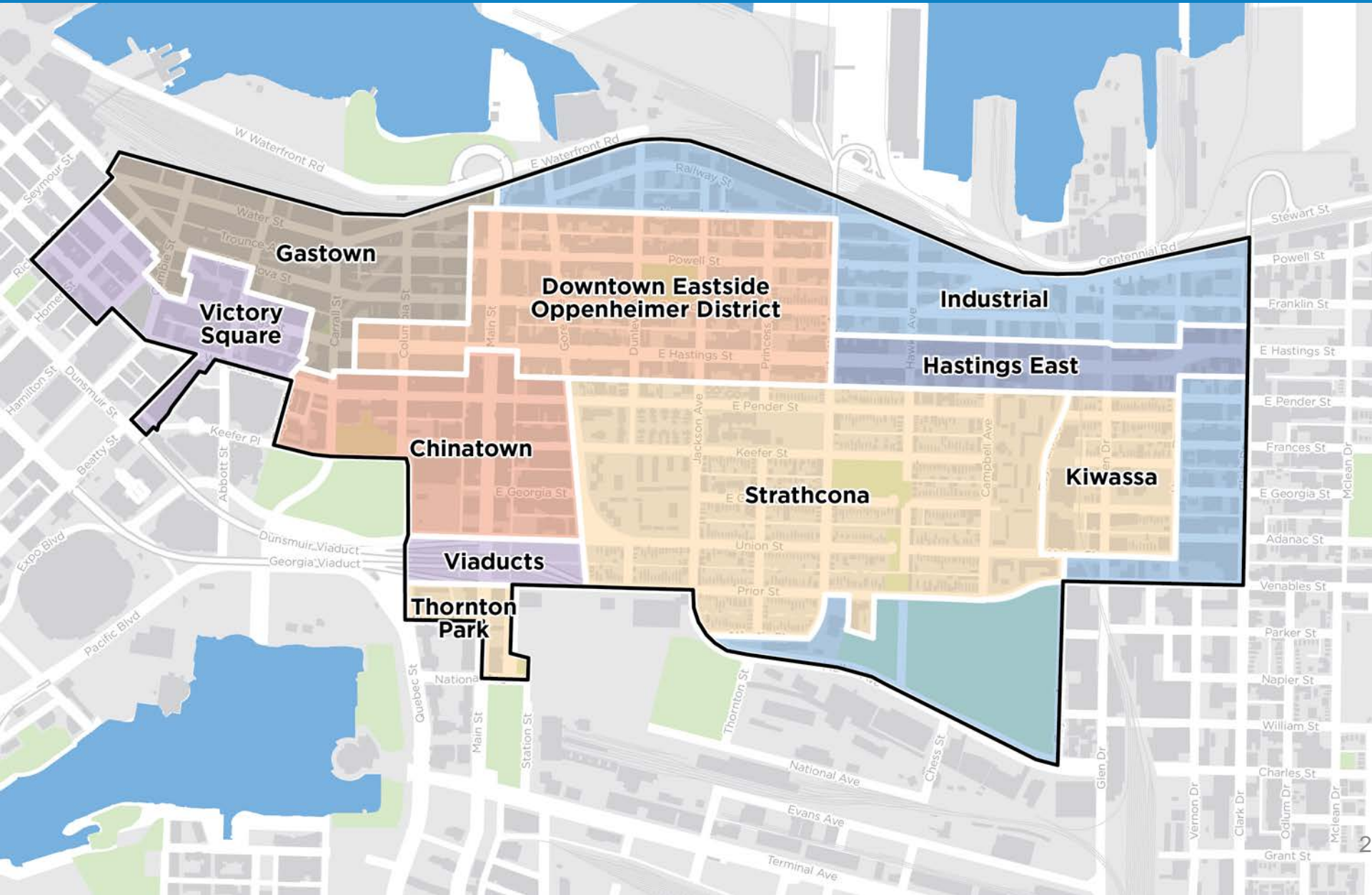


DTES Community Economic Development (CED) Strategy: Phase II



Presentation to Council

Downtown Eastside Planning Area



Council Direction – March 2014

- DTES Plan Approved
- Council directed staff to prioritize further planning work on the Local Economy and to:
 - Properly coordinate and resource implementation strategies;
 - Create a coherent community economic strategy for the DTES recognizing Hastings Street as the local shopping street to reconnect the neighbourhoods and their economic hubs; and
 - Recognize the need to plan appropriately for the preservation of industrial lands.

