



ADMINISTRATIVE REPORT

Report Date: January 24, 2017
Contact: Mary Clare Zak
Contact No.: 604.871.6643
RTS No.: 11798
VanRIMS No.: 08-2000-20
Meeting Date: February 21, 2017

TO: Vancouver City Council
FROM: General Manager of Community Services
SUBJECT: Social Grants to Social Innovation Projects and Early Years Child Care Grants for Aboriginal Children and Families

RECOMMENDATION

- A. THAT Council approve four Social Innovation Project (SIP) grants of \$50,000 each totalling \$200,000 to the following four non-profit organizations to influence systems change: Carnegie Community Centre Association, Christ Church Parish, The Global Youth Education Network Society, and Network of Inner City Community Services Society. Source of funds is the 2017 Community Services Grant Budget.
- B. THAT Council approve one grant of \$25,000 to the B.C. Aboriginal Child Care Society (BCACCS) to support the ongoing development of a new Aboriginal childcare providers' hub, provisionally titled the *Vancouver Aboriginal Early Years Network*. Source of funds is the 2017 Childcare Grant Budget.
- C. THAT Council authorize the General Manager of Community Services to negotiate and execute agreements to disperse the grants described in Recommendations A and B above on the terms and conditions set out herein or such other terms and conditions as are satisfactory to the General Manager of Community Services and Director of Legal Services; and
- D. THAT no legal rights or obligations will arise or be created by Council's adoption of Recommendations A through B above unless and until all legal documentation has been executed and delivered by the respective parties.

Recommendations A and B authorize grants and require eight affirmative votes for approval.

REPORT SUMMARY

This report recommends five social grants to registered non-profit organizations in Vancouver for a total of \$225,000 (Table 1). Four social innovation grants that are part of a partnership with the Vancouver Foundation support projects that help to shift systems to better meet the needs of low income residents, people living with mental health and addictions, and seniors. All grants leverage voluntary efforts and resources from many community and funding partners, and further Healthy City Strategy goals that provide the overarching and aspirational framework for the DTES Local Area Plan, the Housing and Homelessness Strategy, Vancouver Food Strategy, City of Reconciliation and Truth and Reconciliation Commitments, and, efforts to be an Age Friendly City.

Table 1: Summary of Recommended Social Grants in this Report

Grant Stream	Council Strategies Addressed	Healthy City Strategy Goals	# of Grants	Total Recommended Funding
Social Innovation Project Grants	Mayor's Task Force on Mental Health and Addictions DTES Local Area Plan	<ul style="list-style-type: none"> • Feeding ourselves well • Healthy Human Services • Being and Feeling Safe and Included • Cultivating Connections • Collaborative Leadership 	4	\$200,000
Childcare Grants	City of Reconciliation & Truth and Reconciliation Commitments	<ul style="list-style-type: none"> • A Good Start • Healthy Human Services • Collaborative Leadership 	1	\$25,000
TOTAL			5	\$225,000

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Vancouver Food Strategy: On January 30, 2013 Council approved the strategy with the goal of creating a just and sustainable food system for the city.

On March 13, 2013 Council approved a \$1 million annual increase to the Social Grant budget. On July 24, 2013, Council approved an allocation model in which \$200,000 of the increase would be used on an ongoing basis to fund one-time projects of up to two years duration to encourage innovative approaches to addressing social issues.

Vancouver City Local Immigration Partnership (VCLIP): On May 13, 2014 Council approved the City's entry into a contribution agreement with Citizenship and Immigration Canada to undertake the VCLIP.

City of Reconciliation: On July 8, 2014 Council adopted the framework which has three foundational components that further strengthen our services and ongoing relationships with the Musqueam, Squamish and Tsleil-Waututh First Nations, and the urban Aboriginal community: Cultural competency; Strengthening relations; and, Effective decision-making.

Healthy City Strategy: On October 29, 2014, Council approved goals, targets and indicators of the Healthy City Strategy 2014-2025 Phase I.

On April 6, 2016, Council approved a grant of \$40,000 to BCACCS to support the exploration of an Aboriginal Childcare Hub.

On December 14, 2016 Council approved carryover of the 2016 Social Innovation Project grant budget to 2017 in order to align with the funding timelines of our funding partner, the Vancouver Foundation (VF).

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The General Manager of Community Services RECOMMENDS approval of the foregoing.

