

SPACES TO THRIVE:

Vancouver Social Infrastructure Strategy

POLICY FRAMEWORK

December 8, 2021

Social Policy & Projects



Collingwood Neighbourhood House
Photo: Jimmy Jeong

The City of Vancouver occupies the **unceded and ancestral homelands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.**

We honour and acknowledge the people, culture and visions leading us towards a much different future



- A. THAT Council approve Phase I of *Spaces to Thrive: Vancouver Social Infrastructure Strategy Policy Framework* as set out in Appendix B, including the vision, guiding principles and commitment statements, and policy directions;
- B. THAT Council approve four principles to guide target setting as described in Appendix B; and direct staff to report back by May 2022 on a feasible 4-year and 10-year social infrastructure *Spaces to Thrive: Implementation Plan and Financial Strategy*, encompassing innovative business models, service delivery approaches, and strategic partnership and alignment with senior levels of government, non-profit and the private sector;
- C. THAT Council approve the seven “Actions while Planning Initiatives” to be implemented within the current 2019-2022 Capital Plan to achieve the *Spaces to Thrive: Vancouver Social Infrastructure Strategy* objectives as outlined in Appendix D.

1. Background & Context
2. Engagement and Trends – Current State
3. Proposed Policy Framework
4. Approach to Target Setting & Implementation

Spaces to Thrive will provide clear direction & strong transparency on:

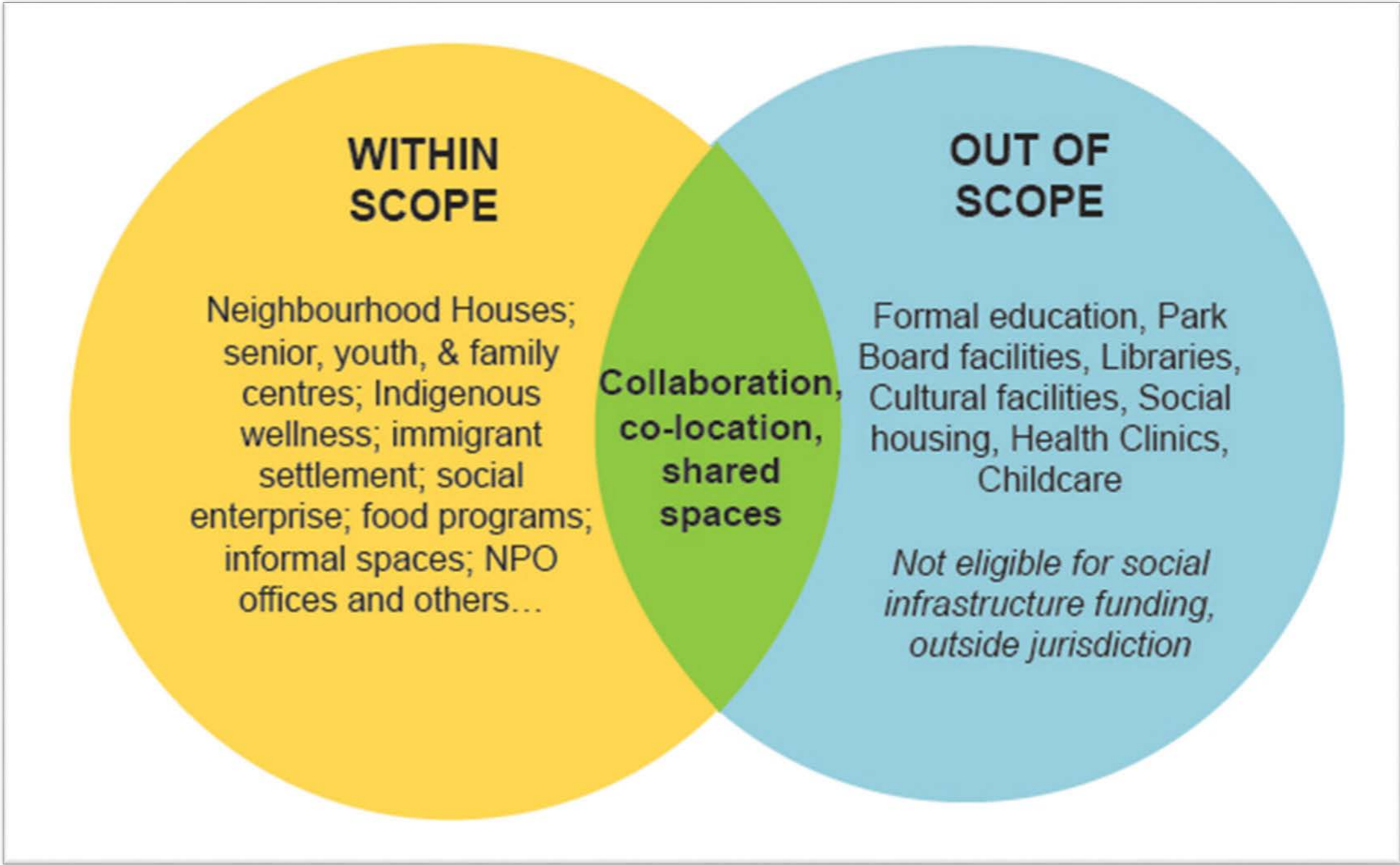
- ***City Priorities***
- ***City's Role in Delivery***
- ***Partnership Platform***

1. **Insufficient** community-serving **spaces**, social-serving spaces, and **number of facilities** to meet population growth
2. **Increasing inequity** lack of **Reconciliation** and equity oriented social-serving spaces
3. **Insufficient and insecure** operational and capital **funding for NPOs** (impacting the sustainability of key services and spaces citywide)
4. **Loss** of **community-serving spaces for non-profit** tenants in privately owned spaces (development in higher risk areas)

Beyond Buildings: What is Social Infrastructure?

Social Infrastructure includes: the People, Programs & Spaces we need to... **Thrive, Be Well, and Feel a Sense of Belonging**





Why Social Infrastructure is Important

- 1. Access to Human Rights** – Provides critical access to basic human needs (safety, food, water and washrooms) for equity-denied groups and directly responds to Council motions: Calls to Action and Calls for Justice for Indigenous peoples, women and girls, and those who identify as 2SLGBTQQIA+
- 2. Healthy People, Healthy Communities, Healthy City** – helps to achieve healthy and complete communities for all - not just for some
- 3. Fosters Resilience & Adaptability** – Provides sustainable gathering spaces for people in affordable spaces, services, and programs across Vancouver *through disaster and day to day (NPOs)*
- 4. Contributes to a Strong NPO sector**– Allows for ability to be responsible and effective in meeting a diversity of changing community needs

IN METRO VANCOUVER:

1 in 7 
RESIDENTS
IS LONELY

1 in 4 
RESIDENTS IS
ISOLATED

People who don't
report a strong sense
of community
belonging:

46%

COVID-19 Exacerbated Inequities and Disproportionate Impacts

Mental health impacts

- Loss of connection
- Anxiety, stress and uncertainty

Racism, stigmatization and violence

- In public spaces and private spaces – lack of safe spaces
- Racist and gendered violence increases

Increased epidemiological risk from COVID-19

- Severe or life-threatening illness



Increase in other health risks and harms

- Unable to access needed health care
- Increase in other health harms
- Poisoned illicit drug supply

Barriers to preventive measures

- Unable to isolate
- Unable to access information
- Work in essential services

Socioeconomic impacts

- Unable to meet basic needs
- Loss of income, financial stress
- Care obligations

NEWS & EVENTS / NEWS /

A Call for Human Rights Oversight of Government Responses to the COVID-19 Pandemic



Populations Disproportionately Impacted Require Disproportionate Resourcing

- As of August 2020, BC unemployment rate for racialized people estimated to be 13.5%, compared to 10.3% for non-racialized people.
- Hate crimes incidents increased 97% from 142 incidents in 2019 to 280 in 2020
- In early 2020 First Nations residents have died of overdose at nearly six times the rate of other BC residents, with First Nations women dying at nearly nine times the rate of non-First Nations women

Human and Indigenous Rights: Jurisdictional Context

International: UNDRIP, UN Safe Cities

Government of Canada: Bill C-15, TRC 'Calls to Action'

Province of BC: Declaration of Rights of Indigenous Peoples Agreement (DRIPA);
Bill 6 – Accessibility British Columbia Act

Cities also have obligations to address human and Indigenous rights. City of Vancouver is currently undertaking many initiatives to fulfill these, including:

Reconciliation Framework, Equity Framework, Healthy City Strategy,
Culture|Shift/Cultural Redress

Council to Council – x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish), and
səlilwətał (Tsleil-Waututh) Nations and City Council

