



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: March 27, 2007
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TO: Vancouver City Council
FROM: City Manager in consultation with Corporate Management Team
SUBJECT: Project Civil City - Progress Update

INFORMATION

The City Manager submits this report for INFORMATION.

CITY MANAGER'S COMMENT

Council will see described in this report and in the attached Appendix A "Project Civil City Action Plan" what City departments have focused on addressing street disorder issues, homelessness and addressing drug addiction. Much of this work has been done through inter-departmental and inter-governmental staff and through partnerships with communities and businesses in order to achieve sustainable change.

In order for Project Civil City (PCC) to be successful the City will continue building on work that has been undertaken to date and will cultivate committed partners in order to be able to design and implement the robust public health and public order responses required to improve the conditions at the community level. The PCC Commissioner will play a critical role in bringing together all stakeholders to build partnerships to establish a shared vision to leverage resources, to define an accountability framework and to set performance measures and targets for the project.

It is also critical that other regional municipalities take on increased responsibilities in dealing with homelessness, crime, drugs and health challenges in their own municipalities.

COUNCIL POLICY

There is no existing Council policy related to Project Civil City.

PURPOSE

This report informs Council of the initial progress in implementing Project Civil City: the development of the PCC Implementation Office; the recruitment process for the PCC Commissioner; the identification of possible action plans and descriptions of initial projects already underway.

Additionally, this report identifies areas of work that need to be built on by the Project Civil City Implementation Office (PCCIO), based on staff's initial assessment of PCC and of City initiatives that are already underway or may be underway within the next year.

BACKGROUND

On December 14, 2006, the Mayor presented a report on public disorder to Council, which included the Mayor's survey and dialogues with citizens on public disorder issues, including aggressive panhandling, open drug dealing and drug use. The report indicated that Vancouverites had significant concern over the increased incidents of street disorder and are worried for their safety and well-being.

The Project Civil City proposal was approved by Council and seeks to:

1. Increase housing opportunities and eliminate homelessness, with at least a 50% reduction by 2010.
2. Eliminate the open drug market on Vancouver's streets, with at least a 50% reduction by 2010.
3. Eliminate the incidence of aggressive panhandling with at least a 50% reduction by 2010.
4. Increase the level of public satisfaction with the City's handling of public nuisance and annoyance complaints by 50% by 2010.

In addition to adopting the goals of Project Civil City, Council approved \$300,000 to establish a PCCIO, including the hiring of a PCC Commissioner to undertake leadership role towards achieving the targeted goals. Council resolved that a PCC Leadership Council be struck, chaired by the Mayor, and composed of several Provincial and Federal ministers who will participate in an advisory capacity.

On February 21, 2007 the Vancouver Police Board voted unanimously to endorse Project Civil City and the goals outlined within it.

DISCUSSION

Upon approval of Project Civil City, Council instructed staff to immediately undertake work in the following areas:

(A) Creation of a Project Civil City Implementation Office (PCCIO)

The City's Facility Design & Management unit has begun its work in identifying suitable office spaces and the targeted office opening is May, 2007.

The City has engaged a human resources recruiting company Ray & Berndtson Tanton Mitchell to begin recruitment for the PCC Commissioner position. It is anticipated that the position will be filled by May, 2007. The PCCIO will likely encompass the Commissioner, a project manager and an administrative assistant. The PCCIO will report to the City Manager.

The PCC Commissioner's role is to liaise with the Mayor's Leadership Council, to work closely with the PCC Intergovernmental Steering Committee and the City Corporate Management Steering Group (CMT Steering Group).

The PCC Commissioner will also provide leadership, set strategic directions and work priorities in order to reach the PCC's four goals. The Commissioner plays a key role in building partnerships with governments as well as with communities and businesses. He/she will set the accountability framework together with partners in defining "success" and achievement of goals & targets.

(B) Strike the PCC Leadership Council chaired by the Mayor

The Mayor has received commitments to participate on the PCC Leadership Council from the following ministers: Federal Minister of Industry, Human Resources and Social Development, and Parliamentary Secretary to the Minister for the Pacific Gateway & 2010 Olympic and Paralympic Games, Provincial Ministers of Health, Employment & Income Assistance, Solicitor General and Attorney General. Planning for the first official meeting is currently underway.

(C) Establish a PCC Implementation team with key City, Provincial and Federal staff

A Project Civil City Inter-governmental Steering Committee to oversee implementation of the project has been established. Committee members include Federal & Provincial Assistant Deputy Ministers, as well as City's senior management staff including City Manager, Chief of Police, General Managers of Community Services, Fire & Rescue Services, Legal Services, Engineering Services and Parks & Recreation Services. This committee has met once with the Mayor.

The City Manager has also established a Corporate Management steering group. The City's steering group has met four times to discuss and review the PCC Action Plan compiled by staff.

Council further instructed the City Manager and the Chief of Police to review ideas and suggestions outlined in the Project Civil City report, to begin identifying possible partnership and funding opportunities, and to present a Project Civil City progress report within ninety days.

(D) Refocus the City's Neighborhood Integrated Services Teams (NIST) to re-aligning NIST toward program delivery and meeting public disorder reduction goals.

The City's NIST program has been in operation for over fifteen years. The program is very successful, supported by dedicated staff teams from across eleven City departments. A re-alignment of the teams will be underway to respond to changing needs in the community and a review of "integrated services" by an outside consultant has now been completed. Over the next few months senior staff will conduct further discussions and consultations with NIST team members in an effort to improve services with a focus on public disorder reductions.

(E) Work with bar owners and their patrons over the next 60 days on solutions that will improve public order (see ID #23)

Licenses & Inspections staff and Vancouver Police have had a series of meetings with the bar owners to address the significant problems related to public disorder in the Entertainment District. The owners have voluntarily agreed to the following initiatives with the objective of having the streets substantially cleared by 2:00 a.m.:

1. They will not accept any new patrons into their premises after 2:00 a.m.; and
2. They will not allow any entry lineups after 2:00 a.m.

Implementation of these changes has commenced, with Police and Property Use Inspectors noting that compliance has been good for all the club operators on Granville Street. Police and Property Use Inspectors are scheduled to continue monitoring the situation and will work with the Industry regarding these issues.

Property Use Inspectors and Police will also monitor all other businesses in the Granville Street Entertainment District and work with the Engineering Department on solutions for better controls of lineups and placement of property on the streets, such as signs and newspaper boxes.

Licenses and Inspections will continue to review policies related to the Entertainment District together with Police, Industry and other agencies, including hours of operation for Liquor Primary premises. The voluntary 2:00 a.m. pilot has resulted in some improvements, although this problem generally increases as the weather conditions improve. Staff will be providing additional information and recommendations back to Council over the next 60 day period.