REPORT

Background/Context

The City uses social grants as a tool to further Council priorities and strategic initiatives. With the adoption in 2014 of the Healthy City Strategy and its thirteen long-term goals, the City established a comprehensive vision for achieving a Healthy City for All. Social grants are a key component in the City's toolbox for supporting HCS goals and targets. The three grant areas are highlighted below.

A. Social Innovation Project (SIP) Grants: (\$200,000)

This report seeks Council approval for four grants totaling \$200,000, funded through the Community Services Grants budget. These grants enable communities to approach social problems creatively, address emerging needs, and/or pilot new and innovative methods by supporting projects that include initiatives to address social isolation, build resilient communities and/or strengthen the non-profit sector. **Appendix A** provides detailed descriptions of the four projects being recommended for funding.

In 2016, the City and the Vancouver Foundation signed a Letter of Agreement committing each to contributing up to \$50,000 to support a *Social Innovation Design and Development Cohort* process to help non-profit organizations transform socially-innovative ideas into viable project plans that could be submitted to the City, the Vancouver Foundation, and/or other funders (see Appendix B for details).

To be eligible for SIP funding, projects must:

- Be one-time only (1 to 2 year duration);
- Advance City priorities and strategies;

- Focus on innovation;
- Be pilot or start up initiatives;
- Target gaps and emerging needs;
- Leverage support from other funders and/or institutions; and
- Demonstrate partnerships with other community organizations.

Proposals were assessed against these criteria by Social Policy and Vancouver Foundation staff, with the additional support of the consultant engaged to lead the *Social Innovation Design and Development Cohort*.

There was significant interest in the SIP program this year and demand far exceeded available funds. Of the twenty-four Vancouver-based applications, four are being recommended for SIP funding, with three of those four also receiving \$10,000 Development Grants from the Vancouver Foundation. Two of the applications not being recommended for SIP funding were approved for three-year funding through the Vancouver Foundation. Appendix C provides a list of the twenty proposed applications that are not being recommended for SIP funding. Appendix D provides examples of successful projects supported by SIP grants in previous years.

B. BC Aboriginal Child Care Society (BCACCS) - Vancouver Aboriginal Early Years Network (\$25,000)

In April 2016 Council approved a grant of \$40,000 to BCACCS to scope the potential of an Aboriginal Childcare “Hub”, a flexible model which develops locally appropriate ways to help childcare organizations streamline and reduce administrative burdens, as well as improve program quality, through networked programs and training. BCACCS was selected to lead this process as it is recognized as a leader and emerging centre for excellence in Aboriginal early childhood development and care. They also have well-developed relationships in Vancouver’s urban Aboriginal community and the capacity to engage organizations in this type of collaborative developmental process. BCACCS is now requesting funding to support next steps for this project.

Strategic Analysis

The grants being recommended in this report support a number of the City’s key priorities and commitments as noted above. The recommended grants also leverage significant funding, of about a 3:1 ratio, along with other resources from other funding and community sources.

A. Social Innovation Project Grants (four): \$200,000

Each of the projects being recommended below supports Council priorities and Healthy City Strategy goals (Table 2). They focus on finding new ways to support and include highly marginalized and socially-isolated individuals and groups in the development of solutions to issues they face, including housing, food and cultural inclusion.

Table 2: Recommendations for 2016 Social Innovation Project Grants

Organization	Project	Project Budget	Recommended SIP Funding
Carnegie Community Centre Association (in partnership with Gallery Gachet)	Low-income DTES residents with lived experience of mental illness will lead the development of a 'residents first' approach to influencing the design and delivery of social and supportive housing projects in the DTES.	\$200,250 over 3 years	\$50,000 over 2 years
Christ Church Parish	The Parish will provide leadership and inspire other faith based food programs across Vancouver to adopt leading practice in the broader food system movement. It will apply a social justice, rather than charity, approach to food security for individuals and families who are struggling with homelessness, poverty-level wages and other factors that leave them vulnerable to hunger.	\$113,000 over 3 years	\$50,000 over 2 years
Global Youth Education Network Society (in partnership with the Hua Foundation)	Responding to the question "Why is the Food Movement so White?", the project will bring together partners both in the mainstream and local Chinese food systems - including farmers, farmers' markets and neighbourhood houses - to address systemic economic, cultural and social barriers to inclusion and integration in the food system network.	\$121,500 over 1 year	\$50,000 over 1 year
Network of Inner City Community Services (NICCS)	Addressing the marginalization of Chinese-speaking seniors in the DTES/Strathcona/ Chinatown area, this strengths-based approach will build seniors' capacity to influence the design and delivery of services available to them in the public, non-profit and private sectors.	\$124,000 over 2 years	\$50,000 over 2 years
TOTALS		\$558,750	\$200,000