Report Recommendations

A. Approve CED Strategy

from DTES Capital budget:

B. Four grants totalling \$258,879 to support quick-start projects

C. Internal funds of \$94,621 to support feasibility studies and program development





Why a DTES CED Strategy?





IN THE DTES TODAY

18,500
RESIDENTS

UP TO
67%
ARE LOW-INCOME

EXTREMELY LOW MEDIAN HOUSEHOLD INCOMES

\$13,691 vs. \$47,299 citywide

HIGH UNEMPLOYMENT
12% vs. 6% citywide

OVER
6,300
ON SOCIAL ASSISTANCE

HIGH NUMBER OF HOMELESS
1,020 vs. 1,847 citywide

HIGH PROPORTION OF URBAN ABORIGINALS

10%



Key Challenges

Mental health
and addictions
crisis

Incomes and
poverty crisis

Vacant
storefronts and
street disorder

Rapid changes
in land
economics

Key Opportunities

Wide range of
community
assets

Major
opportunities to
leverage

Update to 2004
economic
development
strategies

Community
demand and
interest

What is the CED Strategy?



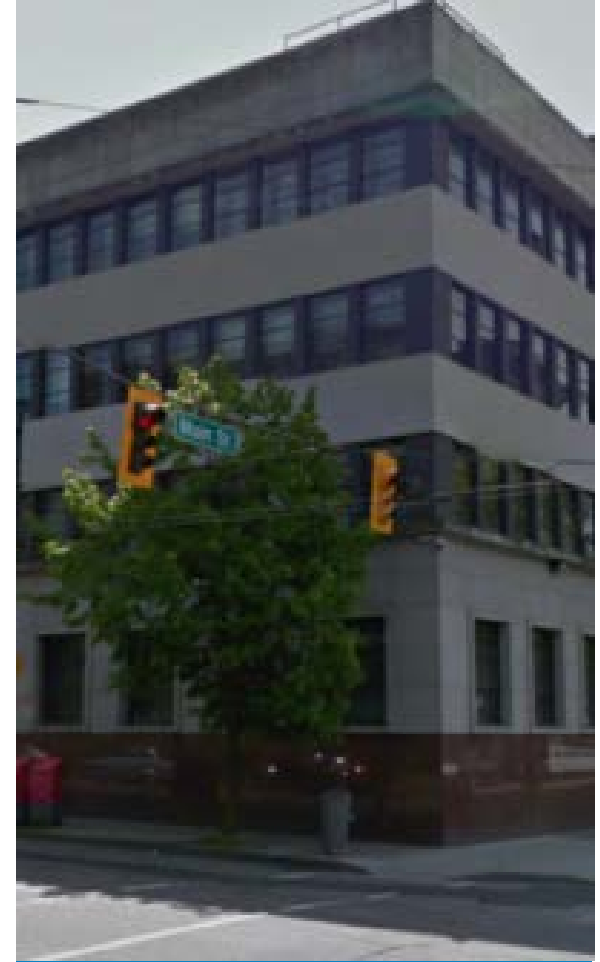
Phase I: Initiatives Underway



DTES Market
501 Powell St



The Lux
65 E Hastings St



312 Main St

Phase I: Process to Co-Create the Strategy



Phase I: Community Economic Development Strategic Action Committee (CEDSAC) Meetings

8 formal meetings

11 working group meetings

Additional workshops and roundtables:

- Urban Aboriginal economic development
- Sex workers and transitioning
- Survival economy needs of vendors and bidders
- Business Improvement Area public realm concerns



Phase II: Proposed CED Strategy

- Strategy is built around nine core ideas
 - 22 projects/initiatives within them