(F) Conduct review of ticketing, by-laws and fines to improve efficiencies and effectiveness in countering public disorder.

The Municipal Ticket Information (MTI) Pilot Project commenced January 1st, 2007. As of March 16th, 212 tickets have been written. To date, 41 tickets have been paid with the remainder in the process. Staff have requested *Vancouver Charter* amendments to improve the MTI ticketing system, including the power to impose higher fines and the ability to use a graduated fine system. These amendments were introduced on March 13th, 2007, and it is anticipated that the Province will enact the Regulation bringing the amendments into force sometime in late May or June. Given the timing of these amendments, staff may ask Council

for a brief extension of the MTI Pilot Project so that the effect of the new amendments can be properly evaluated.

Although it is early in the process, it is apparent that the collection of unpaid tickets is a significant issue. On March 15th, 2007, Council resolved to request that the Mayor urge the Province and ICBC to approve the collection of by-law-fines in the same manner as fines imposed by Violation Tickets under Provincial statutes. Further amendments to link outstanding by-law fines to Drivers' Licenses and/or ICBC insurance will be required to ensure the effectiveness of the MTI ticketing system. This issue will be included in the evaluation of the MTI Pilot Project.

City's Departmental Action Plans Currently Underway

Over the past two months, while the recruitment process of PCC Commissioner has been underway, City staff have begun to review suggestions in the PCC document, and share information about City-led projects that are either complementary to or will facilitate achievement of the desired PCC outcomes.

Staff has developed a PCC Action Plan that includes departmental and inter-departmental actions that will contribute to achieving the four PCC goals. These sixty two actions have been categorized according to the four PCC goals that aim to reduce 1) homelessness 2) the open drug market 3) aggressive panhandling 4) public nuisance and annoyance complaints. Actions are also captured within three time frames: immediate (1 year or less); mid-term (1-3 years); and long-term (3-5 years). (See Appendix A: Project Civil City Action Plan - Master list.)

The Action Plan document will give Council a broad understanding of ongoing departmental activities that will contribute to achieving the goals of PCC. The document can also serve as an orientation document for the new PCC Commissioner, and the information can be used to inform and develop a framework for setting strategic directions.

As noted, implementation of PCC, under the leadership of the Commissioner, will require the development of priorities, approaches, partnerships, and benchmarks. It will also require even further inter-departmental co-ordination of City departments and allocation of staff and resources. In addition, a significant number of the actions require support and collaboration from senior governments in acquiring necessary resources, or willingness to consider policy or legislative changes. This will be necessary especially if the actions are to be achieved in a short time frame.

Once the PCC Commissioner is on board and has completed a thorough assessment of needs, services and resources a comprehensive Civil City Implementation Plan can be developed with target dates.

Immediate City Actions

In the PCC Action Plan, within the Immediate (1 year) section, fifteen initiatives in which work has already begun are highlighted below. Several of these initiatives have been implemented in partnerships with community and business groups.

➤ **Reduce Homelessness**

1. Significantly Expand Vancouver's Homeless Outreach Program (ID #1)

(ID#1 refers to the PCC Action Plan document ID #)

A key recommendation of the Homeless Action Plan is the development of a pilot by the City in partnership with the Ministry of Employment and Income Assistance. The pilot was initiated in 2005 and was targeted to the West End and the Downtown Eastside. The Pilot provided coordinated outreach to people who were street homeless to assist them in getting access to welfare. City staff and volunteers went out in the early morning and made contact with street homeless and asked them whether or not they wanted to move inside. If the individual said yes, staff accompanied them to the welfare office and working with MEIA staff assisted them in the welfare application process. City staff then secured housing for them (typically a Single Room Occupancy Hotel in the downtown core). The Pilot showed success in moving people from the street into housing and was subsequently expanded to other parts of the city and province. The program is now administered by BC Housing and City staff are working with BC Housing to further expand the pilot by securing funding for additional outreach teams in the City.

2. Provide opportunities for citizens and private sector to contribute to the development and operation of housing for the homeless (ID #7)

Housing Centre staff have worked with Ken Dobell and Don Fairbairn in the development of the *Vancouver Homelessness Funding Model: More than Just a Warm Bed* to implement the Homeless Action Plan. This model proposes the creation of a Vancouver Homelessness Foundation and a Vancouver Homelessness Partnership to bring donations, investments and new partners to solving homelessness through the development of supportive housing for those with mental health and/or addiction. The recommendations approved in principle by Council on March 13, 2007, are subject to a report back within two months following the results of a public consultation process and further analysis of the proposed Foundation and Partnership and the specifics of the proposed City/Province supportive housing partnership.

3. Improve living conditions in SROs (ID #12)

(a) Bedbug Pilot

The Bedbug Pilot was carried out by the Vancouver Area Network of Drug Users, and a Steering Committee (including Federal and Provincial government, the City and Vancouver Coastal Health Authority) oversaw the project. A report titled "Summary of the Bedbug Pilot Project (Phase II)" is being presented to Council concurrently.

The main purpose of the pilot project was to develop, test, and evaluate a more effective and systematic process to reduce the infestation of bedbugs in the neighbourhood. Phase I of the pilot has been completed and staff have secured funding to continue the pilot.

The goals of Phase II of the Pilot include: successful treatment of one larger infected SRO; continued reduction of the spread and/or re-infestation of bedbugs; increasing awareness of the issue; employment and training opportunities for local residents; capacity building at the

street level; building bridges among government and stakeholders; and continuing the momentum from Phase I.

(b) DTES Tenant Support Services

On February 15, 2007, Council also approved a grant of \$35,000 for tenant support services, with matching funding from BC Housing, as part of the 2007 operating budget process. This would fund a pilot contract for tenant support for a period of one year with a possible extension through 2010. This funding would support existing organizations that assist tenants in resolving disputes and accessing the arbitration (dispute resolution) process.

4. Increase the supply of supportive housing across the City (ID #15)

On January 30, 2007, Council approved the *Draft Supportive Housing Strategy* and referred it to a public consultation. The development of a supportive housing strategy is a key recommendation of the Homeless Action Plan. The Draft Strategy builds on Vancouver Coastal Health's (VCH) *Mental Health and Addictions Supported Housing Framework* (January, 2007) and focuses on housing for people with mental illnesses or addictions, and includes low barrier housing for people who may not be actively engaged in treatment. It is a city-wide initiative and recommends a strategy for the number of units required to meet the needs of people accessing VCH services and proposes where they might be located throughout the city. Staff will report back to Council on the results of the public input and will recommend a final Strategy.