The recommended projects take an evidence-based approach to their innovations, drawing from research and experience in Vancouver and in other jurisdictions, including: the experiences of Toronto and New York in championing "Tenants First" approaches to inclusion of people with lived experience in the design and management of social housing; the significant work being done in Vancouver and the Lower Mainland sustainable food systems movement to build a healthier and more integrated regional food system; and,

the learnings of the highly successful *South Vancouver Seniors Hub* initiative that, over the course of the past five years, has demonstrated effective new approaches to empowering seniors to take control of their own health and well-being.

In particular, the SIP proposals are targeted at the following populations:

- Low income DTES residents living with mental health and addictions: The mental health and addictions crisis declared by the Mayor, Vancouver Coastal Health and the Chief of Police in 2013 was evidenced by 2,000 SRO tenants without adequate supports with corresponding higher rates of mortality as demonstrated by *The Hotel Study* (2013).
- People facing hunger: There are approximately fifteen faith-based meal programs across Vancouver (seven in the DTES and eight in other areas of the city). Free and low cost meals are offered by community agencies across the city which underscores the need to increase welfare rates to cover actual food and shelter costs of the approximately 30,000 income assistance recipients in Vancouver.
- Chinese-speaking seniors in the DTES/Chinatown/Strathcona: A 2007 study commissioned by the City of Vancouver found there were more than 1700 people aged 65 or older living in this area whose mother tongue was Chinese. 69% of the seniors were female. Of the c. 1700, only 1% (17) were considered to speak English well, with an additional 5% (85) speaking limited English.

Leverage: Contributions from private foundations, fundraising and volunteer contributions will leverage from \$1.00 to \$3.00 for every \$1.00 of City funding. While in most cases leveraging is at a lower ratio than the 4:1 that is typical of community service grants, this is reflective of the fact that 'innovative' projects are by definition new, somewhat experimental and, thus, often less able to attract large/multiple sources of funding in their initial stages.

B. BC Aboriginal Child Care Society: \$25,000

Affordable, quality child care for Aboriginal families is a critical need in Vancouver. Approximately 2,000 Aboriginal children under the age of 15 were living in Vancouver in 2011, about 40 per cent of whom were living in a single parent household. Aboriginal children are twice as likely as the general children's population to live in low income families.¹ The recommended grant supports the City of Reconciliation, and has strong links to Recommendation 12 of the Truth and Reconciliation Commission, which called upon federal, provincial, territorial and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families (Table 3).

The grant leverages 1:1 matching funding from the United Way of the Lower Mainland to support further development of the "Vancouver Aboriginal Early Years Network," and a Community of Practice for Aboriginal Early Years providers in the City and the Lower Mainland. Developing stronger and more collaborative relationships with other funders continues to be a priority of the Social Grant programs.

¹ Low income rates for Vancouver Aboriginal children under six were almost twice that of the overall child population in 2010.

Table 3: Recommendation for 2017 Childcare Grant

Organization	Project	Project Budget	Recommended CoV Funding
BC Aboriginal Child Care Society (BCACCS)	Funding will be used to implement the 2017 Operational Plan of the Vancouver Aboriginal Early Years Network (VAEYN), which brings together staff of Aboriginal childcare programs in Vancouver.	\$50,000	\$25,000

Implications/Related Issues/Risk (if applicable)

Financial

Funding for the SIP grants is part of the 2017 Community Service Grant Budget. In December 2016 Council approved carryover of the 2016 Social Innovation Project Grant budget to 2017 in order to align with the timelines of our partnering funder, the Vancouver Foundation. Following adoption of the recommendations in this report, the balance in the 2017 SIP fund will be \$236,067.

Funding for the grant to BCACCS is from the 2017 Childcare Grant budget. Following adoption of the recommendations in this report, the balance in the 2017 Childcare Grant budget will be \$1,482,538.

CONCLUSION

The grants outlined in this report provide important contributions to innovative solutions in Vancouver and to mitigating conditions and systems that foster vulnerability and marginalization. The grants also support City livability and social development objectives of the City and contribute to our residents' wellbeing.