Livelihoods
Continuum

Social Innovation
Hubs

Low-Income Self-
Employment

Asset-Based
Approach to CED

Social Purpose
Real Estate
Collaboration

Increasing
Incomes and
Reducing
Poverty

Community
Benefits
Agreements

Stewardship and
Activation of
Public Spaces

Organizational
Capacity and
Coordination



Implementing the CED Strategy



CED Strategy Core Ideas

- Illustrative examples of projects and programs

Livelihoods
Continuum

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Hubs

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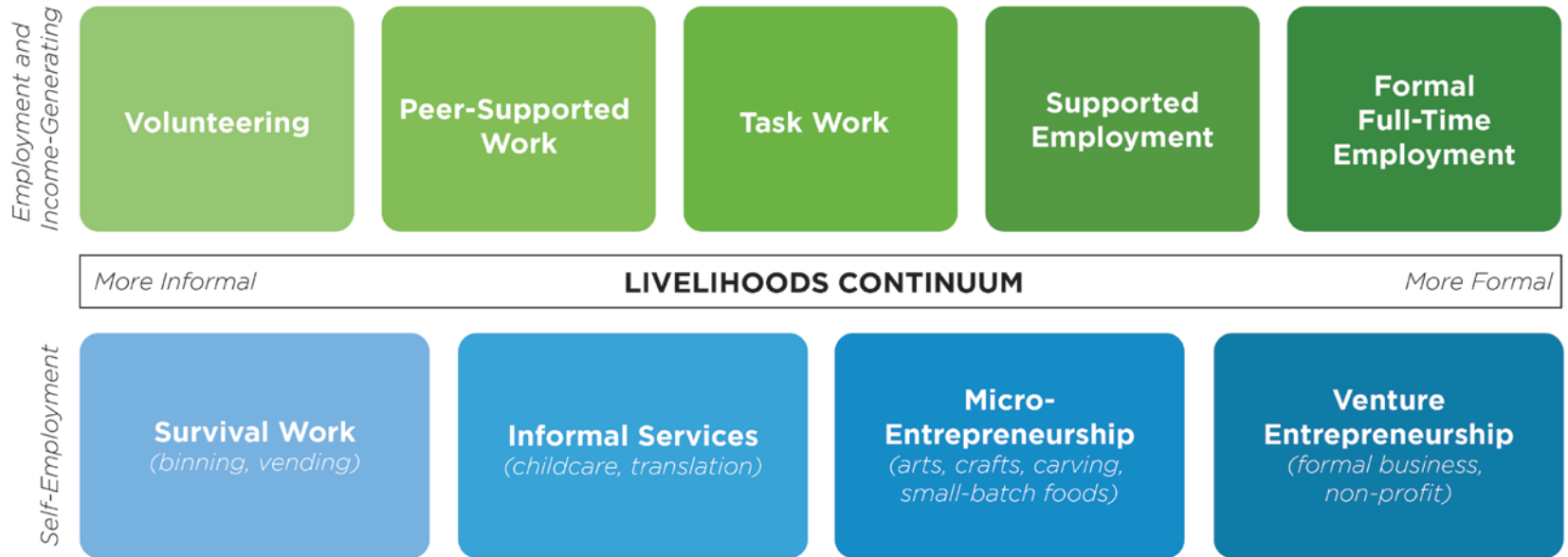
Increasing
Incomes and
Reducing
Poverty

Community
Benefits
Agreements

Stewardship and
Activation of
Public Spaces

Organizational
Capacity and
Coordination

Core Idea Example: The Local Economy as a Livelihoods Continuum



Social Innovation Hubs and Social Purpose Real Estate Collaborations along that continuum

Action Example: Leveraging Large Purchasers for Social Procurement

Core Idea: Asset-Based Approach

Action: Anchor Institution Strategy

- Engage large purchasers (e.g. universities, port, convention centre) in social procurement and social hiring strategy
- Focus on permanent institutions enables scaling up of social enterprise sector capacity over time



Action Example: Social Purpose Real Estate Collaborations to Maintain Local-Serving Businesses

Core Idea: Social Purpose Real Estate Collaboration

Action: CIRES (Community Impact Real Estate Society)

- Retail units owned by BCHousing combined into a cross-subsidized portfolio
- Revenues generated from profit-making properties go to subsidize space for socially inclusive businesses that include low income residents and social enterprise



Phase II: Implementation Plan (2017)

Project and
program
development

- Grant Recommendation B:
 - Build capacity to implement and monitor
 - Coordinate existing work more effectively
 - Engage major industries and sectors on social procurement and social impact employment

Quick start
projects

- Grant Recommendation B:
 - Binnars' Project Universal Cart
 - Low-Income Self-Employed Needs Assessment
 - Sex Workers Exiting Consortium Support

Foundation
for Phase III

- Recommendation C:
 - Maximize opportunities to intensify industrial employment/scale up social enterprise sector
 - Strengthen connections along the Livelihoods Continuum
 - Explore incentives for retail revitalization that align with social policy goals

