

INNER CITY WELLNESS PLAN

TERMS OF REFERENCE

Introduction

On May 9, 2017, City Council approved a four-part motion directing Administration to develop an Inner City Wellness Plan. The motion directs:

That Administration work with the Province, Edmonton Police and community stakeholders to prepare a shared 'Inner City Wellness Plan', aligned with current initiatives including but not limited to REACH, McCauley Revitalization, the Plan to End Homelessness, and End Poverty Edmonton. Such work to include:

- 1. developing a firm proposal for a Community Wellness Centre, including program statement and site location, designed to achieve the following outcomes:

 - a. Reducing crime and social disorder in core neighbourhoods,*
 - b. Optimizing the use of policing and health care resources in serving vulnerable persons experiencing homelessness, mental illness and addictions challenges and,*
 - c. Delivering a strategic approach to transition Wellness Centre clients and other agency clients into Supportive Housing and treatment programs.**
- 2. invitation to existing service providers to partner and co-locate/consolidate into a renovated or purpose-built Community Wellness Centre building,*
- 3. solicitation of support and financial commitments from philanthropic and government sources for both construction and operation of a Community Wellness Centre.*
- 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.*

This terms of reference addresses the fourth part of the motion. The Inner City Wellness Plan will identify a broad, cohesive approach to increased health, wellness, safety, security, economic prosperity and social well-being in downtown neighbourhoods. The Inner City Wellness Plan is one part of a system of services, supports and initiatives that are available and accessible to meet a wide variety of needs in various areas of the city. The Community Wellness Centre (parts one to three of the motion) is a component of the overarching Inner City Wellness Plan.

Mandate

The development of the Inner City Wellness Plan will be led by Administration. Key stakeholders, including Edmonton Police Service, the Government of Alberta, service providers, businesses and members of the community, will be engaged in various ways at key points throughout the project.

Geographic Focus

A geographic focus is required to address the specific needs of people where they live, work and access services. The Inner City Wellness Plan will focus on setting direction within the five core neighbourhoods that are already the focus of a number of revitalization activities and initiatives:

- Boyle Street
- McCauley
- Central McDougall
- Queen Mary Park
- Downtown

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The plan will also recognize the socio-economic interactions of connected neighbourhoods such as Spruce Avenue, Alberta Avenue, Oliver, Kingsway, Strathcona and Beverly, as well as, the city as a whole.

Context

The following considerations have shaped the work plan described below. The Inner City Wellness Plan will:

Build on previous work and initiatives. In recent years the City of Edmonton and others have advanced numerous strategies and initiatives that will inform the development of an overarching Inner City Wellness Plan. These initiatives include, but are not limited to: the McCauley Revitalization Strategy, Central McDougall/Queen Mary Park Revitalization, 10-Year Plan to End Homelessness, EndPoverty Edmonton Strategy and Road Map, REACH Edmonton's Community Safety Strategy, Quarters Downtown Area Redevelopment Plan, Edmonton's Community Development Corporation, and the Chinatown Strategy. Other previous work to be considered includes policies, projects and programs that have a common outcome of working to improve the lives of vulnerable people, residents, businesses and their neighbourhoods. Collectively these initiatives represent a body of work that provide a variety of programs and supports dispersed throughout the City based on need.

Be directly informed by work currently underway. Two distinct but related projects supporting preliminary planning for a co-located service hub (also referred to as a community wellness centre) are currently being advanced through funding agreements with the Government of Alberta. The City of Edmonton and a number of social agencies are involved in both of these projects concurrently and information is being shared as work progresses:

- **The Community Centre in Boyle Street** - This project is developing a business case and business plan for a new or repurposed facility to provide integrated wraparound services for vulnerable residents. The lead on this work is Boyle Street Community Services.
- **The Community Wellness Services for Vulnerable Persons with Complex Needs** - This project is researching proposed integrated service delivery options, gaps in current services, service integration options and a proposed governance model for an integrated services model serving vulnerable people with complex needs. This work is being led by the City of Edmonton.

The Inner City Wellness Plan will align with provincial funding cycles. The development of a community wellness centre will align with the timing of provincial budgetary processes. Aligning with these timelines recognizes that provincial support is a key condition for funding a community wellness centre serving vulnerable people.

The Inner City Wellness Plan will include the perspectives of citizens, stakeholder groups, businesses and partners. Citizen, partner, business and stakeholder engagement is critical to the development of the Inner City Wellness Plan.

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Workplan

Phase 1: Current State Inventory (underway, complete by October 2017)

Phase 1 will build on ongoing and existing work to capture the current state of service delivery providers in the neighbourhoods of Boyle Street, McCauley, Central McDougall, Queen Mary Park and Downtown. This work includes a review of all of the strategies, policies, projects and programs that are intended to strengthen these neighbourhoods, residents and businesses.

Key deliverables include:

- An inventory of strategies, policies, projects and programs that are targeted to improving the lives of people living and working in the identified neighbourhoods and enhancing these neighbourhoods. This inventory will include work delivered by the City, not-for-profits, other orders of government and the private sector.
- An environmental scan of the strategies used by other Canadian cities to coordinate the provision of services to vulnerable citizens through a community wellness centre approach, often called a co-located services hub.