* * * * *

APPENDIX A: Summary of Projects Being Recommended for SIP Funding

1. Carnegie Community Centre Association in partnership with Gallery Gachet: Our Community Vision for Mental Health

A growing number of jurisdictions are recognising that excluding the voices of people with lived experience of mental illness in the design and management of supportive and social housing results in housing models that fail to address this population's unique needs. The project focuses on the growing intersection between social housing provision and the mental health care system. Developed and delivered by people with lived experience, the project will engage low-income DTES residents living with mental illness, trauma and disability, as well as representatives of the housing policy, housing development and housing management sectors, in the development of a new 'residents first' approach to influencing the design and delivery of supportive housing projects in the DTES.

The project partners will engage in extensive consultations with community-based mental health consumers, and conduct research into 'residents first' approaches in other jurisdictions (e.g., Cities of Toronto and New York). Concurrently, they will strengthen community members' capacity to participate in decision-making structures by drafting and establishing best practices and guidelines for meeting and decision-making, and by developing a community engagement plan for residents in subsidized/social housing in Vancouver's DTES.

The project workplan will be finalized prior to release of City funding, with the support of an additional \$10,000 development grant from the Vancouver Foundation. In addition to City funding, over the course of the planned three-year long initiative, Carnegie will leverage more than \$200,000 from external and internal sources.

2. Christ Church Parish: Maundy Café

Leading practice in the food security movement in Vancouver, led by the Greater Vancouver Food bank, has shifted dramatically from a 'charity' model of food handouts to the development of more inclusive responses rooted in a social justice approach. However, the 'charity' model tends to remain predominant in faith-based organizations. Christ Church Parish will develop a model for shifting delivery of its own food program from the traditional "charity model" to one that breaks down barriers to social inclusion and reduces isolation amongst both those accessing food programs - primarily the homeless/street involved populations - and those who deliver the programs.

Partnering with Gordon Neighbourhood House, the West End Seniors' Network, the Greater Vancouver Foodbank and the Planted Network, the project will engage people on both sides of the Parish's existing food program - that is, volunteers who are giving out the food and the street-involved people who are receiving the food - to explore how to transition from a model in which people are passive recipients of food provision, into a more inclusive and explicitly social justice-based program that recognizes the inherent skills and value of all. The Cathedral will use its prominent position - both geographically and within its diocese and the broader faith community - to share its learnings about transforming faith-based food programs and approaches and helping them integrate more closely with the broader food system movement within the city.

The project workplan will be finalized prior to release of City funding, with the support of an additional \$10,000 development grant from the Vancouver Foundation. In addition to City funding, the Parish anticipates leveraging more than \$131,000 from external and internal sources to help fund the project.

3. Global Youth Education Network Society in partnership with the Hua Foundation: Bridging Vancouver's Parallel Food Systems

The project addresses the reality of what has been called the 'parallel ethnic supply chain' that exists in Metro Vancouver, with a particular focus on the long-established Asian/Chinese food system. Barriers in language and cultural practices continue to reinforce the segregation, with the issue being highlighted in a session at the inaugural Vancouver Food Summit in May 2016: "Why is the Food Movement so White?"

Working in partnership with producers/distributors in the Vancouver region's Chinese food system, three Neighbourhood Houses (Gordon, South Vancouver and Collingwood), the Vancouver Farmers' Market, and City of Vancouver Social Policy Sustainable Food System staff, the project will explore ways to bridge the current gap between the mainstream and Chinese food systems within the Greater Vancouver Regional food system.

Building upon lessons learned from their successful food security initiative, the Choi Project, which focused on increasing the local Chinese restaurant industry's procurement and use of seasonal, local and sustainable food, the "Bridging" project will apply multiple system lenses - economic, cultural, social, colonial - to its work, and introduce Chinese producers and growers into existing 'mainstream' marketing venues such as farmers' markets.

The project will identify strategies to bridge the current divide by working with partners both in the mainstream and Chinese food systems, including farmers, farmers' markets and neighbourhood houses to address the systemic economic, cultural and social barriers to inclusion and integration.

In addition to City funding, the project is leveraging an additional \$59,000 from external funding sources, as well as contributing \$12,000 in cash and significant in kind and volunteer contributions.

4. Network of Inner City Community Services Society (NICCSS): Making Our Neighbourhood Work for Chinese-speaking Seniors

Despite being a significant demographic of the DTES/Strathcona/Chinatown area for generations, all too often Chinese-speaking seniors remain highly marginalized. While the majority of Chinese-speaking seniors in this area are long-term members of the community, existing public and private services tend to view them as 'special needs' groups. Most have very limited English-language skills, live in poverty and face frequent and overt racial discrimination. They are afforded limited or no voice in designing the services they need and, in fact, are often forgotten in an area of the city in which available services are heavily slanted toward street-involved/addicted people living with severe mental health issues.