Recommended Funding - Details

Recipient	Description	Amount
VanCity Community Foundation	Capacity-building, tools and programs to track and monitor CED Strategy implementation	\$150,200
The Binnars' Project	Design, prototype, build safe and functional carts	\$69,800
EcoTrust Canada (LEDLab)	Low-income self-employed needs assessment	\$22,379
Sex Work Exiting and Transition Consortium of Vancouver	Supports for sex workers seeking options to transition to alternative employment	\$16,500
Total Quick Start Projects (Recommendation B)		\$258,879

Recommended Funding - Details

Procurement Process	Description	Amount
Request for Proposals	Identify potential incentives and policy tools to align retail and industrial revitalization with City plans and policies	\$25,000
Request for Qualifications	Improve fulfillment of community benefit agreements	\$25,000
Request for Expressions of Interest	Develop leadership development programs for youth and vulnerable residents in non-profit and small business sectors	\$25,000
Request for Qualifications	Design charrette for 501 Powell Street	\$19,621
Total Feasibility Studies and Program Development (Recommendation C)		\$94,621

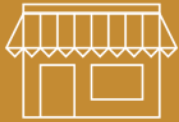


Outcomes



Supports Existing Policy Targets

Downtown Eastside Plan



Focus Area:
Vibrant, Inclusive
Local Economy

- Retain 2,800 businesses/
additional growth of 3-5% (2014-2044)
- Reduce 24.5% retail vacancy rate by half (2024)
- 3,500 new jobs (2014-2044)
- Unemployment rate at parity with city
- Increase local jobs by 1,500 over 10 years (2024)



Supports Existing Policy Targets

Healthy City Strategy



Goal: Making Ends Meet and Working Well

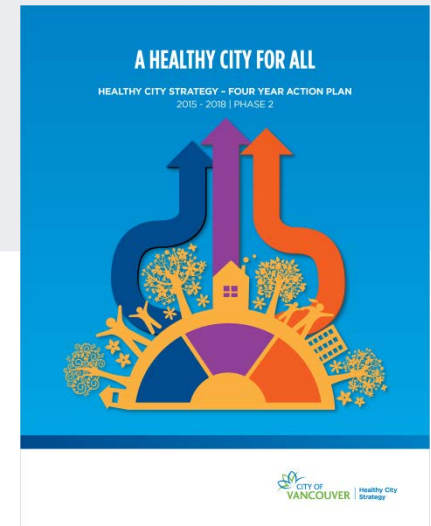
Increase median income by at least 3% every year (to 2025)

Reduce poverty rate by 75% (2025)



Goal: Being and Feeling Safe and Included

Increase sense of belonging by 10% (2025)



Supports City of Reconciliation

- Build capacity of local Aboriginal organizations for social hiring and social procurement
- Create new opportunities for leadership development and career-finding for Aboriginal youth
- Continue exploring Aboriginal Economic Development opportunities
- Increase awareness of and inclusion of Indigenous protocols and customs
- Seek ways to incorporate Indigenous economic ideas and values in local economy goals
- Increase Aboriginal ownership of business assets

Timeline

December

January

February

March

April

May

June

Ongoing

Dec 2016 - Feb 2017

- Research and feasibility study requests for major programs and projects drafted and released

Jan - May 2017

- Ideal models for community implementation and monitoring of CED Strategy identified
- Potential membership of Vancouver Social Procurement Round Table identified and contacted
- Collective Impact Framework and CED Strategy Dashboard developed
- Potential funding partners contacted about Phase Two Major Projects Feasibility Research and June Feasibility Studies Town Hall Open House

Jan - Jun 2017

- CED social procurement and hiring programs designed and developed
- Community Retail Strategy Created and Implemented (CIRES)

Ongoing, beginning Jan 2017

- Several CED quick start projects, programs and initiatives identified in the Strategy are launched and implemented

Ongoing, beginning May 2017

- Community Implementation Model developed and adopted
- Social innovation hubs at 313 Main and The Lux tenanted and operational

Jun 2017

- Feasibility studies completed and reviewed by community and City at town hall open house



Phase 2: 2017 Near-Term Timeline

Jul - Dec 2017

- Major Program/Project Development/ Design phase
- Import Substitution and Planned Manufacturing Strategy