MMIWG 'Calls for Justice' & Red Women Rising; Chinatown Transformation &
UNESCO; Hogan's Alley; South Asian and Italian apologies work; Accessibility
Strategy, 2020 Council Motion: Access to Water and Washrooms as a Human
Right

MOU with Metro Vancouver Aboriginal Executive Council



CITY OF RECONCILIATION

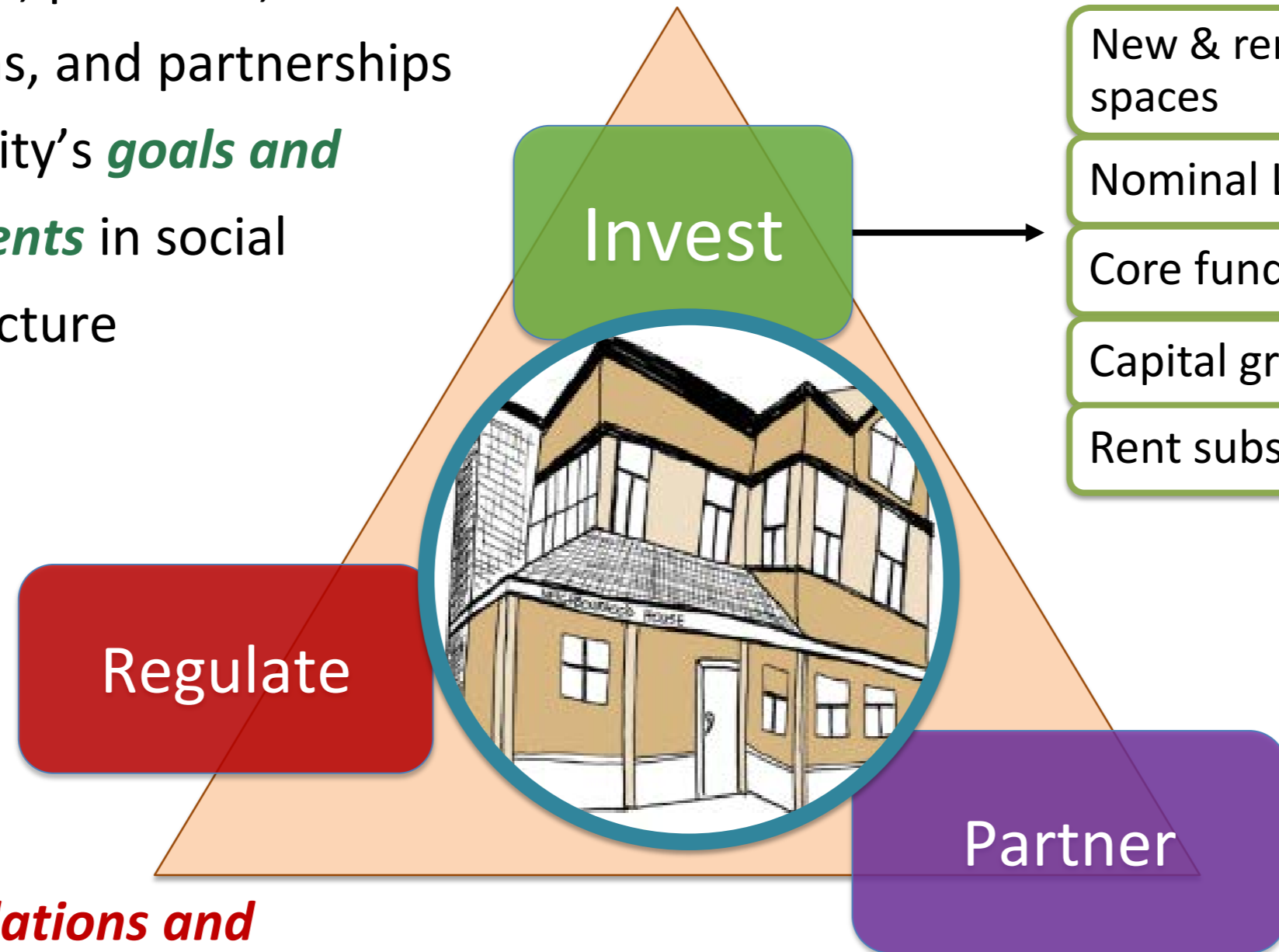
EQUITY FRAMEWORK

A HEALTHY CITY FOR ALL



Roles of the City: Invest, Partner, Regulate

Principles, priorities, directions, and partnerships for the City's *goals and investments* in social infrastructure



New & renewal of City-owned community spaces

Nominal Leases

Core funding (program and operations)

Capital grants

Rent subsidies

Policies, regulations and tools to protect and plan for a sustainable social infrastructure

Existing and new opportunities to *partner, create and support* social infrastructure and NPOs

Building on Successes & City Investments: 5yr Snapshot (2017-21)

Provided core operating support to 150+ social non-profits annually*

- \$36.2M total grants over 5 yrs
(average of \$48,000/NP/yr)

Provided 50+ small capital grants to upgrade existing spaces

- \$500K total grants over 5 yrs

Breakdown of Current Portfolio

- 50+ Social NPO tenants
- 52 facilities
- 652,172 sq.ft

New facilities in operation (2017-2021)

Marpole Family Place | ISS Welcome Centre | 312 Main | MOSAIC |
Collingwood NH Annex | Marpole Neighbourhood House | The Lux |
Evelyne Saller Centre | Killarney Senior Centre