5. Maximize benefits and minimize potential impacts associated with the 2010 Olympic and Paralympic Winter Games (Inner-City Inclusive Commitment Statement) (ID#16)

The Inner-City Inclusive (ICI) Commitment Statement is a pledge to ensure the legacy of the 2010 Winter Games is one of creating direct benefits and minimizing adverse impacts for Vancouver's inner-city communities (Mount Pleasant, Downtown South and Downtown Eastside). The ICI Commitment Statement includes 37 recommendations across five commitment areas: housing; sport and recreation; culture; employment; training and business development; and accessibility.

For the area of housing, an advisory Housing Table was formed in the fall of 2006 to provide input in the development of goals, action plans, and outcomes for the five housing related commitments. Chaired by BC Housing, the members of the Housing Table include representatives from all levels of government, VANOC, and both the private and non-profit housing sectors.

The Housing Table report has been released and is posted on the Housing Centre's website.

➤ **Reduce Public Nuisance, Annoyance Complaints, Aggressive Panhandling**

Some of the initiatives listed here may also contribute to reduction of the open drug scene.

6. Safer Parking Lot (ID #32)

VPD, with assistance from Engineering, are working with Easy Park to undertake a safety and security review of two City-owned parking lots that have the highest incidents of thefts from auto. The task group will make recommendations for improvements and look for funding sources, such as ICBC. After changes have been made, crime statistics for the lots will be monitored to determine impact on crime, trends or correlations.

7. Eyes on the Street (ID #28)

The idea behind "Eyes on the Street" is to use City staff working on the street as an extra set of eyes and ears and to work with police to identify and report possible criminal activity.

A pilot training session has been completed. A member from the VPD recently met with staff from Sanitation Operations and explained appropriate circumstances when they should provide information to the police regarding a street disorder issue. Since worker safety is considered paramount, the training emphasized that it is inappropriate and inadvisable for any Sanitation Operations staff to intervene in situations outside of their regular work duties, other than forwarding information to persons responsible in the VPD. A communications protocol has been established and this system will be monitored for 6 months to determine impacts. If successful, this program could be extended to other departments with staff on the streets.

8. Ensure timely removal of graffiti to improve visual appearance of the City (ID #17)

Anti-Graffiti Task Force brings together the various groups, agencies and departments to coordinate their efforts to provide advice and feedback on anti-graffiti strategies to the Graffiti Management Program. It allows the group to exchange information and ideas to make the Graffiti Management Program more effective. Representatives on the Task Force are from Translink, School Boards, BIAs, Police, Property Use, CBS Outdoor, BC Hydro and Engineering. The Task Force meets 4 times a year.

This program is also linked to "Eyes on the Streets" whereby City staff will note where graffiti is located and the Graffiti coordinator will be called and a contractor contacted to do the removal at once. Graffiti on City and Park & Recreation properties are removed by a City Contractor. Once reported to our Contractor, graffiti on public property will be removed within 72 hours (24 hours for hate/racist graffiti).

The Graffiti Management Program also offers assistance to property owners who are victims of graffiti. The Program offers free paint kits (twice a year), up to \$250 (twice a year) for the removal of etching acid and \$500 (once a year) for graffiti removal from heritage surfaces.

9. Fast track implementation of the Municipal Ticket Information (MTI) system (ID #20) & District one pilot (ID#33)

As noted above, the MTI Pilot Project commenced January 1st, 2007. As of March 16th, 2007, 212 tickets have been written, to date, 41 tickets have been paid. On March 13 the Province introduced amendment to the City's charter to improve the MTI system. It is anticipated that the amendment will come into force in late May or early June.

10. Address citizen concerns related to safety in public spaces as well as health concerns in parks & on beaches (ID #21)

(a) Staff intend to strengthen their enforcement of animal control issues using MTI's. Staff will also look at partnering with the VPD to create a public education plan.

(b) Park Board has established A Dog Strategy Task Force in 2006 and will complete research and make recommendations on park usage and shared urban spaces.

11. Year round volunteer litter clean-up program - Keep Vancouver Spectacular, Adopt a Block, and others (ID #50)

(a) Staff recently met with Pitch-In BC representatives and completed preliminary analysis with respect to potential benefits and drawbacks of linking that program with Keep Vancouver Spectacular. Staff will be preparing a separate memorandum to Council on this issue. A Solid Waste Management Branch work program item for 2007 includes the investigation of options for a year round Keep Vancouver Spectacular program.

(b) Engineering and Collingwood Community Policing Centre have entered into a partnership piloting this program for community groups. Engineering will provide utensils, bags, signage, recognitions etc. for the CPC office. The CPC office will be responsible for recruitment, training, co-ordination, and monitoring of community volunteers. Individual volunteers, organizations or businesses will sign up to be responsible for litter pick up and general cleanliness of their block.

12. Improve cleanliness of commercial waste containers in lanes (ID #51)

On December 14, 2006 Council directed staff to bring forward the necessary by-law changes to reflect locking of commercial waste containers, on or visible from the street or lane, of over 1 cubic yard in volume. Further, Council directed staff to report back on options for encouraging the diversion of commercial waste materials and an enforcement strategy that focuses on problem containers and lanes. Staff plan to report back on these issues in the coming months.

13. Improve cleanliness of streets & lanes - litter, abandoned waste (ID #52)

Sanitation Operations has been retooled to optimize on-street litter and street cleaning services. Specific initiatives include:

- Implementation of afternoon and weekend shifts to allow for street cleaning services 24 hours per day, seven days per week.
- Redesign of all street cleaning routes to ensure problem areas are cleaned at the appropriate time, with the appropriate resources, and with the appropriate supervision.
- Elimination of redundant positions (funding removed through 2007 budget review).

On December 14, 2006, Council approved a recommended 2007 Street Cleaning Operating Budget allocation of \$60,000 for a social enterprise grant for additional supplemental street cleaning initiatives. Staff are in the process of issuing a request for applications for the grant and anticipate recommending an award to Council by late April or early May.

14. Create dumpster-free lanes and address binning issues (#53)

(a) Dumpster Free Lanes

Engineering and Central Area Planning are consulting with Vancouver Business Improvement Associations (BIA) for the purpose of developing a dumpster free waste collection system for commercial waste in specific areas of the City. Staff participated in a Yaletown Business Improvement Association work group in 2006, when the Yaletown BIA retained a consultant to develop dumpster free options. More recently, staff have assisted the Downtown Vancouver Business Improvement Association with an audit of their commercial containers, for the purpose of gathering essential background data necessary for the BIA to solicit commercial bids for a "dumpster free" commercial waste management system. Staff are also working with Legal Services to review and develop regulatory options for this new type of program.

