



REPORT

Report Date: January 31, 2022
Contact: Bruk Melles
Contact No.: 604.673.8287
RTS No.: 14811
VanRIMS No.: 08-2000-20
Meeting Date: March 2, 2022
[Submit comments to Council](#)

TO: Standing Committee on Policy and Strategic Priorities
FROM: General Manager of Arts, Culture and Community Services
SUBJECT: Better Together: Neighbourhood Collective Action Pilot

RECOMMENDATIONS

- A. THAT Council approve the implementation of the Better Together: Neighbourhood Collective Action Pilot from March 2022 to December 2023 in the neighbourhoods of Downtown South, Mount Pleasant, and Olympic Village (the "Pilot Neighbourhoods") as described in this report.
- B. THAT Council approves a grant of \$140,000 to the Homelessness Services Association of BC (HSABC) for the purpose of coordinating with appropriate agencies to provide education and training to community members in the Pilot Neighbourhoods on the impacts of trauma, colonialism, racism, gender based violence, poverty, and unsheltered homelessness and that Council deems HSABC to be an organization that is contributing to the health or welfare of Vancouver under Section 206(1)(j) of the *Vancouver Charter*.
- C. THAT Council approves a grant of \$300,000 to Eastside Movement for Business and Economic Renewal Society, which is a charity registered with the Canada Revenue Agency, for the purpose of providing a peer-based community stewardship program in the Pilot Neighbourhoods and to support low-barrier employment opportunities, neighbourhood and resident engagement, and enhanced liaison with businesses.
- D. THAT Council authorizes the General Manager of Arts, Culture and Community Services ("GM of ACCS") (or their designate) to negotiate and execute agreements to disburse the grants described in Recommendations B and C on the terms and conditions that are set out in this report or such other terms and conditions that are satisfactory to the GM of ACCS and the Director of Legal Services.

- E. THAT no legal rights or obligations will arise or be created by Council's adoption of recommendations A through E unless and until all legal documentation has been executed and delivered by the respective parties.

Recommendations B and C requires 2/3 affirmative votes of all Council members per Section 206(1) of the *Vancouver Charter*.

REPORT SUMMARY

This report outlines key actions for Better Together: Neighbourhood Collective Action Pilot program in the communities of Mt. Pleasant, the Downtown South and Olympic Village. The pilot builds on existing partnerships to provide a proactive response to specific neighbourhood concerns/issues, increases community engagement and awareness, and collective problem solving on issues related to the impacts of mental health, poverty, and unsheltered homelessness, recognizing many of these circumstances have their roots in trauma associated with colonialism, racism, and gender-based violence.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Housing Vancouver Strategy 2018-2027 and Housing Vancouver 3 Year Action Plan 2018-2021: The Housing Vancouver Strategy (2018-2027), as well as the Housing Vancouver Three Year Action Plan (2018-2021), outline goals to demonstrate continued leadership and advocacy on addressing the causes and solutions to homelessness.

On January 25, 2022, Council approved the "Community-based Crisis Management Through Understanding and De-escalation" [motion](#) to demonstrate the City's "commit to supporting a community-based crisis management strategy informed by understanding and de-escalation, that promotes public safety and prioritizes non-policing interventions where applicable and appropriate as a first response". The motion also directs staff "to develop within the strategy a pilot community-based crisis management program of public information, education, and engagement."

In October 2021, Vancouver City Council passed the "Public Safety: Evaluating and Addressing Any Impacts of City of Vancouver Actions on Neighbourhood Safety" [motion](#) directing staff to invite community leaders, industry associations, and Business Improvement Associations to participate in a roundtable to share concerns and perspectives on increased property crime, theft, and violent shoplifting in Vancouver.

On July 27 2020, Council approved the [motion](#) "Decriminalizing Poverty and Supporting Community-Led Safety Initiatives". Council directed staff "to create a plan, timeline and budget to de-prioritize policing as a response to mental health, sex work, homelessness, and substance use and to prioritize funding community-led harm reduction and safety initiatives in these areas."

In July 2014, the Healthy City Strategy passed and included a goal of Making Ends Meet along with a target to reduce poverty.

CITY MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing.