Collingwood Neighbourhood House Annex



Interiors: BYU Design Photo: Provoke Studios

Qmunity



ZGF Architects

*Excluding childcare grants and non grant budgets

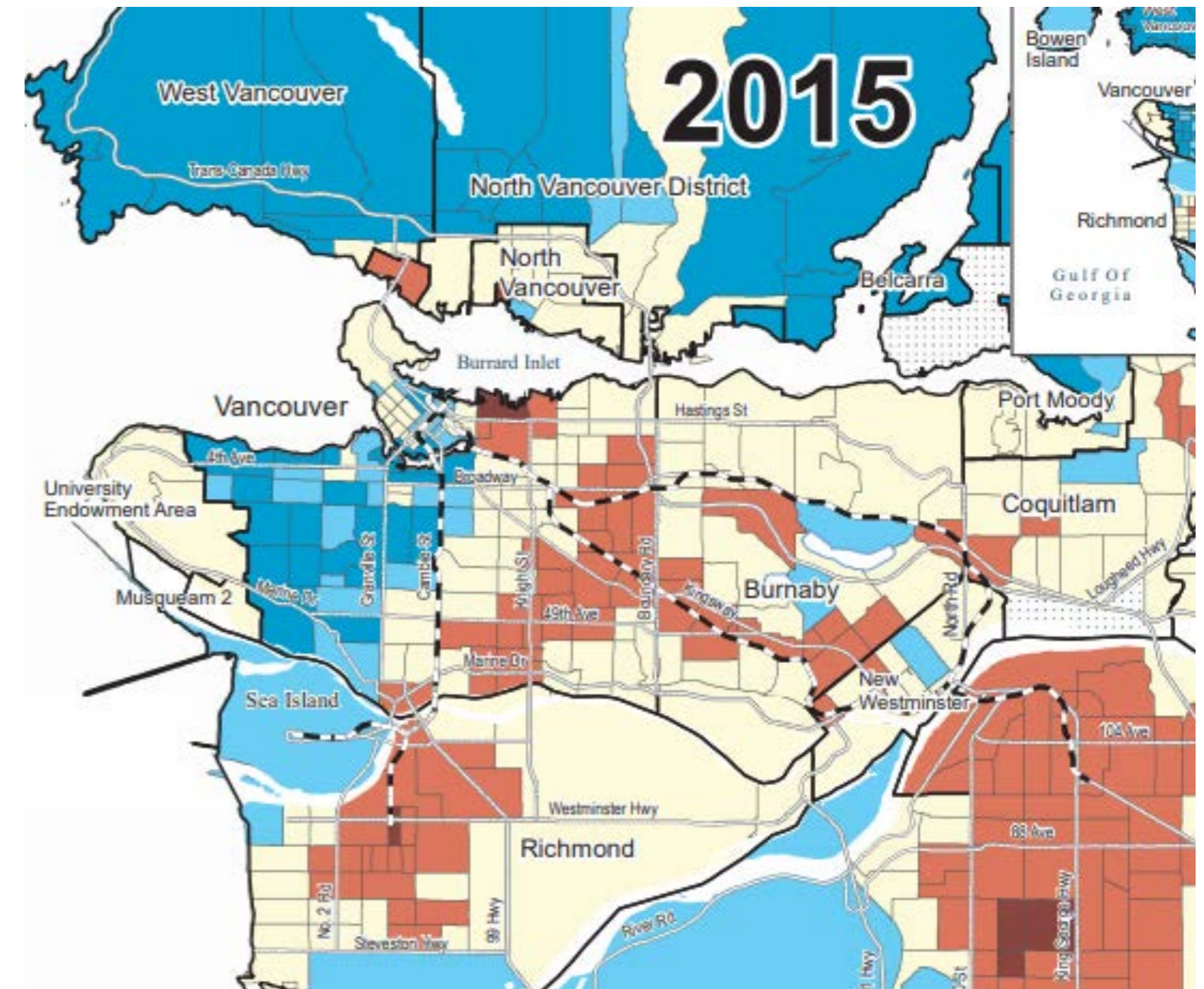
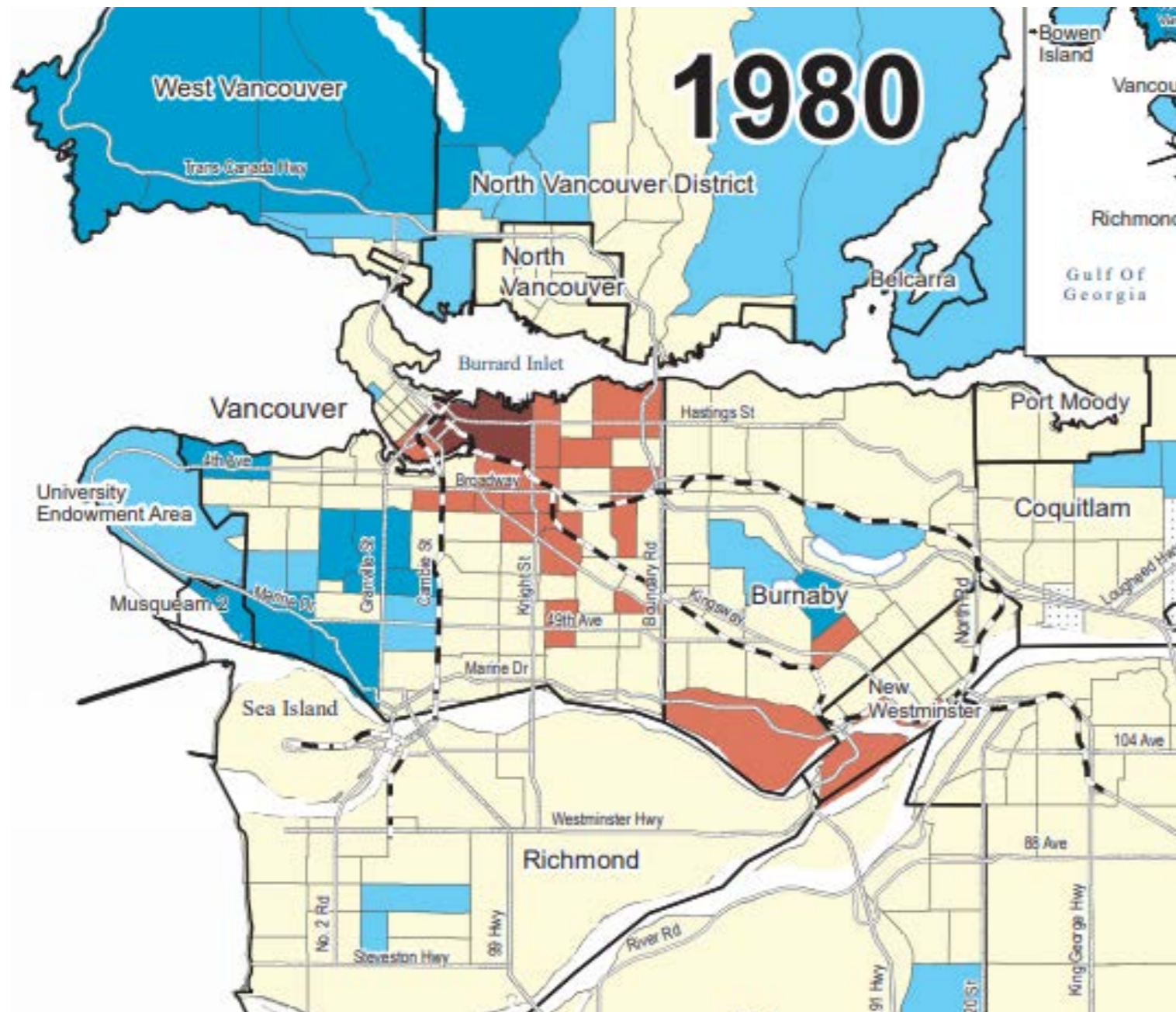


Current Context: Engagement and Trends

Killarney Seniors' Centre

KA+D Architecture + Design Inc. Photo: Andrew Doran

Change in Location of Households by Income Level



Source: The Tyee, By the Numbers: Metro Vancouver's Increasing Inequality and Division, 2018; using 2016 Census data



What We Heard – Engagement Groups

Community
Stakeholders &
Neighbourhood
Houses Consultation

Focus Groups
(4)

Key informant
interviews (21)

Stakeholder
forums (3)

Workshops (2)

Online
Surveys (2)

285 NPOs, advisory
groups (7), and
places of worship (80)

Share back
sessions (3)





City Process and Policy Restrictions

- **Transparency/flexibility** to navigate processes
- **Capacity building and support** - separate NPO stream
- **Streamlining** of process/requirements



Capacity

- **Lack of Capital** - Cash poor, maintenance costs, taxes
- **Aging / Changing membership** (esp places of worship)
- **Low organizational capacity** for capital processes



Financial Sustainability / Funding

- **Affordability** & Security of spaces
- **Limited operations/core funding** outside of City grants
- **Funding programs** should be available for social spaces



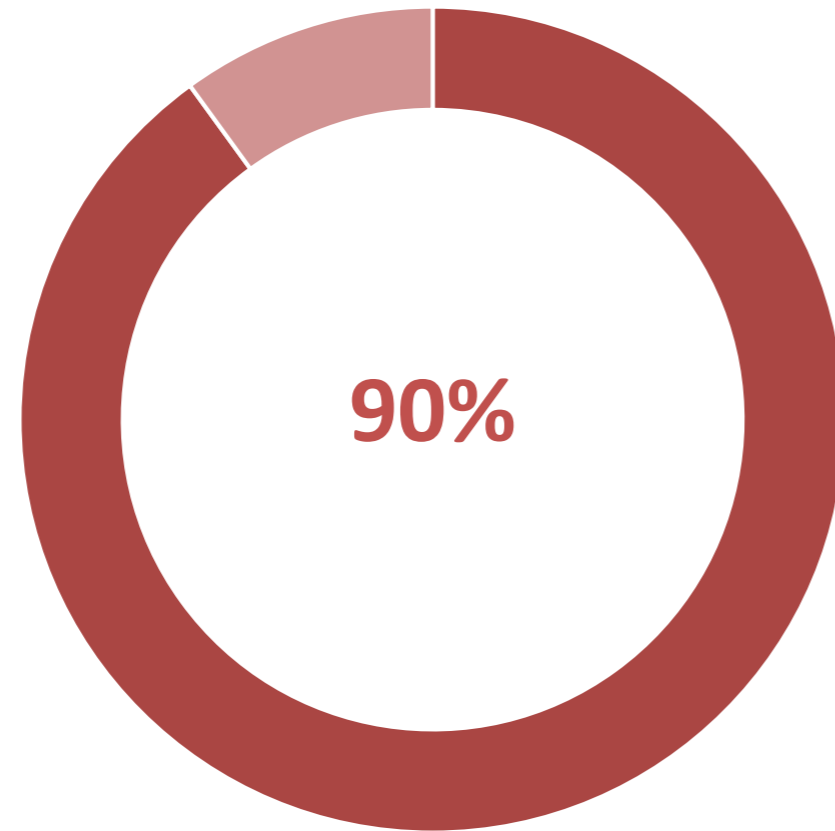
Reconciliation, Equity and balancing of priorities

- Need **equity embedded** throughout
- **Social infrastructure low priority**
- **Social impact** of NPOs should be valued
- **Groups w/ lower capacity** may be unable to access/navigate resources & further marginalized
- Need for **informed participation**

