

This report provides an update on the Community Wellness Centre work and proposes a process for developing an Inner City Wellness Plan that includes alignment of current strategies and initiatives intended to improve outcomes of identified neighbourhoods, its residents and businesses.

Previous Council/Committee Action

At the May 9, 2017, City Council meeting, the following motion was passed:

4. Bring terms of reference for this work, including timelines and a community engagement plan, to Committee in June 2017, coinciding with the Permanent Supportive Housing reports.

Report

Neighbourhoods and communities across the city have various strengths and challenges that evolve over time and are influenced by many factors. The strategies required to build and sustain vibrant and healthy communities also vary, based on the context and the need of the area. The Inner City Wellness Plan Terms of Reference outlines a plan to support the health of a grouping of neighbourhoods in the downtown core that are currently the focus of a number of revitalization efforts that is specific to the current context in the area.

Many social agencies that serve many of Edmonton's chronically homeless and low income citizens are located in the downtown core. Residents and business have expressed concern about the impact on neighbourhoods and businesses as well as concerns about planned service expansions. A range of issues have been noted related to safety, cleanliness, and social disorder. These issues will be addressed with the Inner City Wellness plan.

While individual social service agencies, working alone and/or in partnership with others, deliver high-quality services that meet the needs of their clients, to date there is no formal overarching plan to assess the overall impact of all existing and emerging

strategies, initiatives and programs in Edmonton's core. An opportunity exists to align the efforts and direction of services to further support the health and wellness of vulnerable persons, community residents and neighbouring businesses through the creation of an Inner City Wellness Plan.

Terms of Reference

The Inner City Wellness Plan Terms of Reference (Attachment 1) outlines four phases.

Phase 1 (underway, complete by October 2017) will deliver a current state inventory of programs and initiatives currently underway or in development that aim to strengthen the core neighbourhoods, their residents and businesses. Research to inform an integrated services model that will help vulnerable persons with complex needs, will also be completed in this phase.

Phase 2 (underway, complete by November 2017) will identify gaps and opportunities, both for the work related to strong neighbourhoods, residents and businesses, and for an integrated services model for vulnerable people.

Phase 3 (underway, complete by November 2017) will deliver a proposal to Council in the first half of November for a community Wellness Centre, including a service integration model that provides wrap-around services for vulnerable persons with complex needs through each phase of the continuum - pre-crisis, crisis intervention, post-crisis and transitional. This is the continuation of work on the Community Wellness Services Proposal endorsed by City Council in May 2016. An update on progress of this work will be provided to Council via memo in the first week of September as the proposal needs to go into the Province by early November.

Phase 4 (November 2017 to May 2018) will explore leading practices supported by research to inform Wellness Plan development. An Inner City Wellness Plan will be presented to City Council in June 2018.

Policy

- *The Way Ahead*
- *The Way We Live*

Corporate Outcomes

This report contributes to the corporate outcomes, "Edmontonians use facilities and services that promote healthy living" and "Edmonton is a safe city" as the Inner City Wellness Plan will build a framework to improve outcomes for vulnerable individuals, businesses and residents in the neighbourhoods where services are located.

Risk Assessment

Risk Element	Risk Description	Likelihood	Impact	Risk Score	Current Mitigations	Potential Future Mitigations
Project Management - Complexity and Scope	High complexity (many interdependencies) and scope leads to project management issues.	3 - Possible	2 - Moderate	6 - Low	Phase 1 focused internally and with external partners to ensure current state is mapped out and well understood and that various existing and planned work is connected.	Open and transparent communication with stakeholders. Influence the project concurrently by engaging with different orders of government.
Financial	Financial resources required are not secured.	3 - Possible	2 - Moderate	6 - Low	Phase 1, 2 & 3 - costs associated including resourcing/FTEs will be absorbed within existing budgets. Phase 4 - additional funding may be required.	If funding is not available, the project scope may need to be revisited. Further reallocate internal resources as required.
Public Engagement	Stakeholders are not aware or not given enough opportunity to provide input and participate in the process. If there are gaps in engagement, a perspective or group may be missed.	3 - Possible	2 - Moderate	6 - Low	Strong engagement and communication strategy to continually inform the public and targeted stakeholders of opportunities to voice their views, to inform decisions,	Frequent checks and periodic evaluation of the strategy to ensure effectiveness.

