



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	May 18, 2016
SUBJECT/REPORT NO:	Hamilton Anchor Institution Leadership (HAIL) (CM16007) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Paul Johnson (905) 546-2424 Ext. 6396
SUBMITTED BY:	Chris Murray City Manager
SIGNATURE:	

Council Direction:

Not applicable.

Information:

During his annual performance report on May 4, 2016 the City Manager discussed his work with other anchor institutions in Hamilton. This information report provides further information about the work being undertaken by anchor institutions in Hamilton.

In many jurisdictions across North America (including particularly good examples in Philadelphia and Cleveland), “anchor institutions” have come together to address complex and challenging issues facing cities. Anchor institutions often include large health care institutions, education institutions, municipal governments, the voluntary sector, and large private sector organizations¹. By working and planning together, strategies and solutions can be developed that are not possible when these institutions work in isolation.

In October 2011, the executive leadership of several anchor institutions were invited to participate in a high-level, strategic discussion at the McMaster Health Forum. The McMaster Health Forum is a structured and facilitated event focused on a particular

¹ In Hamilton, the anchor institutions include: the City of Hamilton, Hamilton Community Foundation, Hamilton Health Sciences, St. Joseph's Health Care, the Local Health Integration Network, Hamilton-Wentworth District School Board, Hamilton-Wentworth Catholic District School Board, Hamilton Police Services, Hamilton Chamber of Commerce, McMaster University, Mohawk College, Arcelor-Mittal Dofasco, and the Hamilton Roundtable for Poverty Reduction.

public policy issue where participants review the best evidence, evaluate several possible approaches to solutions and, where possible, agree on a common course of action. This particular McMaster Health Forum was convened to explore neighbourhood-based approaches to addressing poverty concentration and its impacts on health in Hamilton, and was facilitated by Dr. James Dunn and Dr. John Lavis of McMaster University, and Paul Johnson from the City of Hamilton. Among the results of this forum was agreement among the participants that “introducing coordinating mechanisms and horizontal accountability ‘with teeth’ among the City’s anchor institutions, including a CEO-level forum” would be a key ingredient for success (McMaster Health Forum Stakeholder Dialogue, October 6, 2011).

Following the McMaster Health Forum, executive leadership from the anchor institutions met on an ad-hoc basis approximately once per year, and continued to be facilitated by Dr. Dunn and Paul Johnson. Through these meetings, members decided a more regular and organized forum would be helpful. In the Spring 2015, (now with the provisional title Hamilton Anchor Institution Leadership or HAIL) in-depth meetings were held with individual members to discuss key priorities and strategies to encourage progress toward these priorities. These in-depth interviews allowed the group to galvanize around some key principles and areas of focus.

First, HAIL members agreed they should work together on a small number of issues that are of interest to a majority of members and where the collaborative effort of multiple anchor institutions are required to achieve success. These issues will also enable horizontal, cross-sectoral policy learning and may allow for a more united voice on critical issues facing Hamilton.

Second, there were three initial areas of focus identified: housing and health, community hubs, and a common vision for community growth.

- 1) Housing and health: Members expressed concern at the impact of rising real estate values and rents coupled with the need to find methods to support the health issues (mental and physical) of Hamiltonians in a cost-effective way. In this priority area, led by Hamilton Health Sciences, members are hoping to develop and pilot models that would be scalable across the community.
- 2) Community hubs: With the provincial government focusing on community hubs, the anchor institutions, led by Mohawk College, are interested in piloting integrated service delivery (health, recreation, education, and social services) at the neighbourhood level.
- 3) Common vision: Several of the anchor institutions are undergoing major visioning and planning exercises: the City of Hamilton with Our Future Hamilton, Hamilton Health Sciences with Our Healthy Future, the HWDSB with Reimagine, and the launch of the 10-year Abacus education initiative by the Hamilton Community

Foundation. In addition to these formal visioning initiatives, anchor institutions are often involved in strategic decisions about where and how to deliver services more effectively. In this priority, led by the Hamilton Community Foundation, the anchor institutions are hoping to develop strategies to coordinate and develop synergies in order to maximize the positive impact these institutions can have with citizens.

Finally, for a two-year pilot phase, the anchor institutions agreed to meet quarterly, and members decided to make a small financial contribution based on institution size to resource part-time staff support and facilitate progress on key priority issues. The Hamilton Community Foundation agreed to administer the funding for the staff support as an in-kind contribution to the project.

In conclusion, the leaders of Hamilton's anchor institutions coming together to support and build solutions to some of this community's challenges is a very positive development. HAIL members believe that over the next several years these new levels of partnership will reap great rewards for Hamilton.