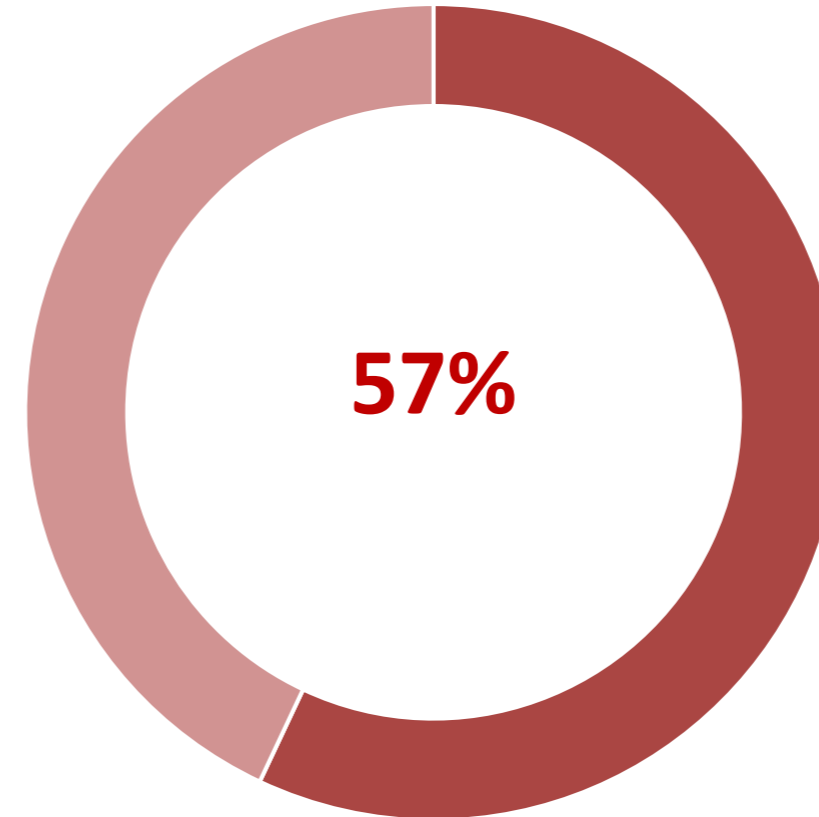


Space needs

- **Indigenous spaces** – more appropriate spaces
- **More space needed** –programs and spaces not offered due to inadequacies and limitations despite need
- **Colocation/Shared spaces** –thoughtful approach
- **Wariness of increased City regulation** of spaces
- **Proximity** to target population and public transit



Current space size
**does not fully meet
needs**

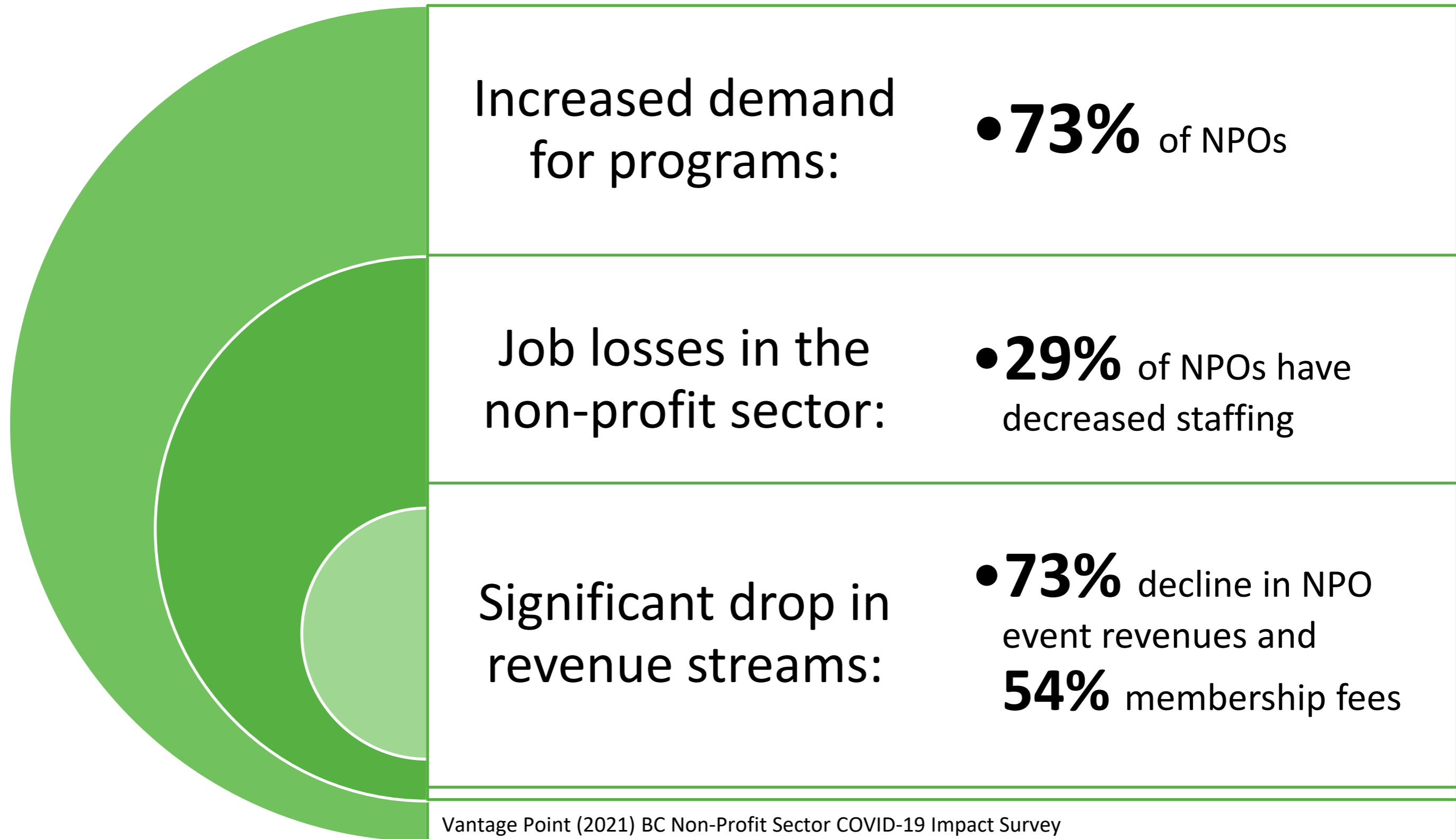


Top challenge: **lack
of affordable space**

SPRE Collaboration (2020) *Space 4 Community Survey* findings

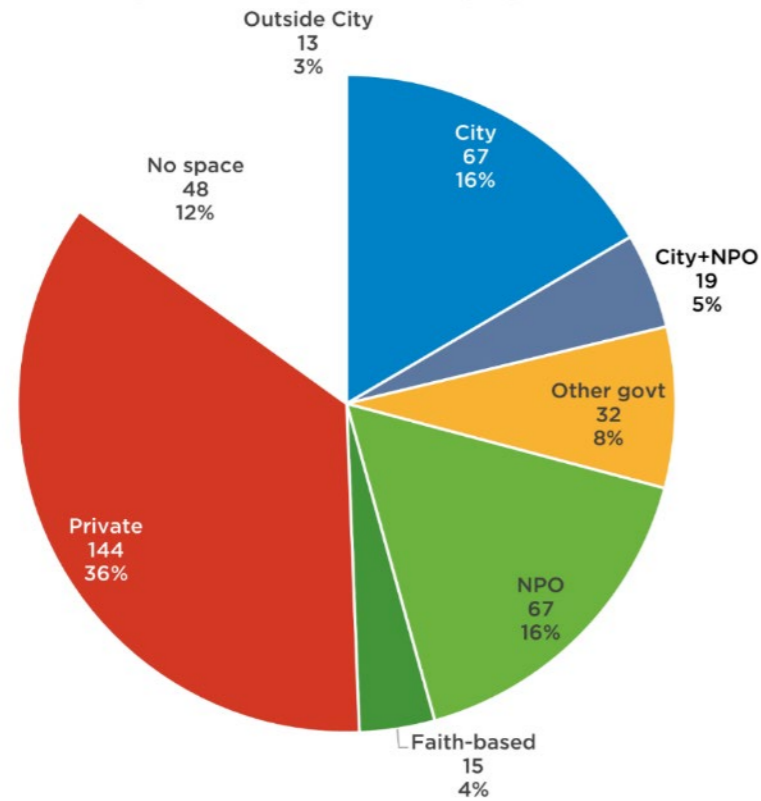
***Estimated 150,000 additional residents over the next 20-30 years**