(b) Research of the Binning Community

Further to Council direction on December 14, 2006, a team comprised of staff from Engineering, Central Area Planning, and Social Planning are currently preparing a terms of reference for a research project involving the binning community. This work is planned for completion in 2007.

(c) United We Can

United We Can (UWC) has been a very successful social enterprise in the DTES working with some of the most marginalized population. It has been receiving lots of demands from the business community and the neighboring BIAs to expand their business. With the expansion there is a need to address its organizational capacity. In 2005 Vancouver Agreement partners funded the UWC to develop a Business Plan. The Plan has been completed; however, to implement the Plan, it requires major investment in organizational development and human resources. Also, the emerging city initiatives and discussion on recycling depots, dumpster free alley projects and partnership opportunities with social enterprises for expanded street cleaning initiatives all have implication for the binning population with which the UWC is working.

City staff from Central Area Planning, Engineering and Social Planning are working together to assist the UWC to:

- conduct a research study to better understand the binning population;
- revisit its 2005 Business Plan in keeping with emerging city initiatives on recycling depots and dumpster free alley project;
- enhance operational efficiency of its current bottle depot site on Hastings Street;
- pursue options for increasing recycling capacity including options for locations elsewhere in Central Area to reduce concentration in one facility;
- work with the Police, UWC and neighbouring businesses, agencies and residents in taking action to address the street disorder issue in front of the UWC facility.
 - conduct a feasibility study on site relocation

15. Energizing the public realm through programming (#65)

Carrall Street Greenway and Granville Street are two major streets in Downtown that are currently under construction and some further design development. Implementation of Carrall Street Greenway also includes Chinatown, Pigeon Park and Gastown Maple Tree Square. Proactive programming of the anticipated expanded public amenity space is critical in addressing street disorder issues by increasing positive street activities. For both projects, staff have started discussion with the local community to develop ideas to activate public realm through community events programming, encouraging outdoor patio cafés and creating public art opportunities. This will enhance pedestrian presence and street vibrancy, which in turn will make the streets safer.

Inter-departmental social development work partnering with community groups

There are significant cross-department social development plans underway led by Social Planning Department, Drug Policy Program, Housing Centre, Planning Department, Carnegie Community Centre and the Gathering Place that could contribute towards achieving the goals of the PCC. These initiatives focus on improving the health safety and well being of all members of inner-city communities with a focus on outreach to marginalized populations, crime reduction, drug prevention, food securing, and improving safety for women and for sex workers. Preventing youth gang recruitment and the prevention of sexual exploitation of children and youth are also priority needs. These initiatives are prevention focused and require the support and involvement of federal, provincial and community partners. Plans related to these initiatives have not been included in this initial scan. It is important to note that the City has a significant amount of ongoing social development and community safety work underway that builds community capacity and complements the PCC goals.

City staff have also met with representatives of the Provincial Ministry of Public Safety and Solicitor General to discuss work being initiated by this ministry focusing on “Criminal Justice Reform and Crime Reduction” (CJRCR). Work within this project will include:

- The encouragement of collaboration & integration within the broader justice sector and with health and social service providers;
- The implementation of evidence based crime reduction strategies in partnership with local jurisdictions;
- Mitigation of the gap between the perception that crime is increasing the actual rates of crime in order to reduce the fear of crime; and
- Increased public engagement and building public confidence in the criminal justice system.

There are obvious complementary goals and objectives between the CJRCR work and PCC work. Staff will be linking with the Provincial CJRCR project initiative to ensure exchange of knowledge, information and potential sharing of resources, particularly in the research area of what works best to reduce crime.

Monitoring and Evaluation

Over the past seven years staff have been collecting data and information both internally and externally to better understand and monitor trends in the inner-city neighbourhoods. The Downtown Eastside Monitoring report has been published annually for the past five years. The

Vancouver Agreement (VA) has also collected data to analyse trends, needs and gaps in the inner-city. Current data banks include monitoring reports and statistical reports available from both internal and external sources such as VA Report Card, the FCM Quality of Life Report, Housing Centre reports (including the bi-annual Survey of Low Income Housing in the Downtown Core), relevant building inspection reports, as well as other statistical reports such as by-law charges/prosecutions, health, police, fire and EMS services (911 info). Social Planning has also undertaken development of social development indicators. All of this information will be utilized to monitor and evaluate progress towards achieving the PCC goals. These data will be made available to PCC.

The PCC Commissioner will be responsible for development of an evaluation framework. Input will be sought from government partners, as well as engaging academics and the grass roots community for their input into data collection and monitoring. PCC will need to engage government, the academic community, grassroots community organizations and partner with programs like the Provincial Criminal Justice Reform & Crime Reduction initiative, to share data and expertise in crime reduction.

Implementation of Project Civil City

As described in this report and in the attached "PCC Action Plan", City departments have focused a considerable amount of time and resources towards addressing street disorder issues, homelessness and drug addictions. Much of this work has been done through inter-departmental and inter-governmental cooperation, fostering partnerships among governments, communities and businesses.

There will be challenges to the successful implementation of the PCC goals and in achieving the targets of the project. The four primary goals are ambitious as a significant number of the actions rely on support and collaboration from the Courts, from senior governments in providing funding, as well as the willingness to consider policy or legislative changes. Significant investment by all levels of government and the community will be required.

Once the Civil City Commissioner is hired, staff will work with the Commissioner to begin to develop concrete action plans where possible, as well as to identify key initiatives that require senior government participation. Within the City one of the major challenges is that many of the initiatives identified are inter-departmental in nature and may require both the reallocation of existing resources from work underway in the community and an increase in resources for certain departments to take on new work directly related to the goals of the PCC.

Success of the PCC to a large extent is also dependent on the Mayor's Leadership Council's commitment to facilitate resources, policy and legislative changes in support of PCC initiatives.

FINANCIAL IMPLICATIONS

Council has approved \$300,000 to set up the PCC Implementation Office including hiring of staff. The City Manager will seek to identify partnership opportunities and funding from senior governments as well as working within existing City budgets. The City will continue to work with senior governments on means to increase the collection of unpaid fines, if

successful, the increase in paid fines revenue could be a funding source for some of the PCC initiatives.

CONCLUSION

This report is to inform Council of the early stages of the development of Project Civil City. The accompanying Action Plan gives Council an overview of work underway that is directly related to PCC, as well as current departmental work that is relevant to the ongoing development of a comprehensive PCC Implementation Plan. The City is in the process of recruiting for the position of Civil City Commissioner with the aim to hire the Commissioner by May 2007.

If Project Civil City is to be successful the leadership, commitment and support from the Mayor's Leadership Council are critical in order to create a more robust response to the serious public health, homelessness and public order issues facing individuals and communities in Vancouver, and to begin to move towards achieving the goals of the project. PCC will rely on strong interdepartmental working arrangements as well as successful partnerships among governments and with the broader community in Vancouver.