The project's key component involves empowering seniors by creating a seniors' advisory council comprised of Chinese-speaking seniors who are (currently largely unrecognized) leaders and volunteers in the neighbourhood. Formation and structure of the council will be informed by the highly successful "Seniors Hub" model developed by the South Vancouver Neighbourhood House with the participation of the City and other funders over the past several years.

Related and closely linked to the development of the Advisory Council is the formation of a Service Providers' Network of organizations currently or potentially offering services to this population, including housing providers/managers (e.g., BC Housing, Chinese benevolent associations and private SROs). The Advisory Council will help to inform and shape the services currently and potentially available to this population, and address ongoing concerns about service fragmentation.

The project workplan will be finalized prior to release of City funding, with the support of an additional \$10,000 development grant from the Vancouver Foundation. In addition to City funding, NICCSS will leverage more than \$100,000 from external sources to help fund the project.

* * * * *

APPENDIX B: Social Innovation Project (SIP) Grants Program - Criteria and Process

To be eligible for SIP funding, projects must:

- Be one-time only (1 to 2 years duration);
- Advance City priorities and strategies;
- Focus on innovation;
- Be pilot or start up initiatives;
- Target gaps and emerging needs;
- Leverage support from other funders and/or institutions; and
- Demonstrate partnerships with other community organizations.

In 2016, the City entered into a partnership agreement with the Vancouver Foundation (VF) to deliver the SIP program through the VF's *Health and Social Development Field of Interest (HSDFI)* grant program. The agreement formalized the close relationship that had developed with the VF in the previous year when the City's official partner was the provincial "Community Action Initiative." In late Spring, the VF announced a province-wide call for letters of interest. Nine Vancouver-based project teams that responded to that call were invited by CoV/VF to participate in a "Social Innovation and Design Cohort." Using a similar format to that used in the previous year, the cohort model was comprised of a series of workshops combined with individual team coaching. The process was designed to help the non-profit teams transform their socially-innovative ideas into viable project plans. The approximately \$100,000 cost of the cohort process - including venues, consultants, meals and \$7,500 bursaries to support each of the team's involvement - were shared on a 50/50 basis by the City and the VF.

The project teams were then encouraged to submit proposals to an open funding call in Fall 2016. A total of twenty-four Vancouver-based proposals were received that met the basic eligibility criteria for the SIP program.

Following review and assessment, four of the twenty-four proposals are being recommended for SIP grants totalling \$200,000. Three of the proposals are from organizations that participated in the Social Innovation and Design Cohort: *Carnegie Community Centre Association*; *Christ Church Parish*; and the *Network of Inner City Community Services (NICCS)*. The fourth proposal being recommended for funding is from the *Global Youth Education Network* which did not participate in the cohort process, but which submitted a strong, socially innovative proposal in response to the open call in Fall 2016.

Two other organizations that participated in the Social Innovation and Design Cohort - the DTES Neighbourhood House and the BC Multicultural Health Umbrella - each received three-year funding approval from the Vancouver Foundation.

In December 2016, Carnegie Community Centre Association, Christ Church Parish and NICCS each received an additional \$10,000 development grant from the Vancouver Foundation. The grants will allow the three organizations to finalize their project plans and timelines, both for the SIP grants and for future grant calls from the Vancouver Foundation and/or other funders. Release of the SIP grant funding recommended in this report is dependent upon completion of the plans to the satisfaction of the Managing Director of Social Policy and Projects.