Decreasing resilience for NPOs & Charities

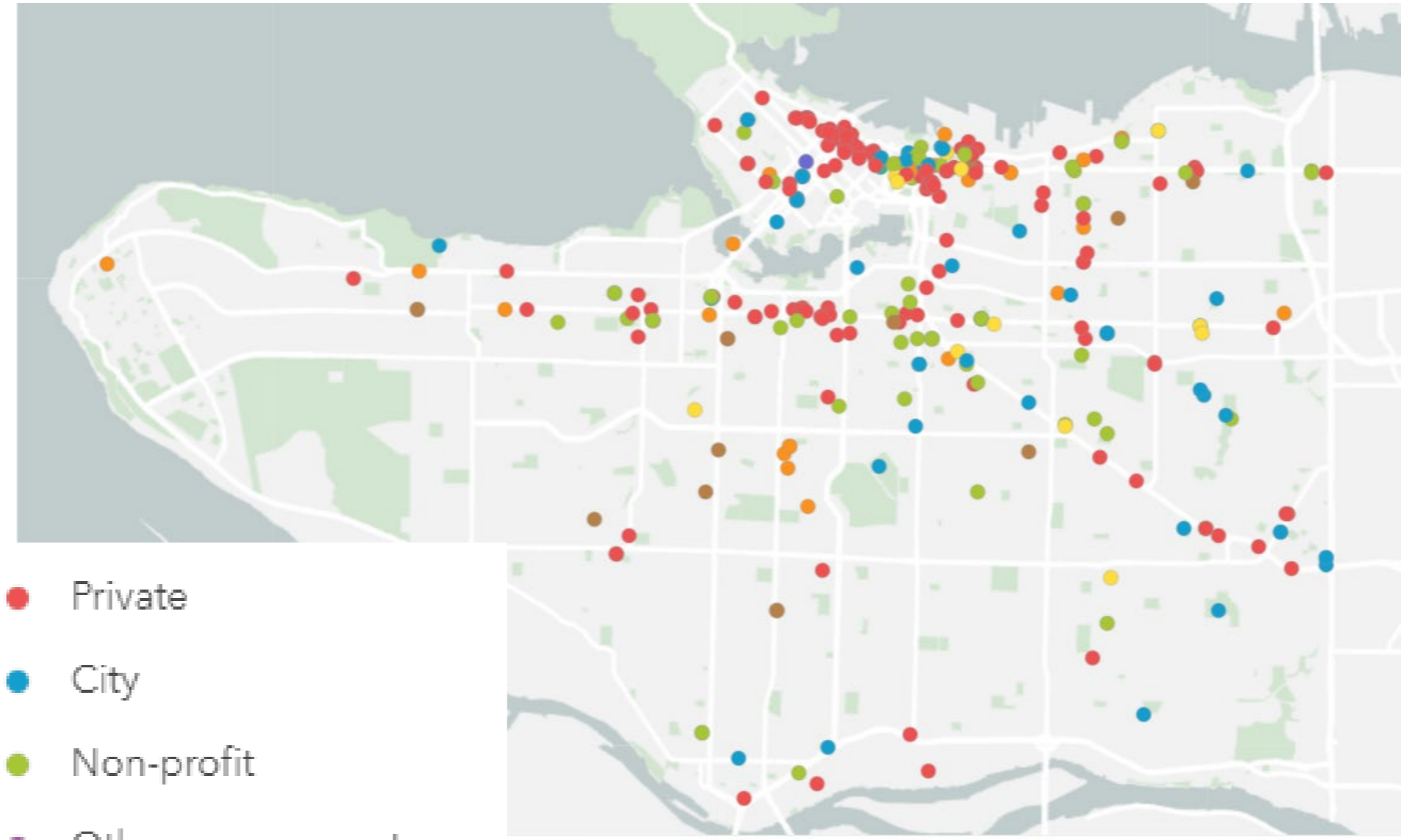


NPO Spaces by Ownership & Risk of Displacement

City of Vancouver Social Service Organizations
by Ownership of Primary Space

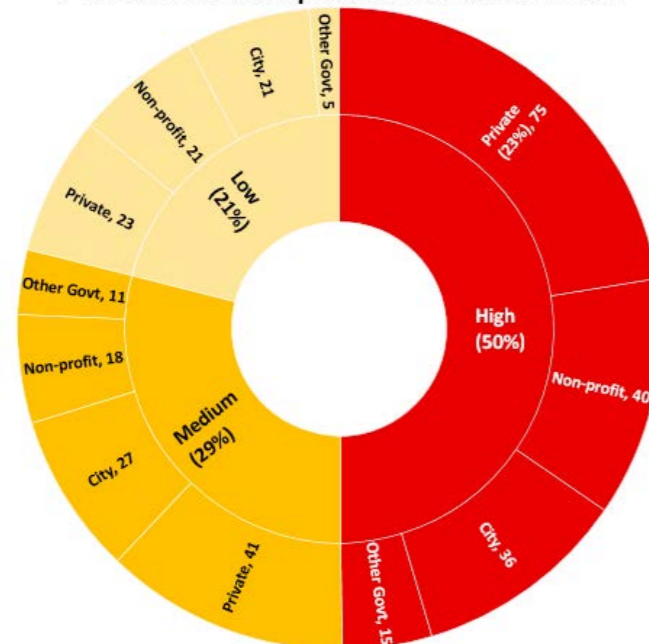


*Does not include
satellite or other
program space



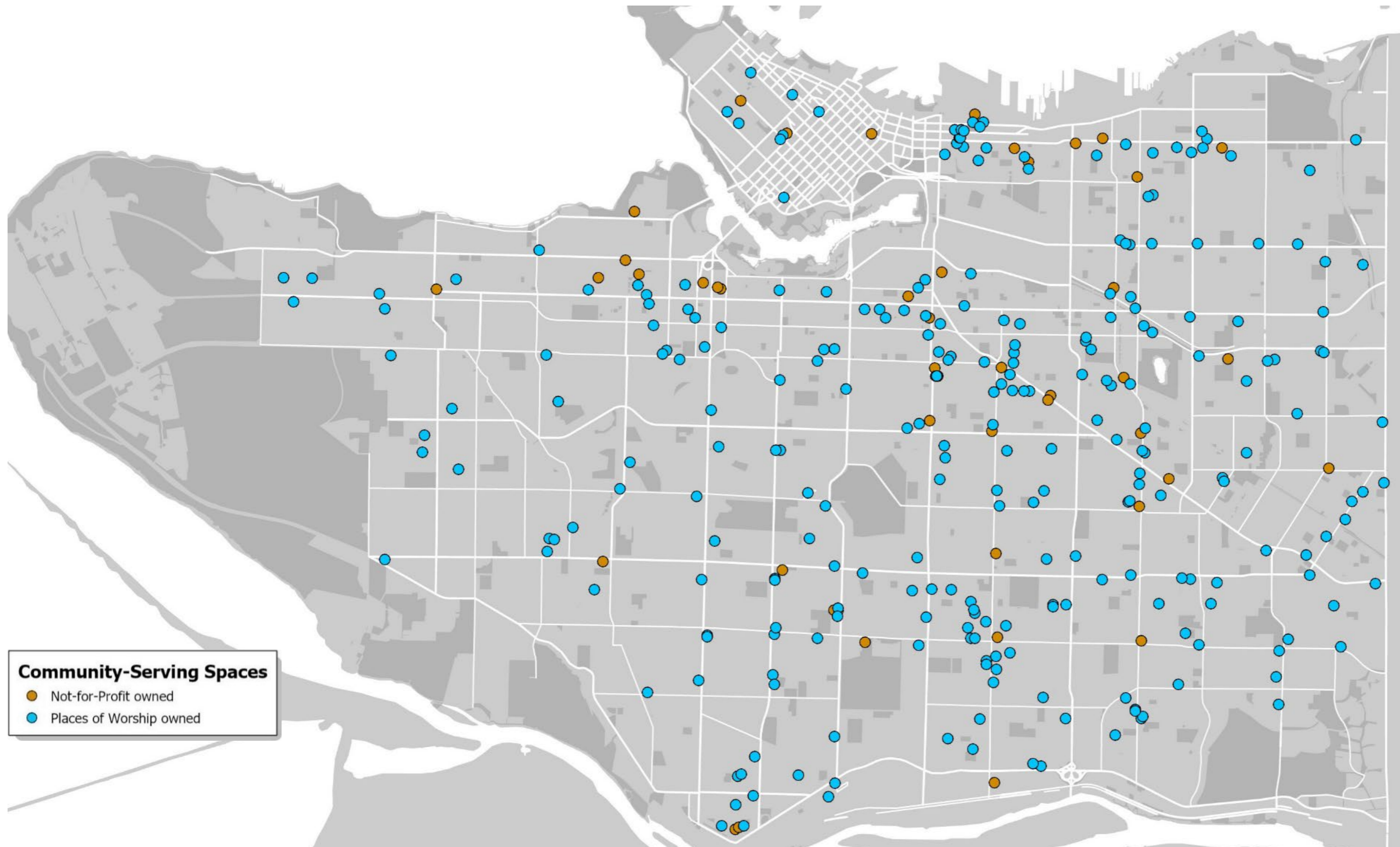
- Private
- City
- Non-profit
- Other government