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Project Civil City Action Plan - Sorted by ID (Master List - All Fields)

(Updated Mar 26, 2007)

ID	Goals	Objective	Department(s) Responsible	Immediate (1 Yr)	Mid-Term (2-3 Yrs)	Long-Term (3-5 Yrs)	Senior Govt Participation	Leg or Policy Changes Req'd/ Challenges
1	Homelessness	Significantly expand Vancouver's Homeless Outreach Program.	Housing Centre	<p>a) Work with BC Housing to secure funding to further expand pilot.</p> <p>b) Work with Province to ensure adequate housing for participants in the Homeless Outreach Project (e.g., Dobell & Fairbairn study, Premier's Task Force on Homelessness, etc.).</p> <p>c) Continue administering the SRA By-law to manage the rate of change in the low-income housing stock.</p>	b) Purchase one SRO/year, in partnership with BC Housing.	Secure funding for renovation and/or development of replacement housing.	<p>Provincially funded program.</p> <p>Provincial funding needed for the development of new housing.</p>	<p>Provincially funded program.</p> <p>Provincial funding needed for the development of new housing.</p>
4	Homelessness	Expand hours of operation in Vancouver's emergency shelters.	Housing Centre	Initiate discussion with BC Housing (currently analyzing need for expansion and options to	Assist Province in securing required resources to expand hours		Province.	Mandate and financial jurisdiction of the Province.

ID	Goals	Objective	Department(s) Responsible	Immediate (1 Yr)	Mid-Term (2-3 Yrs)	Long-Term (3-5 Yrs)	Senior Govt Participation	Leg or Policy Changes Req'd/ Challenges
				consider).	of operation in Vancouver shelters.			
5	Homelessness	Conduct study of homeless and those at risk of homelessness.	Housing Centre	<p>Conduct Survey of Low-Income Housing in the Downtown Core.</p> <p>Obtain VA funding for the DTES Residents Survey.</p> <p>Conduct DTES Residents Survey.</p>	<p>Conduct Vancouver homeless count (tentatively scheduled for Feb 2008).</p> <p>Assist in obtaining funding for Regional Homeless Count (2008).</p>		<p>VA funding will be required for DTES residents survey.</p> <p>Funding from other levels of government will be required for Regional Homeless Count.</p>	<p>VA funding will be required for DTES residents survey.</p> <p>Funding from other levels of government will be required for Regional Homeless Count.</p>
7	Homelessness	Provide opportunities for citizens and private sector to contribute to the development and operation of housing for the homeless	Housing Centre	Work with Dobell/Fairbairn study in developing new funding model and approach for the provision of supported housing in the DTES. Study to Council on March 13, 2007. Next step: community consultation.	Work on the implementation of the model as directed by Council.		Will involve community and public and private sector partnerships.	Will involve community and public and private sector partnerships.
8	Homelessness	Provide better access to housing (increase shelter allowance and overall welfare rates).	Housing Centre	<p>Encourage Province to increase shelter allowance and overall welfare rate.</p> <p>Encourage Province to change welfare eligibility rules that</p>			Provincial mandate and funding jurisdiction.	Provincial mandate and funding jurisdiction.

ID	Goals	Objective	Department(s) Responsible	Immediate (1 Yr)	Mid-Term (2-3 Yrs)	Long-Term (3-5 Yrs)	Senior Govt Participation	Leg or Policy Changes Req'd/ Challenges
				pose barriers to those requiring assistance.				
9	Homelessness	Increase shelter capacity.	Housing Centre	Work with BC Housing to implement Regional Shelter Plan by developing Vancouver specific shelter plan.	Work with BC Housing to secure required resources for increasing shelters capacity.		Shelters are the mandate and funding jurisdiction of the Province.	Shelters are the mandate and funding jurisdiction of the Provincial government.
10	Homelessness	Increase the supply of non-market housing.	Housing Centre	Buy land for the provision of non-market housing. Secure funding from the Province for the development of new non-market housing.	Secure funding from the Province and other sources for the development of new non-market housing.		Requires funding from Provincial government.	Requires funding from Provincial government.
11	Homelessness	Encourage other GVRD municipalities to match Vancouver's commitment to non-market housing.	Housing Centre	a) Participate on the GVRD Regional Steering Committee on Homelessness to support activities taking place in other municipalities addressing homelessness. b) Provide information and support to Council in encouraging other municipalities in matching Vancouver's commitment to non-	b) Provide information and support to Council in encouraging other municipalities in matching Vancouver's commitment to non-market housing.			Requires the political will on the part of other municipalities, as well as senior government funding.

ID	Goals	Objective	Department(s) Responsible	Immediate (1 Yr)	Mid-Term (2-3 Yrs)	Long-Term (3-5 Yrs)	Senior Govt Participation	Leg or Policy Changes Req'd/ Challenges
				market housing.				
12	Homelessness	Improve living conditions in SROs.	Housing Centre	<p>a) Continue Bedbug Pilot Project to improve conditions in SROs. Hire Tenants Advocate position with BC Housing.</p> <p>b) Chair VA Housing Task team and the administration of the SRO management Training Program and the SRO Pilot project.</p>	<p>a) Secure resources to develop comprehensive strategy to reduce the infestation of bedbugs.</p> <p>b) Work with BC Housing to secure funding for the renovation and/or replacement of aging SROs.</p>		Partnerships with Province (BC Housing, VCH, etc.) essential to the success of these initiatives.	Partnerships with Province (BC Housing, VCH, etc.) essential to the success of these initiatives.
14	Homelessness	Integrate non-market housing units into new developments.	Housing Centre	<p>a) Continue 20% social housing requirement in major redevelopments.</p> <p>b) Identify development enquiry opportunities for the integration of non-market housing into private developments.</p> <p>c) Secure funding from Province and other sources to</p>			Provincial government funding required.	Provincial government funding required.