REPORT

Background/Context

Impacts of Homelessness

The continued impact of a lack of affordable housing, poverty, institutional and systemic racism, the ongoing opioid crisis and unmet support for people struggling with mental health and substance use issues are key drivers of homelessness. COVID-19 has further compounded the issue and disproportionately impacted people experiencing homelessness and living in poverty. Loss of employment, reduction or closure of social services and drop in centres, and no guest/reduced guest policies in non-market SROs has collectively resulted in more people not having access to shelter and resources.

Homelessness has devastating impacts on the individual experiencing it, and also contributes to real and perceived impacts on other housed community members and businesses. It is important to note that individuals experiencing homelessness are not a homogenous group – homelessness can happen to seniors, youth, single parent families, women fleeing violence and others struggling with poverty and a lack of affordable housing. Research has demonstrated that unhoused or precariously housed individuals are more likely to be targets of violent crime and assault. A fifteen-year study conducted in Denmark published in 2020 found that individuals experiencing homelessness are seven times more likely in females, and four times more likely in males, to be a victim of a violent crime compared to the general population. Additionally, the report indicated that nonviolent crimes were under-reported by individuals experiencing homelessness.¹ A 2009 study of individuals experiencing homelessness conducted by the Homeless Hub in Canada found that 72% of respondents had been victims of crime within the previous year.² A 2019 study by Public Health Ontario found that homeless individuals experience higher rates of infectious diseases, and mental health issues while youth and children experiencing homelessness had impaired cognitive performance and higher rates of mental health/behavioural disorders.³

Responding to Homelessness

The City, in partnership with internal and external agencies, senior governments and non-profit housing operators, supports the delivery of new supportive housing and a variety of services for people experiencing or at-risk of homelessness. To be without a home is a stressful, limiting, and dangerous experience, and there are many reasons why people find themselves in this

¹ Nielsen, Sandra & Nordentoft, Merete & Fazel, Seena & Laursen, Thomas. (2020). Homelessness and police-recorded crime victimisation: a nationwide, register-based cohort study. *The Lancet Public Health*. 5. e333-e341. 10.1016/S2468-2667(20)30075-X.

² Novac, Sylvia & Hermer, Joe & Paradis, Emily & Kellen, Amber. (2009) More Sinned Against than Sinning? Homeless People as Victims of Crime and Harassment. In: Hulchanski, J. David; Campsie, Philippa; Chau, Shirley; Hwang, Stephen; Paradis, Emily (eds.) *Finding Home: Policy Options for Addressing Homelessness in Canada* (e-book), Chapter 7.2. Toronto: Cities Centre, University of Toronto. www.homelesshub.ca/FindingHome

³ Ontario Agency for Health Protection and Promotion (Public Health Ontario), Berenbaum E. Evidence Brief: homelessness and health outcomes: what are the associations? Toronto, ON: Queen's Printer for Ontario; 2019.

situation. While we know the drivers of homelessness are complex, housing is fundamental to ending a person's experience of homelessness. Living without a home makes it much more difficult to meet basic daily needs (food, shelter, access to hygiene services) and to connect with important service providers.

The City plays a role in supporting individuals who are experiencing homelessness to stay safe, to access shelter and/or housing, and to connect them with important health and social services. Long-term funding partnerships with the federal and provincial governments continue to be needed to increase permanent affordable housing options across the city.

Since 2017, these collaborations have successfully developed almost 1,650 units of supportive housing and created over 325 spaces of temporary emergency shelter. The City also provides direct services to support people experiencing or at-risk of homelessness including:

- street outreach and housing services (at our Powell Street office and in community; co-funded by BC Housing);
- low-cost meals (funded by BC Housing, depending on site);
- hygiene services and other programming at City-operated community centres (funded by BC Housing); and
- grants to support non-profit service providers.

The City also works with provincial partners on response to extreme weather incidents, activating spaces and services with both BC Housing funding support and direct City investment.

Broader Community Concerns

As noted above, the constant exposure in at-risk circumstances and the layered trauma that inevitably either underlies homelessness or results from it creates enormous difficulty for those residents who are without housing. While the impacts of unsheltered homelessness are most acutely centred on the individual experiencing it, there are also impacts on other members in the community as residents with no homes or access to day spaces congregate or sleep in the public realm or on private property, such as sidewalks, alcoves, and parks.