Potential risk of displacement of Social NPOS



- High – within recent community planning area with planned growth
- Medium – within area with other recent public benefit strategies
- Low – within other areas

NPO-Owned and Places of Worship Sites



Nearly
2000
childcare
spaces

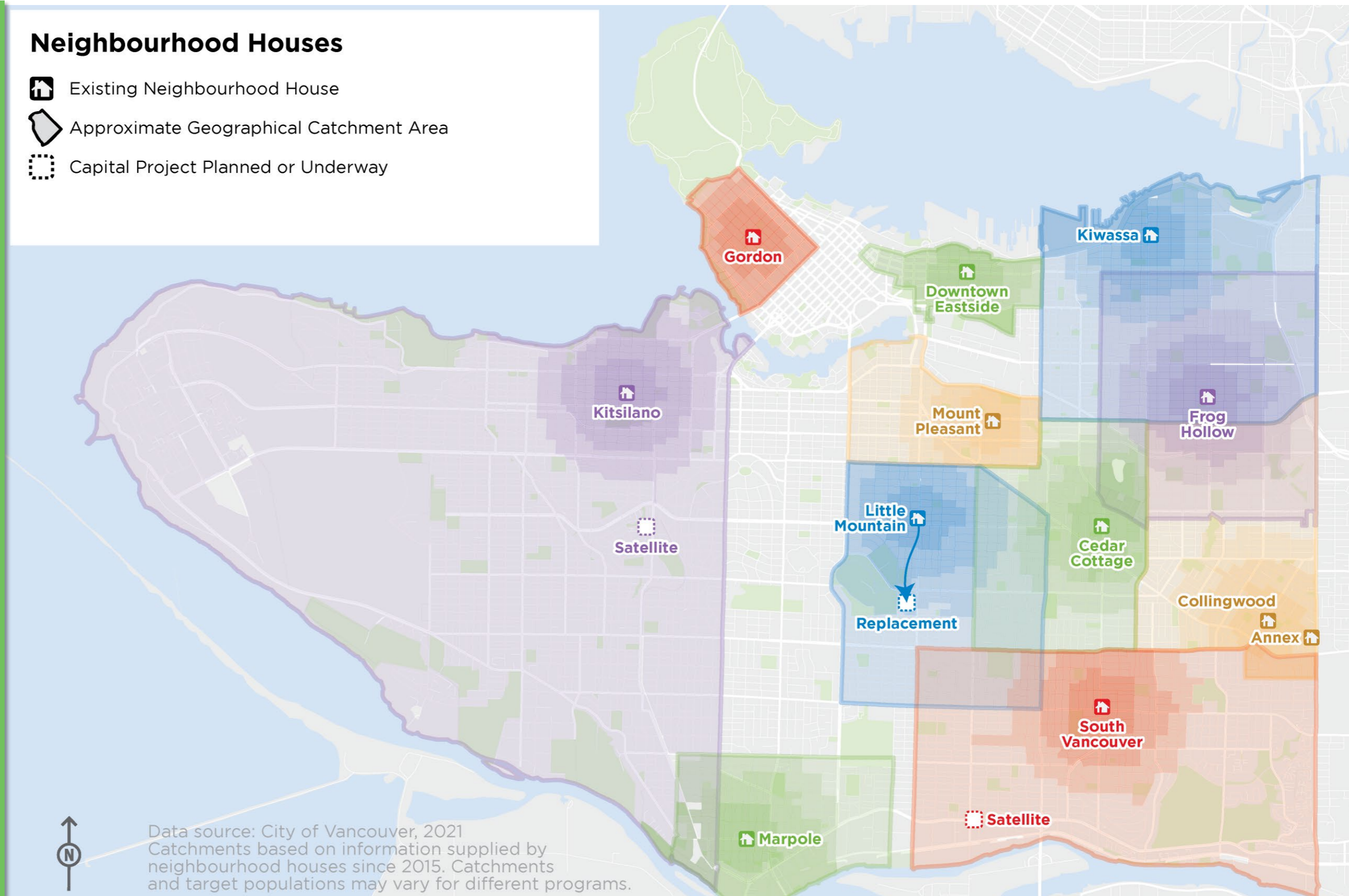
Over 60
kitchen
permits

61% built
before
1960

BC Assessment data limitations may result in undercounting for some CSS sites

Neighbourhood Houses Key Spaces to Thrive

- In 2020 at least **86,409** residents, or **13.7%** of Vancouver's population, accessed services or participated in programs at Neighbourhood Houses
- In 2020, **4,900** volunteers contributed **199,112** hours to Neighbourhood Houses (~41 hours per volunteer)
- All orders of government provide funding to Neighbourhood Houses with the Provincial government contributing the highest proportion of funding.



1. **Insufficient** community-serving **spaces**, social-serving spaces, and **number of facilities** to meet population growth
2. **Increasing inequity** and a lack of **Reconciliation** and equity oriented social-serving spaces (particularly for under-served areas and residents)
3. **Insufficient and insecure** operational and capital **funding for NPOs** (impacting the sustainability of key services and spaces citywide)
4. **Loss** of **community-serving spaces for non-profit** tenants in privately owned spaces (development in higher risk areas)



Proposed Policy Framework

MOSAIC Immigrant Services

The Policy Framework contains:

- Vision
- 4 Principles
- 6 Directions, objectives, and actions
- Target development principles

PROPOSED VISION

All Vancouver residents access and enjoy the highest level of health and well-being possible through self-determined, equitable, and resilient social infrastructure spaces, programs and networks.

Reconciliation & Decolonization

We prioritize decolonized practices, Indigenous rights, cultural redress and benefit for Indigenous people and Indigenous-led social serving agencies.

Equity & Social Impact

We will prioritize human-rights based service-delivery with adequate resourcing and a relationship-centered approach to create safe spaces to thrive for those experiencing disproportionate impacts from ongoing systemic barriers.

Resilience & Adaptability

We commit to supporting stability, sustainability and community leadership towards strategic capital and operational planning and response.

Collaboration & Stewardship

We will be strong partners with NPOs, NHs and other levels of government to best serve a diversity of community residents, today and in the future.

Proposed Policy Framework Directions



- 1 Strengthen City's Role in Partnerships and Capacity Support for the Social Sector
- 2 Plan a network of the right type and supply of social infrastructure that meet reconciliation, equity, and resilience goals
- 3 Enable renewal, renovation, replacement and expansion of existing social-serving facilities to meet current and future needs, focusing on equity priorities
- 4 Enable new social infrastructure to meet growth and equity priority needs
- 5 Support transformation, adaptation and optimization of social infrastructure
- 6 Foster resilient, adaptable, and sustainable social infrastructure

1

DIRECTION: Strengthen City's Role in Partnerships and Capacity Support for the Social Sector

Example Actions (total 11):



Objectives:

A

Develop and strengthen partnerships to advocate for social infrastructure needs

B

Improve coordination of social-serving spaces across City departments and partners

C

Expand social purpose real estate options to support social non-profits to plan for, secure and manage spaces & resources

D

Make City processes for grants and spaces more accessible

E

Increase access to affordable, suitable and secure spaces for non-profits with limited capacity

F

Support community ownership

2

DIRECTION: Plan a network of the right type and supply of social infrastructure that meet reconciliation, equity, and resilience goals

Example Actions (total 15):



E

Urban Indigenous Service Delivery–
MVAEC Partnership

F

Facilitate social cultural facilities for Black and African diaspora communities, Chinatown, Punjabi Market, and Japanese Canadian community, and other ethnocultural communities

Architect: Patrick Stewart Photo: George Piece

Objectives:

A

Demonstrate the value of social infrastructure that support residents and meet City objectives

B

Improve City's data and metrics on social service provision

C

Implement social infrastructure renewal and growth targets to meet current and future needs

D

Incorporate reconciliation, equity, and resilience in priority and planning goals

E

Support Indigenous-led and serving spaces and programs

F

Support cultural redress through addressing community space needs

Proposed Directions and Associated Objectives

3

DIRECTION: Enable renewal, renovation, replacement and expansion of social-serving facilities to meet current and future service needs, focusing on equity priorities

Example Actions (total 10):



Objectives:

A

Assess and determine social facility renewal needs

B

Develop policy, incentives, and requirements to promote retention, replacement, and expansion of social infrastructure

C

Support non-profit applicants to renovate and maintain social-serving spaces

4

DIRECTION: Enable new social infrastructure to meet growth and equity priority needs

Example Actions (total 7):



C

Develop ‘Spaces to Thrive’ Program for non-profit and community groups with resources to support tenants and applicants

Objectives:

A

Plan for new and expansion of City-owned social facilities where needed, considering population growth, shifts in demand and existing facility capacity