The City-led Community Wellness Services for Vulnerable Persons with Complex Needs project is working on the current state work for identifying an integrated services model and community wellness centre for a defined population suffering from chronic intoxication in conjunction with severe mental illness, addictions, complex medical needs, and/or homelessness. This evidence-based work is defining vulnerable client service groups and needs, identifying existing capacity for pre-crisis, crisis service provision, identifying and evaluating integrated approaches for improved service delivery, developing criteria to define and compare suitable and unsuitable locations and identifying conceptual physical space requirements for a community wellness centre.

Key deliverables include:

- A review of evidence-based strategies for addressing the health and wellness of individuals suffering from chronic intoxication in conjunction with severe mental illness, addictions, complex medical needs, and/or homelessness.

Phase 2: Assessment - Identifying Gaps & Opportunities (underway, complete by November 2017)

Phase 2 will build on ongoing and existing work intended to strengthen the neighbourhoods, the residents and business community. Strengthening collaboration across sectors and service organizations is a key focus of this phase.

Key deliverables include:

- Identification of opportunities to implement current strategies like EndPoverty Edmonton, the affordable housing strategy, REACH, etc. in conjunction with other current efforts that are intended to reduce poverty.
- Directional approach to aligning efforts towards common outcomes such as safe neighbourhoods, strong families and economic prosperity for individuals and the local

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economy.

The Community Wellness Services for Vulnerable Persons with Complex Needs project will identify capacity-service gaps in the provision of crisis, post-crisis and transitional services, including emergency shelter services, drop-in, mental health and addictions support. Work will be done to identify and evaluate integrated approaches for improved service delivery including access, referral protocols, referral and triage. Other work will include outlining client- and systems-level outcomes and a shared client-management information system.

Key deliverables include:

- Identification of service gaps for the most vulnerable persons with complex needs.
- Development of service integration approaches comprising the necessary wraparound services that could be delivered in a community wellness centre.

Phase 3: Proposal for a Community Wellness Centre (underway, complete by November 2017)

The key output for Phase 3 is a clear proposal for a community wellness centre for vulnerable persons with complex needs that will focus on each of the phases of the continuum - pre-crisis, crisis intervention, post-crisis and transitional.

The proposal will include the following recommendations:

- Program statement including client- and systems-level outcomes
- Site location(s) including the criteria used to decide on site(s)
- Governance framework
- Shared client management systems
- Integrated service model(s) to operate, maintain, evaluate and manage the site(s)
- Service delivery considerations for neighborhood stakeholders
- A high-level business case that considers:
 - High-level capital and operating budget for the Community Wellness Centre
 - Potential sources of operating and capital funding, including government funding and private philanthropy
 - Risk and benefit assessment of no action, preferred or recommended action, and the alternative options
- A list of service providers interested in partnering in a community wellness service.

The Community Wellness Services for Vulnerable Persons with Complex Needs proposal will be submitted to the Province of Alberta in November 2017. The Inner City Wellness Plan will incorporate the outcome of the proposal and funding request once known.

Phase 4: Draft Inner City Wellness Plan (November 2017 -May 2018)

The key output for Phase 4 is an overarching Inner City Wellness Plan with short-, medium-, and long-term actions . Stakeholders involved in Phases 1 and 2, will be engaged as the draft Inner City Wellness Plan is formed. Through various methods of engagement, stakeholders - particularly groups and individuals who have not previously been engaged on this topic - will see the work completed in Phases 1 and 2, and give their feedback and suggestions to help shape the Inner City Wellness Plan.

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Key deliverables include an inner city wellness plan that will address the following:

- Alignment of programs and services intended to improve the outcomes of the target neighbourhoods and their stakeholders.
- Identify gaps and priorities, establish direction and determine actions to address gaps and achieve priorities to improve outcomes for vulnerable individuals and the neighbourhoods where these services are located.
- Opportunities for community stakeholders and service providers to work on common outcomes of safe neighbourhoods, strong families and economic prosperity.
- Exploration of leading practices supported by research to inform plan development and completion.

Community Engagement

Engagement will occur at various points during the phases of work described above. The main focus of conversation in Phases 1 and 2 will be with service providers, business and community organizations, responsible for implementing strategies, policies, initiatives and programs intended to improve the physical, social and economic opportunities of the neighbourhoods and its residents and businesses.

Engagement in Phase 3 for the Wellness Centre will include the broader community with a priority on reaching stakeholders not already engaged as part of previous work. The proposed engagement for a community wellness centre component of the plan must be completed by late October 2017, to meet the November 2017 provincial deadline.

Community engagement for the Inner City Wellness Plan will commence in January 2018. Stakeholders will have a chance to provide input into how they want to be engaged. A draft community engagement approach has been included as Attachment 2 of CR_4830 Inner City Wellness Plan - Terms of Reference.

Governance

Citizen Services is the corporate sponsor for the Inner City Wellness Plan.

A corporate project team comprising of staff from city departments, as well as Edmonton Police Service, will develop and execute the project plan developed for the Inner City Wellness Plan. This team will report to the Deputy City Manager of Citizen Services.

A community advisory committee will guide and inform throughout stages of engagement and the creation of the Inner City Wellness Plan and will be lead by the corporate project team. The advisory committee will include representatives from:

- business organizations
- community leagues
- social agencies
- other orders of government and public bodies
- neighbourhood residents

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- **other representatives from the community including people with lived experience**

This group will be engaged periodically throughout all phases and will provide advice to inform decisions of the project team related to the development of the Inner City Wellness Plan, Wellness Centre and engagement planning and activities.