As noted above, the City continues to deliver a variety of programs, services, and community investments to create healthy and safe communities for everyone. Despite these efforts, concerns continue to be raised by businesses, housed and unhoused residents, and non-profit service providers. Raised concerns often include: feeling unsafe and seeing more litter and discarded needles in the neighbourhood. Some community members have also expressed the need for access to information on who to call to in the event of seeing someone in need.

Several Council motions – noted above – over the last two years have pointed to the recognition that in this complex and untenable situation, all stakeholders need to see reasonable mitigations that address safety and security for everyone, do not criminalize poverty or mental health, and build relationships between these diverse neighbours, all as we simultaneously advocate to senior government for the policy, programs, and investments that will better address the underlying root issues. Overall, we need to move from a space of the City constantly trying to mitigate the impacts of these systemic and structural failures to having senior government develop the solutions to resolve or solve them, whether it be safe supply, more social and supportive housing, increased income opportunities, and supports, etc. And, of course, underlying this is the important need for all levels of government and sectors of community to

recognize how colonialism, systemic racism, and gender-based inequity underlie or have exacerbated the risks to those most on the margins.

BIA Round Table (December 2021)

In response to Council motion “Public Safety: Evaluating and Addressing Any Impacts of City of Vancouver Actions on Neighbourhood Safety”, City staff convened a business stakeholder roundtable on December 6, 2021, bringing together 41 representatives from the business community across Vancouver and other relevant stakeholders. Organisations represented included Business Improvement Associations (BIAs), Community Policing Centres, the Vancouver Board of Trade, Destination Vancouver, the Provincial Ministry of Mental Health and Addictions, the Provincial Ministry of Public Safety and Solicitor General. The main purpose of this facilitated session was for the City to hear from participants about their concerns and recommendations related to theft and property crime.

Amongst other concerns unrelated to homelessness such as organized crime, the impacts of persistent poverty and homelessness and unaddressed mental health were recognized by this group as untenable for both the residents living with these circumstances and local businesses and housed residents. The need for better underlying solutions from senior government to address homelessness and mental health as well as immediate support in local neighbourhoods by the City for items in the City’s jurisdiction were both calls to action by this group.

Reporting out on actions aligning to this groups’ suggestions is underway.

Decriminalizing Poverty and Community-Led Safety Initiatives

In response to the Decriminalizing Poverty and Supporting Community-Led Safety initiatives motion noted above, Social Policy staff are working with community social service non-profits to advance or support three actions: (1) investigation and scoping into alternatives to police response to mental health calls, (2) consideration of how to differently manage the belongings of people experiencing homelessness in the public realm, and (3) exploration of community-led restorative justice approaches in Vancouver.

Collectively, these three areas of exploration have significant potential to improve responses to and support for the City’s equity denied community members. While these three action items are explored, a broader group of non-profit social service and social organizations are also considering other potential recommendations for Council related to community-led safety initiatives. This discussion is separate from the pilot described in this report, but there are some alignments and so staff working on this pilot will stay connected with this parallel discussion.

Community-based Crisis Management Through Understanding and De-escalation

On January 25, 2022, Council approved the motion “Community-based Crisis Management Through Understanding and De-escalation”. This recent motion spoke to the need for non-policing interventions and the need for a program of public information, education and engagement. Staff see immediate opportunities to address both strategies from that motion through two of the key elements of the Better Together Pilot: i) the peer-based community stewardship program and ii) the neighbourhood based education and training opportunities that will support increased understanding and abilities to de-escalate.

The Better Together Pilot provides an opportunity to convene community members, service agencies and businesses to better understand and respond to concerns around safety and cleanliness. The Pilot aligns with key strategies in approved motions, by focusing on neighbourhood based responses that will lead to diversion from police responses to issues in the neighbourhoods, and will provide space and alternative opportunities for community to work together, foster relationships, build understanding and create cohesion to better address some of the complexity of these community concerns and the impacts of poverty and trauma.

Learning from Current and Past Neighbourhood Engagement

Supportive Housing Community Advisory Committees (CAC)

When a new supportive housing building is situated in a community experiencing broader, community challenges, the building and its tenants can become the focal point of community frustrations. This concern can be heightened when buildings are opened as part of an emergency response or through highly contested development processes. In these rare but challenging instances, the Non-Profit Operator and CAC are often inappropriately expected to solve systemic challenges beyond their mandate and authority.