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				develop non-market housing projects.				
15	Homelessness	Increase the supply of supportive housing across the city.	Housing Centre	Adopt Supportive Housing Strategy (location and units required); begin community consultation process.	Secure funding for the creation of supportive housing.		Province (BC Housing and VCH) funding required.	Province (BC Housing and VCH) funding required.
16	Homelessness	Maximize benefits and minimize potential impacts associated with the 2010 Olympic and Paralympic Winter Games (Inner-City Inclusive Commitment Statement).	Housing Centre	Work with other levels of government and VANOC to fulfill ICI Commitment (e.g., Active member of the Housing Table developing goals, action strategies and monitoring measurements for the implementation of the Inner City Inclusive Commitment statement. House Table report completed; Report to Council in early 2007 on next steps.	Implement actions as directed by Council.		Partnerships with senior levels of government likely required to implement some of the recommendations.	While some of the recommendations will focus on actions the City can take, others will involve actions that are the mandate and funding jurisdictions of the Provincial and Federal governments.
17	Nuisance	Ensure timely removal of Graffiti to improve visual appearance of City.	License & Inspections; Police; Engineering; VFRS; Parks	Continue Graffiti Program; possible link to Eyes on the Street (#28) being investigated.	Continue Graffiti Program			

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18	Drug; Nuisance	Reduce the number of illegal marijuana grow operations to improve neighbourhood safety related to violence & fire issues.	License & Inspections; Police; VFRS	Continue "Grow Busters" program with VPD, Fire Dept., BC Hydro (ongoing).			BC Hydro	
19	Drug; Nuisance	Assist in addressing crime such as stolen property & drug activity, provide support for legitimate businesses.	License & Inspections	Review of problem licensed premises, which negatively impacting neighbourhoods (resulting in suspensions, or business license hearings)				
20	Nuisance	Fast track implementation of the Municipal Ticket Information system - Use an alternate method of enforcement as an additional tool to improve street disorder and by-law compliance.	License & Inspections; Legal	Pilot a Municipal Ticket System for 13 offenses, including obeying traffic signals, expectorating, urinating, defecating, fighting & dog offenses. Pilot projects underway for Business Licences and Animal Control.	Assess, improve and expand Municipal Ticket Information system, focusing on public order		Requires work with Provincial Government	
21	Nuisance	Address citizen concerns related to safety in public spaces as well as	License & Inspections; Parks	a) Increase Animal Control By-Law using M.T.I's; partner with VPD, adding 1 Animal I	Add an additional Animal Control Officer			

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		health concerns in parks & on beaches (relates to PCC desire for add'l by-law control officers).		Control Officer & a public education plan. b) Dog Strategy Task Force (est. 2006) will complete research and make recommendations on park usage and shared urban spaces.				
22	Homelessness; Nuisance	Improve enforcement tools to ensure timely response to property maintenance issues & hotel enforcement.	License & Inspections	Rewrite Standards of Maintenance By-Law to improve compliance of regulations regarding the maintenance of residential buildings				
23	Nuisance	Address public disorder problems in the Granville Entertainment District.	License & Inspections; Police; Planning	Review policies related to the Entertainment District including hours of operation for Liquor Primary premises. Working group with VPD and the industry regarding the Granville Entertainment District.				
24	Nuisance	Develop working solutions to the issues of stolen	License & Inspections; Police	Continue Lower Mainland municipal group, to work together with police	Implement consistent regulations throughout the	Regulations Province Wide	Requires work with Provincial Government	

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		metal including recording & recovery of items.		& the industry to create regulations for the metal recycling industry	Lower Mainland			
25	Drug; Panhandling; Nuisance	Re-engineer and resource NIST in order that it works to meet public disorder reduction goals.	Interdepartmental	NIST review is underway.				
26	Drug; Panhandling; Nuisance	Increase the percentage of existing police officers that work the beat.	Police					"Beat Cops" comprise 13% of total Ops deployment; however in D1 & D2, 102 of the 270 Constables doing patrol policing have some degree of Beat responsibility = 38%. VPD already has a significant street presence, and to increase it would take focus from other areas; perhaps need more funding to increase these numbers.
27	Drug; Panhandling; Nuisance	Charge approvals should be done by police, not	Police		Talks are ongoing however this comes under		Provincial	The Provincial Attorney-General controls any changes to the

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		the Crown.			the provincial purview and it is not likely we will see police charge approval in the immediate future.			Charge approval process. Currently only New Brunswick and BC practice Crown charge approval, not police.
28	Drug; Panhandling; Nuisance	Eyes on the Street & Waste Watch Program - Use existing City employees to become new eyes & ears on the street, and to better work with police to identify and report criminal activity.	Police; Engineering - Sanitation Management; Parks & Rec; VFRS; Social Planning	<p>a) The VPD and Engineering have committed to working on a pilot program. VPD will provide training material for COV sanitation nightshift road crews (followed by VFRS and Parks & Rec) on what are appropriate circumstances to call the police; both departments will develop measures for success.</p> <p>b) Community member involvement: Community Gardens ongoing initiatives (i.e. MOBY garden at Broadway Station) provide informal "eyes on the street"</p>	<p>a) Implement broader program throughout the City, if warranted.</p> <p>b) 2010 Community Gardens initiative.</p>			

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				<p>and encourage community ownership of vacant lots, leading to safer streets overall.</p> <p>c) Park Rangers: continue and expand program, working with VPD Mounted Squad, bike patrols, skate patrols, Eco Rangers, lifeguards and park/ community centre staff to patrol, monitor and report.</p>				
29	Drug; Panhandling; Nuisance	Expand the Downtown Ambassador Program.	Police	The VPD have an ongoing relationship with the DBIA.				Funding; cooperation of DBIA.
30	Drug; Panhandling; Nuisance	Social workers - As a means of connecting our most vulnerable citizens to support services and freeing up police resources, expand the program in which social workers ride-along with police in key	Police		A fourth police member was added to the Mental Health "Car 87" last year; however, if an increase was warranted and the position funded, the VPD would be agreeable to expansion.		Provincial funding required for the Social Worker.	Funding - both from the Province and City.

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		districts.						
31	Drug; Panhandling; Nuisance	Reduce VPD resources used for regional events - limit Vancouver's liability for policing by requisition the GVRD pick up costs for major regional events (free up VPD resources for other matters).	Police				GVRD	This is a regionalization issue. We police major events such as the Celebration of Lights that attract people from across the GVRD
32	Nuisance	Introduce a Safer Parking Lot program.	Police; Engineering - Prkg Mgmt Branch	The VPD, with assistance from Engineering, will work with EasyPark to undertake a safety and security review of two City-owned parking lots and to make recommendations for improvements. After changes have been made, crime statistics for the lots will be monitored to determine any trends or correlations.			Funding support from ICBC will be sought.	Funding sources are required to make the all necessary changes.
33	Nuisance	Municipal Ticket Information (MTI).	Police; License & Inspection	District 1 is currently involved in a pilot project testing the				