Ongoing, beginning Sep 2017

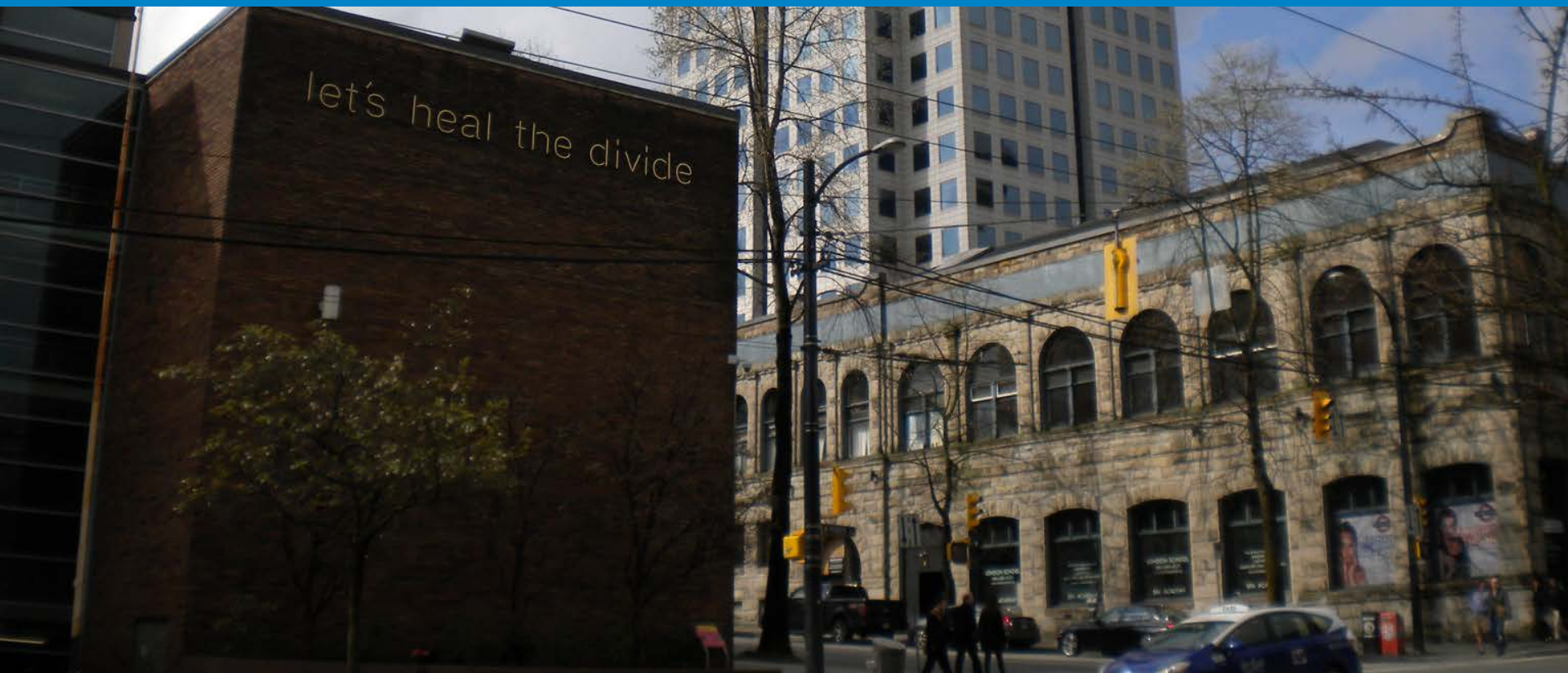
- Major Program/Project Development/ Implementation



Thank You



Backup slides



Proposed Strategy Includes Best Practices in CED



Capacity building
& coordination
support



Stewardship & activation of
public spaces

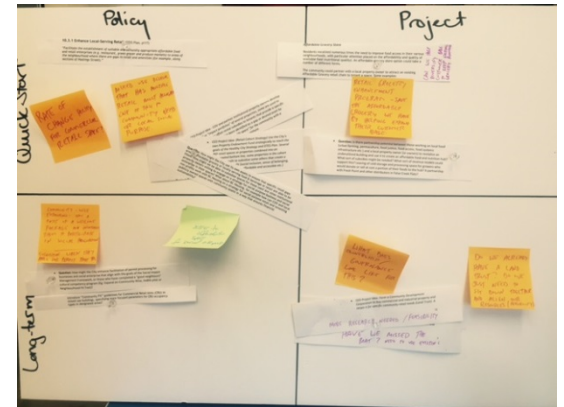


Joint advocacy



Social Procurement

- Community Benefits Agreements
- Anchor Institutions



An Asset Based
Approach