APPENDIX C: Applications not being recommended for City of Vancouver SIP grants

Organization	Project	Rationale for Not Recommending Funding
Adoptive Families Association of BC	Community of Practice for Youth in Care	Funding is limited and other proposals ranked higher in evaluation.
Atira Development Society	DTES SRO Collaborative	Funding is limited and other proposals ranked higher in evaluation.
Association of Neighbourhood Houses	East Vancouver Community Horse Centre	Funding is limited and other proposals ranked higher in evaluation.
Association of Neighbourhood Houses dba South Vancouver Neighbourhood House	Empowering Seniors	Funding is limited and other proposals ranked higher in evaluation.
Collingwood Neighbourhood House	Health and Safety Beyond the Margins: Scaling and Expanding the Living in Community Model	Activities are largely outside of the City of Vancouver.
DTES Neighbourhood House	Let's Speak Up!: Volunteer Development and Community Leadership Project for the DTES	Project will be supported by City through another funding stream. Project has been awarded a \$128,700 (over 3 years) test grant from the Vancouver Foundation.
First Funds Society	Traditional Approaches to Change Healthcare Delivery	Funding is limited and other proposals ranked higher in evaluation.
Industrial Areas Foundation	Moving Beyond the Conversation	Funding is limited and other proposals ranked higher in evaluation.
Lookout Emergency Aid Society	New Leaf Project	Funding is limited and other proposals ranked higher in evaluation.
Marpole Oakridge Family Place	Tea and Talking	Funding is limited and other proposals ranked higher in evaluation.
Motivate Canada	ACTIVATE Vancouver	Funding is limited and other proposals ranked higher in evaluation.
Multicultural Health Services Society	Patient-Drive Health Care	Funding is limited and other proposals ranked higher in evaluation. Project has been awarded a \$204,174 (over 3 years) test grant from the Vancouver Foundation.
PeerNet BC	Little Lantern Youth Leadership Program	Funding is limited and other proposals ranked higher in evaluation.
Portland Hotel Society	Linking Housing, Health, and Community Supports: Evaluation for Community	Funding is limited and other proposals ranked higher in

Organization	Project	Rationale for Not Recommending Funding
	Based Non-profits	evaluation.
REACH Centre Association	Population-Based, Citizen-Engaged Primary Health Care	Funding is limited and other proposals ranked higher in evaluation. Project has been awarded a \$10,000 development grant from the Vancouver Foundation.
South Vancouver Neighbourhood House	Empowering Seniors to Improve Health Outcomes Through a Person-Centered Approach	Funding is limited and other proposals ranked higher in evaluation.
Vancouver Community Network	Street Messaging System 2.0	Funding is limited and other proposals ranked higher in evaluation.
Vancouver Museum Society	Vertical Communities Field School	Funding is limited and other proposals ranked higher in evaluation.
Vancouver Native Health Society	Innovating a Primary Healthcare System to Reduce Structural Violence	Funding is limited and other proposals ranked higher in evaluation.
Women Against Violence Against Women (WAVW)	The Inclusion Project	Funding is limited and other proposals ranked higher in evaluation.

* * * * *

APPENDIX D: Social Innovation Project (SIP) Grants Funded in Previous Years

The SIP program was established in 2013, using a portion of the one million dollar annual increase Council granted to the Social Policy grant portfolio that year. SIP funds enable the City to approach entrenched social problems creatively, address emerging needs and/or pilot new and innovative methods. The grants also help the City build on existing relationships with other funders and institutions and establish new ones to achieve greater leveraging opportunities.

Since the fund was established in 2013, Council has allocated over \$600,000 to 19 SIP projects. Highlights of projects funded in previous years include:

- **SWAN (Supporting Women’s Alternatives Network) Vancouver Society (2013):** This pilot project developed a technology-based outreach service to support the safety and health of vulnerable women involved in sex work. This program has now become part of SWAN’s core services.
- **Hastings Crossing BIA (2013):** Funded the development of the CommunityWise program, which takes a unique approach to promoting social inclusion in the neighbourhood. The program contacts new businesses and has one on one meetings with each to talk about how they can 'fit in' to the neighbourhood through local and social hiring and procurement practices. Businesses are provide with information about local organizations that work with low-income residents facing barriers to employment and finding ways they can fit into employment opportunities across the continuum of employment in the DTES business community.
- **Potluck Café (2013):** The DTES Fresh Produce Market offers affordable fresh fruit and vegetables for sale. The pilot project demonstrated that DTES residents *will* make healthy food choices if *affordable* options are available. In 2016, Potluck continued to operate the Produce Market five days per week at the DTES Street Market (62 East Hastings), offering regular and one-off customers fresh food items in small quantities at wholesale prices. In 2016, the Market generated \$3873 in total sales revenue, \$1342 (35%) of that from the 62 East Hastings location.
- **3H Craftworks Society (2014):** *Threadworks: Tailored for Inclusion* provides flexible, tailored and accredited skills training for people with mental health and physical disabilities who are not currently engaged in the workforce. A partnership was formed with WorkBC and the BC Centre for Ability to refer interested individuals and to date, nine of the fourteen people who have completed the training report have confirmed part-time employment. Seven more are enrolled in the current training cohort, with another 7 scheduled to start in February.

* * * * *