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				new MTI. The training section has prepared a parade training package and the project is underway. (See also ID #20)				
34	Drug; Panhandling; Nuisance	Fines - Conduct a fine review for all offences in order to ensure they are commensurate with the violation and will deter public disorder.	Police	Work is underway but needs to be dealt with at the Provincial Level as well.			Province	A review of the current fine levels needs to be conducted by the Attorney General's ministry.
35	Drug; Panhandling; Nuisance	Improve enforceability and collection of fines.	Police		Will work with the Province on new innovations to significantly improve the enforceability and collection of fines.		Province	Would like to implement a process that ties municipal fines into the provincial system i.e. vehicle licensing such as what exists in Manitoba or Alberta. This will help compel compliance by the offender, but requires Provincial support.
37	Drug; Panhandling; Nuisance	CCTV - Introduce closed circuit television cameras to	Police			VPD project underway.	Federal & Provincial - particularly Privacy	There is opposition to this type of program by both the

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		deter public disorder and support our police in the capturing of individuals breaking the law.					Commissioners	Provincial and Federal Privacy Commissioners. Works needs to be done to garner their approval.
38	Drug; Panhandling; Nuisance	Expand Vancouver Traffic Authority - increase visible presence of individuals who are currently trained to work with police.	Police	VPD will be expanding the TA to 120 members by 2010. There is no operating budget per se and the unit is funded strictly on a cost recovery basis. There is a sufficient workload to support 100 members with a peak of 120 for the Olympics.	VPD will be expanding the TA to 120 members by 2010. There is no operating budget per se and the unit is funded strictly on a cost recovery basis. There is a sufficient workload to support 100 members with a peak of 120 for the Olympics.			
39	Drug; Panhandling; Nuisance	Reinstate Auxiliary Police.	Police					Not likely given the union issues and the complexity of policing. The reserve program was viable in the past but the increased complexity,

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								training requirements and professional standards of policing make the program impractical.
40	Nuisance	Initiate programs to reduce bicycle theft.	Police	District 4 are working on a pilot program on 2 fronts. The first is to reinstate a bicycle process utilizing PRIME technology.	District 4 are working on a pilot program on 2 fronts. The second is utilizing GPS technology for a "Bait Bike" registration project with possible corporate sponsorship.			
41	Drug; Panhandling; Nuisance	Returnable warrants.	Police			This is a National concern that will require the cooperation of all 3 levels of government.	Federal and provincial	This is a financial concern for all Provincial governments as they bear the cost of returning fugitives to their jurisdiction.
42	Nuisance	Have the City and Police jointly develop a communications plan.	Police; Communications	The VPD are willing to work with the COV communications people at any time.				
43	Drug; Panhandling; Nuisance	Reconfigure the Four Pillars Coalition to	Drug Policy	Convene Four Pillars Coalition members to review	The Four Pillars Coalition meetings to	The Four Pillars Coalition	Federal Government approval for	Four Pillars Coalition to advocate for

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		ensure that Public Order becomes a main area of focus.		and have input into the Mayor's drug substitution plan.	include both public order and public health outcome measures.	meetings to include both public order and public health outcome measures.	innovative drug treatment and harm reduction strategies. Provincial support for both health and enforcement aspects of the Four Pillars Drug Strategy.	policies that facilitate the implementation of innovative approaches. Political leadership and courage needed. Without this the status quo will prevail.
44	Drug	Establish new drug treatment program targeting chronic offenders.	Drug Policy	Develop proposal for scientific research and ethics approval. Secure appropriate approvals and garner support from the medical community especially doctors.	Ensure sustainability of the program and rigorous evaluation of outcomes of first phase.	Secure ongoing funding and continue monitoring of public order outcomes.	Federal approval of prescription drug substitution programs. Provincial funding support for longer term sustainability and integration into Vancouver Coastal Health treatment programming.	Policy changes needed for the use of prescription drugs in addiction treatment. Federal approval and approval of the College of Physicians and Surgeons in British Columbia.
45	Drug	Institutionalize the severely mentally ill.	Drug Policy	Lobby the Provincial government to either reopen Riverview or to create a facility where those with serious mental health issues can safely be treated and stabilized.	Lobby for sustainable funding for this facility.		Possible changes to the mental health act at the Provincial level. Support from the Federal government through the current mental health initiative through Health Canada which is a follow up of the	Changes to the Provincial Mental Health Act.

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							Kirby report.	
46	Drug	Ensure that innovative options are available through the Vancouver Drug Court and the Community Court program.	Drug Policy	Ensure that clients in drug substitution programs have access to Drug Court options and the Community Courts.			Federal funding for drug courts; Provincial funding for Community Courts.	Adequate funding for wrap around services for both Drug Court and Community Courts remains an ongoing challenge.
47	Drug	Increase the number of Supervised Injection Sites in the region; add additional sites in Vancouver.	Drug Policy	Convince current federal government to extend current SIS project, add to existing capacity in Vancouver, and to implement other SIS's in appropriate cities in the Lower Mainland.	Expand SIS services to other cities in Canada.		Federal Government approval for research and funding of research. Provincial funding of operations.	Section 56 exemption required from federal government in order to proceed. Challenge - current federal government not satisfied with research and will take much convincing to support SIS's.
48	Drug	Turn NAOMI into a permanent treatment program.	Drug Policy	Convince Federal government to support NAOMI if results indicate positive outcomes in 2008. Conduct feasibility study to determine maximum desired capacity for a heroin assisted treatment program.	Advocate with federal government to support approving heroin assisted treatment as a legitimate treatment option for those addicted to heroin.		Federal approvals necessary to implement NAOMI on permanent basis. Provincial funding through Vancouver Coastal Health best option.	Federal exemption required to continue NAOMI. Funding these types of programs is a constant challenge.

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49	Nuisance	Improve cleanliness of streets and lanes & conduct Anti-Littering Campaign.	Engineering - Solid Waste; Parks & Rec	Develop Street Cleaning Strategic Plan focusing on opportunities and best practices for street cleaning operations and public education & enforcement programs.	Implement viable programs from Strategic Plan, such as possible anti-litter campaign (with help from Parks) and bulky item collection program where appropriate.		Pursue opportunities to develop regional education & enforcement programs through GVRD solid waste management planning process.	New programs could require additional City resources. Anti-litter programs require development and enforcement of regulatory (City/Regional) controls.
50	Nuisance	Year round volunteer litter clean-up program.	Engineering - Solid Waste	Investigate opportunities for year round Keep Vancouver Spectacular and adopt-a-block programs; explore possibility of partnering with Pitch-In BC.	Implement viable year round clean up programs			Requires community volunteers and administrative (City) resources.
51	Nuisance	Improve cleanliness of commercial waste containers in lanes.	Engineering - Solid Waste	Develop program for locking of problem commercial waste containers. Develop regulatory tools (bylaws, garbage container licence agreements) for enforcement of problem containers. Council has approved by-law changes.	Implement locking program and enforcement on problem containers & lanes if other approaches fail.			Requires changes to Solid Waste, Fire, Health Bylaws. Cooperation of BC Trucking Association. Could require significant (City) resources for enforcement.