B

Develop incentives and policies to promote creation of new social infrastructure

C

Support non-profit applicants to develop new social-serving spaces

5

DIRECTION: Support transformation, adaptation and optimization of social infrastructure

Example Actions (total 13):

Objectives:



A

Space Matching and networking to optimize spaces

A

Improve efficiency and effectiveness of private and non-profit owned space use and service delivery

B

Continue to develop and maintain NPO administration and program centres to support more service providers and residents

C

Design accessible, inclusive, adaptable, and functional social-serving spaces for the future

Marpole Community Hub

6

DIRECTION: Foster resilient, adaptable, and sustainable social infrastructure

Example Actions (total 6):



Objectives:

- A** Prioritize actions for social infrastructure recovery and resilience
- B** Ensure City-owned social spaces are financially sustainable over the long term and through unexpected events



Approach to Target Setting and Implementation

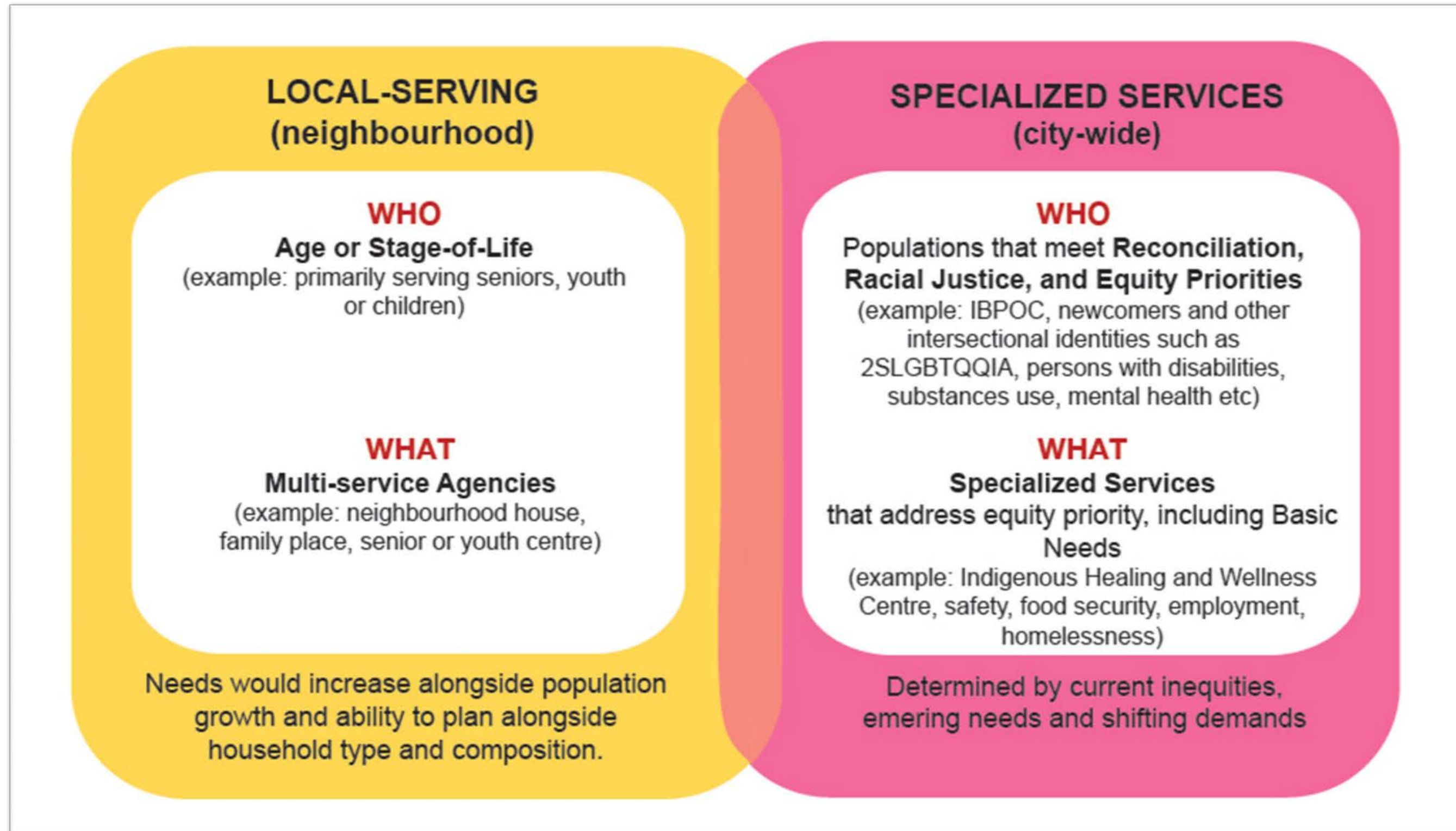
Urban Arts Architecture Inc.

Aboriginal Land Trust Housing + Healing Centre

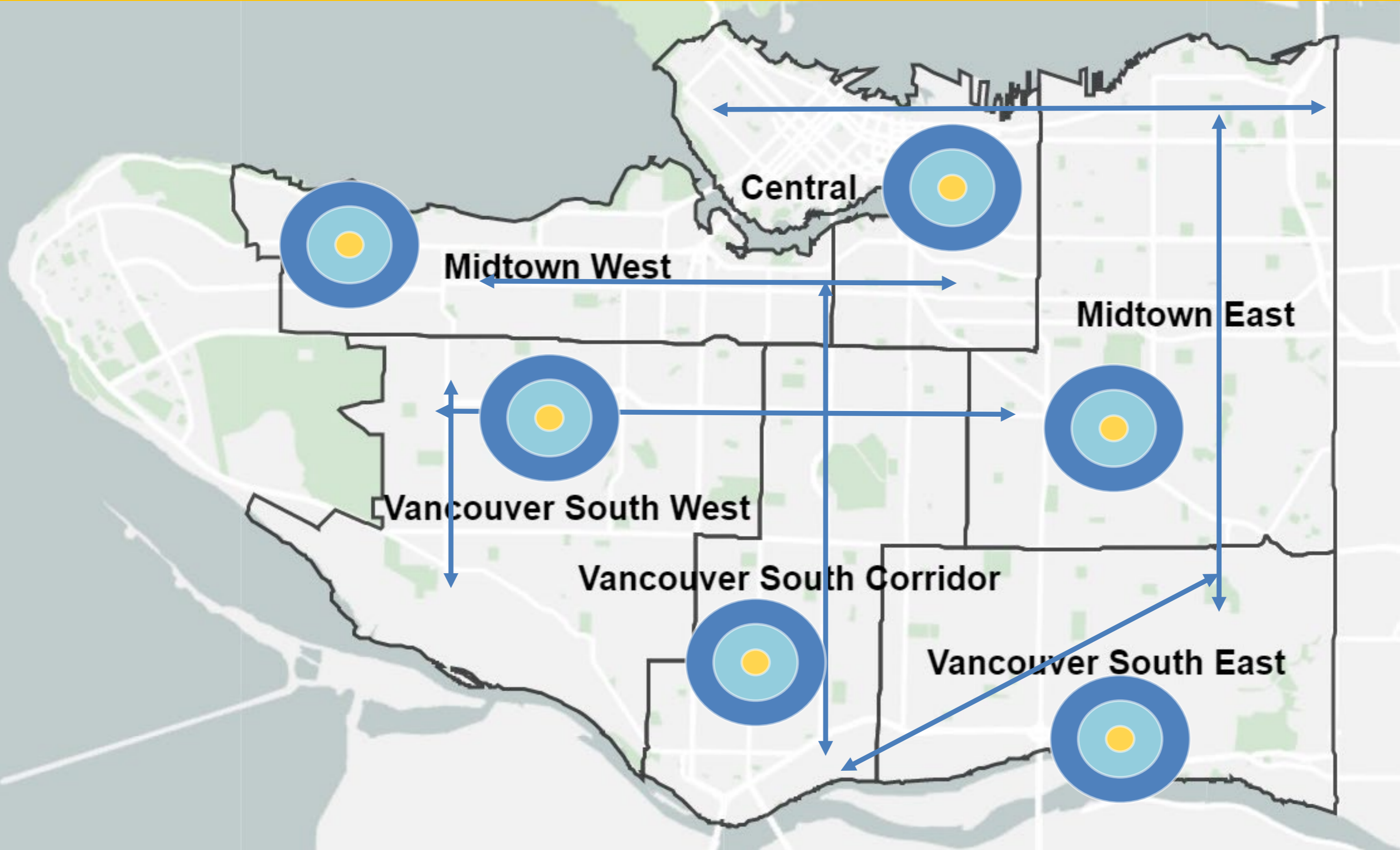
Vancouver Social Infrastructure Strategy Network Areas



Layered Intersectionality, Deepening Equity



Local Resilient, Connected Ecosystems Across Network Areas



Principles to Target Development – 10-Years

- 1) Move the Dial** – Increase social impact to decrease inequities and support population growth with optimal 10-year targets;
- 2) Feasibility and Practical Delivery Model** – Achievable and measurable investment strategy for first 4 years;
- 3) Clear City Roles** – City and senior government roles and commitments on delivery is clear, with increased opportunities to attract and partner with funders; and
- 4) Bright Innovation** – New models and collaborative partnership to increase resilience, reconciliation and equity goals, bringing light to bold action needed that responds to truth-telling, relationship centering and partnership.