					about timelines, outcomes, etc. In-depth Stakeholder mapping is planned.	
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Public Engagement

The draft terms of reference for the Inner City Wellness Plan were developed by Administration. Stakeholders will be provided an opportunity to influence the Terms of Reference as part of the first step in planned engagement activities. The proposed approach to fulfill the motion for an Engagement Plan is outlined in Attachment 2.

Step 1 (July to September 2017): Engagement strategy development will be the start of the Inner City Wellness Plan project, which will include establishing the project team, community advisory committee, review of public engagement completed previously, stakeholder identification and identification of success factors.

Step 2 (October 2017 to May 2018): Detailed public engagement planning and implementation process. This will include creating an extensive public engagement plan outlining all engagement activities, deep community stakeholder mapping and engagement logistics, and plan for broad community engagement.

Step 3 (June 2018 to September 2018): Refinement of the Inner City Wellness Plan with stakeholders to incorporate City Council’s feedback and direction on the draft Inner City Wellness Plan.

Budget/Financial Implications

The Government of Alberta is funding the Community Wellness Services for Vulnerable Persons with Complex Needs Project. This work will include development of a proposal for a co-located service hub and an integrated service delivery model, referred to as a Community Wellness Centre. This funding will cover the costs of research, stakeholder engagement and proposal development.

No additional funds are needed in 2017 to complete Phases 1, 2 and 3 of the Inner City Wellness Plan. Additional funds may be needed in Phase 4 to support broad engagement of community stakeholders.

If future funding is needed to advance the construction and operation of a community wellness centre for vulnerable persons with complex needs, a report will be brought to Council with a financing strategy that includes funding from philanthropic and government sources.

Metrics, Targets and Outcomes

Metrics	Targets	Outcomes
<p>Neighbourhood indicator score for the 5 core neighbourhoods</p> <ul style="list-style-type: none"> • Social vulnerability • Urban form indices • Safety indices • Housing indices • Local economy indices • Parks and open spaces indices 	<p>Positive change in these metrics after implementation of the Inner City Wellness Plan - measurement at two years and five years post implementation.</p>	<ul style="list-style-type: none"> • The Inner City Wellness Plan is advancing community, neighbourhood and economic development. • Residents, businesses and organizations are engaged and empowered to improve their neighbourhood. • Strong connected neighbourhoods where residents, business owners and community organizations take pride and ownership of their community.
<p>BIA Health Indicators</p> <ul style="list-style-type: none"> • Promote/market Business Improvement Area (BIA) • Fund programs and host events • Recruit businesses • Appearance rating • Pedestrian counts • Promote safety and security • Business stability 	<p>Positive change in BIA Health Indicators metrics.</p>	<ul style="list-style-type: none"> • Edmonton retains and attracts commercial business. • Edmonton supports established business.
<p>Stakeholders identified in the engagement plan as most affected and interested by the decision are engaged.</p>	<p>Identification of stakeholders to be determined with the finalization of the engagement strategy.</p>	<p>The public engagement process provides meaningful engagement opportunities.</p>

Justification of Recommendation:
 Approval of the terms of reference for the Inner City Wellness Plan will provide Administration with a clear framework for the development of the Inner City Wellness Plan and the engagement of stakeholders in the creation of the plan.

Attachments

1. Inner City Wellness Plan, Terms of Reference
2. Inner City Wellness Plan, Draft Community Engagement Approach

Others Reviewing this Report

- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- R. G. Klassen, Deputy City Manager, Sustainable Development
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- C. Campbell, Deputy City Manager, Communications and Engagement
- D. Jones, Deputy City Manager, City Operations