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52	Nuisance	Improve cleanliness of streets & lanes (litter, abandoned waste).	Engineering - Solid Waste; Planning	Reconfigure operational resources to provide maximum street cleaning coverage. Request grants to social enterprises to supplement existing street cleaning services.				Coordination with social enterprises.
53	Nuisance	Dumpster-free lanes and handling "binners" issues.	Engineering - Solid Waste; Planning; Social Planning	<p>a) Work with Business Improvement Association and agencies such as United We Can (UWC) to develop dumpster-free waste collection program involving binning community. Develop regulatory tools for managing dumpster-free program.</p> <p>b) Participate in a research project involving the binners population.</p> <p>c) Work with the United We Can to:</p> <p>- revisit its 2005 Business Plan in</p>	a) Implement viable dumpster-free waste collection program where appropriate.			Requires regulatory (City) control of service provider. Requires cooperation with UWC/ binning community, BIA's and BC Trucking Association.

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				keeping with emerging city initiatives on recycling depots and dumpster free alley project - enhance operational efficiency of its current bottle depot site on Hastings Street ; - Pursue options for increasing recycling capacity and options elsewhere in Central Area to reduce concentration in one facility.				
57	Homelessness	Conduct study of homeless population.	Parks & Rec		Gather information on homeless people living in parks.			
58	Drug; Panhandling; Nuisance	No Sit No Lie Bylaw	Parks & Rec		Study options for introducing new bylaw, if directed by Council.			
60	Panhandling	Conduct public awareness campaign on the negative impacts of	Social Planning; Police	Set up information advising panhandlers where they can go for a free meal, and				

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		providing money to panhandlers.		pamphlets advising public of alternative methods of donating to the needy.				
61	Homelessness; Drug; Panhandling; Nuisance	Study Best Practices.	Social Planning	As part of Social Development Plan, study "safety" related best practices and bring them into formulation of strategic directions for the Plan.				
62	Drug	Public Order Goals.	Social Planning	Ensure participation of youth in drug & alcohol prevention activities.			Vancouver Agreement; GVRD	Requires involvement of Vancouver Agreement, and GVRD Regional Steering Committee (Youth Sub-Committee).
63	Homelessness; Drug; Panhandling; Nuisance	Strengthen the Vancouver Agreement.	Social Planning	Continue to promote youth participation in Vancouver Agreement related initiatives.			Vancouver Agreement	
64	Homelessness; Drug; Panhandling; Nuisance	Seek out funding partnerships to support Project Civil City.	Social Planning	Utilize Funds available through 'Social Responsibility Fund' (Edgewater Casino) to support public safety initiatives.				

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65	Drug; Panhandling; Nuisance	Energize the Public Realm - Street Re-design.	Planning; Engineering; Parks	<p>While design development and construction of the following two key public realm improvement projects are underway, start the planning and implementation of ways to activate public realm through community events programming, encouraging outdoor patio cafés and creating public art opportunities.</p> <p>a) Carrall Street Greenway, including Pigeon Park, Chinatown Cultural Centre and Maple Tree Square.</p> <p>b) Granville Street</p>	<p>While design development and construction of the following two key public realm improvement projects are underway, start the planning and implementation of ways to activate public realm through community events programming, encouraging outdoor patio cafés and creating public art opportunities.</p> <p>a) Carrall Street Greenway, including Pigeon Park, Chinatown Cultural Centre and Maple Tree Square.</p> <p>b) Granville</p>			Requires coordination and partnership with the local community.

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					Street			
66	Drug; Panhandling; Nuisance	Energize the Public Realm - Alleyways & Laneways.	Planning		a) Gastown Blood Alley Project (part of Gastown work program) b) Chinatown Alleyway Revitalization Project (part of Chinatown Plan) c) Davie Village Project			
67	Drug; Panhandling; Nuisance	Address public disorder problems in Oppenheimer Park/ Strathcona area.	Planning, Police; Housing Centre; Social Planning	Engage local residents, community organizations and BIA in developing community-based safety initiatives as part of Safety for All campaign.				Requires community involvement.
68	Drug; Panhandling; Nuisance	Prevent crime and increase safety through design and maintenance of parks and facilities.	Parks	a) Continue to apply Crime Prevention through Environmental Design (CPTED) principles on all facilities and parks in development (new and renewal) especially those in busy urban areas –				

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				<p>via programming and programming spaces, pathways, entrance points, lighting, sightlines, social zones, removal of shrubs, signage and identification etc.</p> <p>b) Continue program for timely safety inspections, maintenance, cleaning and repairs; continue to respond to problem areas through appropriate hardening of targets eg posting park hours, locking washrooms, lighting of recreation areas, fencing, signage/wayfinding.</p>				
69	Drug; Nuisance	Prevent risky behavior by youth.	Parks	Continue to work with community partners and agencies to identify issues and provide solutions to at-risk youth through recreation and development services (sport, physical activity,				

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				arts, culture, community activities, leadership, skills building); provide healthy alternatives to risky behaviour. (See also ID # 62.)				
70	Drug	Integrate Mental Health and Addiction Services and implement a multi-disciplinary mental health support team targeting SROs in the DTES.	Drug Policy; Social Planning	Work with Vancouver Coastal Health to assess the capacity needed to stabilize the population with concurrent disorders in the DTES. Implement a robust Assertive Community Treatment team model to meet the capacity.			Advocate for the implementation of the Kirby Report on Mental Health and Addiction in Canada, including the transition fund that supports housing and community supports. Provincial Government: Create dedicated transitional fund of \$50 million to build up community capacity to support those with mental illness and addictions in the community for the next three to five years.	
71	Drug	Increase the numbers of individuals on methadone and remove barriers	Drug Policy	Work with the Provincial Ministry of Health and Provincial Health Services Authority			Provincial Government to review the methadone program and	Policy Changes: Remove the counselling fee (user fee) that individuals have

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		to methadone treatment.		and Vancouver Coastal Health to identify barriers to methadone access.			remove barriers to access. Expand number of doctors and pharmacists participating in the methadone program.	to pay to participate in the program. Challenges: Outside of City's jurisdiction
72	Panhandling; Nuisance	Ongoing liaison with BIAs, CPCs and community organizations to discuss safety issues and develop community-based solutions.	Planning	Ongoing work through existing planning programs such as the BIA Program, Community Plan, Community Vision Implementation and Neighbourhood Centres.				Coordination with the community groups for problem solving and looking for resource.
73	Drug; Panhandling; Nuisance	Address public disorder problem in unit block Hastings Street.	Police; Social Planning; Planning	Engage United We Can, neighbouring businesses, agencies and residents in taking action to address street disorder issue in front of the United We Can facility.				Requires community involvement.