Prioritizing Project Areas:

- Spaces for Indigenous healing & wellness
- Black diaspora spaces
- Cultural & civic community spaces
- Safe spaces for women, 2SLGBTQQIA and gender diverse people
- Spaces to Vend/Earn an Income
- Food security, equity & resilience
- Neighbourhood Houses – Redevelopment & Expansion

Optimal Response Based on Need – 10-Years

Current Pipeline - Social facilities in Capital Outlook	Emerging Equity, Reconciliation and Resilience priorities – Responses to MMIWG, Accessibility, Food Security
<p>Local-serving + Stage of Life: Neighbourhood House, Youth, Seniors</p> <p>Specialized: CED Hub, Indigenous Healing and Wellness</p>	<ul style="list-style-type: none"> • Support City and NPO owned, Indigenous-led + 2SLGBTQQIA spaces, accessibility facilities, food security programs • Ensure emerging priorities met • Resilience + Urgent, Emergency response • Increased renewals for NPO-owned

Current

Medium Response

Optimal Response

A. CITY AS OWNER

1. **New City-owned** – Growth & Emerging equity priorities
2. **Renewal/Replacement City-owned**

City Role: Investor, Partner

B. CITY AS PARTNER

1. **Major Grants**– NPO owners and includes Neighbourhood Houses, Indigenous spaces, and community serving spaces (i.e. places of worship)

*City Role: Investor, Partner**

C. CITY AS PARTNER AND MATCH MAKER

Space Matching Facilitation - Shared use through development or enhanced efficiencies of use through co-location (City/gov't-owned and NPO owned)

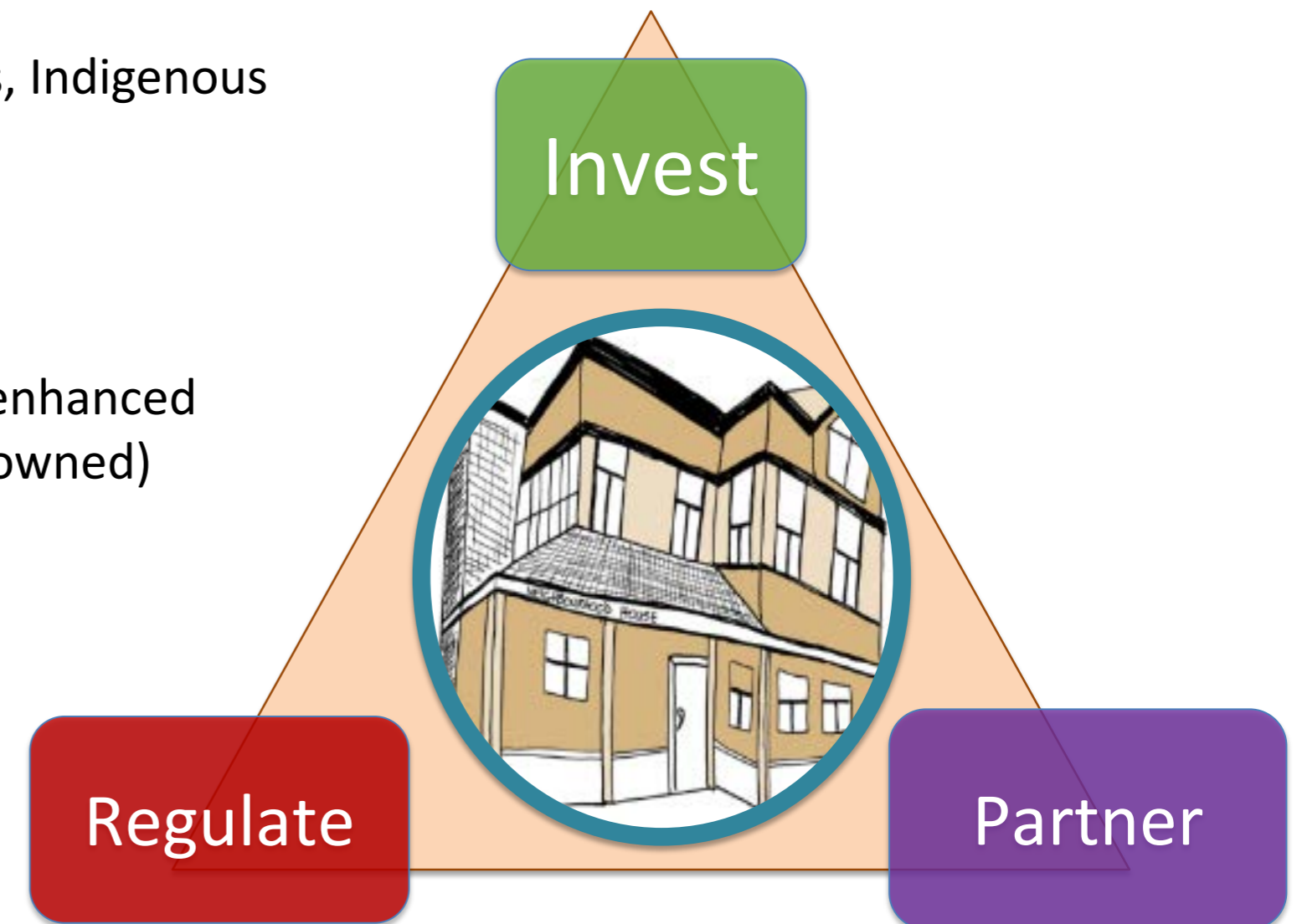
*City Role: Partner**

D. CITY AS REGULATOR/INCENTIVE/LIAISON

Non-Profit/Places of Worship owned new spaces

*City Role: Regulate, Partner**

**Leverage Senior Government and other funders*



1) Policy Framework to Council (Q4 2021)

2) Implementation Plan (Q2 2022)

10-Year Delivery – Operations & Capital

- Priority Projects & Processes
- Indicators & Targets
- Finance Strategy

2A. Senior Government, Public & Private Sector Partnerships (Foundations, Private Donors, VSB)

Internal Partners: IGR, VAHA

- ✓ Areas of Focus: SI Project Funding & Programs, Accelerate VAHA projects with SI

2B. Efficiency & Innovation (Design)

Internal Partners: REFM, Culture, Finance, DBL, Park Board

- ✓ Areas of Focus: Co-location of social/cultural space (operation and space feasibility)

2C. Growth & Development (Policy & Funds)

Internal Partners: PDS, Finance & Growth, Parks, ENG

- ✓ Areas of Focus: Vancouver Plan, Broadway-Corridor Plan, NPO Office Space, Neighbourhood Houses, Strategic location of SI Equity/Growth projects, Places of Worship

2D. Capital Plan Integration

Internal Partners: Finance, REFM, VAHA

- ✓ Areas of Focus: Accelerate VAHA projects with SI, Prioritize SI Equity Projects, Renewal of City-Owned projects
- ✓ 4-year capital plan (2023-2026) and 10-year CSO (2023-2032)

Proposed Actions While Planning – Q1 2022



In Summary : Towards Spaces to Thrive in Vancouver



Cedar Cottage NH



DTES Women's Centre



ISS Refugee Youth Hub

If approved, the Vancouver Social Infrastructure Strategy will:

1. **Respond** to Indigenous needs through Calls to Action and Calls to Justice by decolonizing processes, and strategically prioritizing services, programs, and space for Indigenous-led and 2SLGBTQQIA-serving agencies (capital + operating) **(Overall approach and Dir. 2)**
2. **Develop new processes and projects** for strategic response and allocating resources to equity priorities over next 10-yr in partnership with Senior Government Partnerships, and Granting Processes (capital + operating) **(Dir. 1, 3, 4)**
3. **Innovate to fund existing** social infrastructure that is in the pipeline to accelerate delivery of housing and social infrastructure VAHA projects (capital + operating) **(Dir. 1, 4)**
4. **Shift and plan for resilience** in new and expanded social services programs in long-term, secured, affordable space as part of population growth (Non-Profit & City ownership) **(Dir. 4, 5, 6)**



David Pranteau Aboriginal Children's Village
Architect: Patrick Stewart Photo: George Pierce

Thank You