To build community connections, support program success and address any community questions or concerns, Community Advisory Committees (CAC) are often created before the opening of a new supportive housing building or emergency shelter. CACs typically are convened by the Non-profit Operator and include representatives of the City, BC Housing, Vancouver Coastal Health (VCH), Vancouver Police Department (VPD) and call for volunteers from local businesses, neighbourhood houses, nearby schools and neighbouring residents.

While the majority of supportive housing buildings operate well in the City of Vancouver, CACs have proven effective at addressing building and operational issues if they arise and have been found to support a positive opening for the building, the tenants and the community. Neighbours and operators find they need to meet less frequently after the first year, and the majority of the City's supportive housing buildings no longer have an active CAC for more than five years as community connections have been established and issues are not prevalent.

Neighbourhood Integrated Service Teams

Staff recall the benefits of the former Council approved "Neighbourhood Integrated Service Team" (NIST) program adopted in 1994. At the time, NIST was a new model to ensure open City government, and to provide an effective community-based City service delivery system. The program focused on providing access to information about City programs through kiosks at local libraries, as well as having dedicated staff for each neighbourhood to facilitate meetings and coordinate internal responses to issues brought forward. The program focused on buildings with repeated and ongoing public complaints, graffiti, traffic in residential areas, and illegal dumping of garbage on vacant sites. Over the years, other community partners were brought to the table and it became a place of neighbourhood and City service connection.

While the NIST program was cancelled, the foundations laid by the program continue today internally at the City. There is strong interdepartmental collaboration in addressing community issues. Advances in technology and the creation of 311 and the VanConnect app have also increased the community's ability to report and request services.

Foundations for Collaborative Action

In response to increasing need for a more structured approach for neighbourhood concerns related to the impacts of unsheltered homelessness, staff considered the supportive housing neighbourhood CAC and NIST models described above as a potential basis for partnership to find a way to collaboratively and compassionately mitigate the impacts of unsheltered homelessness so that residents without homes are supported and not vilified and that local businesses have increased confidence in how to work with neighbours who are living outside and an increased sense of safety and security for their staff, customers, and operations.

Creation of an Integrated Response Pilot Program

Recognizing the complexity of the situation along side the financial and staffing constraints of the City, in the late summer of 2021, Housing and Homelessness Services staff started to scope the potential for a pilot program that would provide a venue, resourcing, scope and space for community partnership to address and mitigate broader community issues impacting all neighbours, recognizing that the underlying root causes of homelessness (e.g., poverty, mental health and addiction, lack of affordable housing) are out of scope of the pilot. Staff considered how a proposed program could support improved coordination between departments, support trauma informed opportunities for community engagement and learning, and provide a mechanism by which residents in the pilot neighbourhoods can participate in problem solving issues of mutual concern.

While scoping such a program happens from a constructive perspective, it was also recognized that not every issue will be resolved given the complexity and interdependencies of systems and also the unique circumstances of each situation.

Strategic Analysis

Proposed *Better Together: Neighbourhood Collective Action Pilot*

In preparing the proposed pilot framework and this report, City staff engaged several BIAs and service providers.

The objectives of the Better Together Pilot are to work with local housed and unhoused residents, businesses and community stakeholders to engage with, and provide an accessible, proactive and practical response to specific neighbourhood concerns. Pending Council approval, implementation of the pilot will be from March 2022 to December 2023. The proposed pilot is focused on supporting all neighbourhood residents, including those most vulnerable, who are also often from equity denied groups.

The pilot has four key objectives by which to inform, impact and support the three neighbourhoods. Key objectives will be achieved in each neighbourhood through a series of specific tactics as described below.

Proposed Objectives and Associated Actions

- 1. Improve access to support services for equity denied individuals and those experiencing unsheltered homelessness in the local neighbourhood.**

This objective will be achieved through:

a) *Enhanced outreach by the City's Homelessness Services Outreach Team.*

Staff from the City's Homelessness Services Outreach Team (HSOT) will conduct morning outreach in each of the three pilot neighbourhoods two days per week. This will ensure that they connect with people sleeping outdoors to offer support and access to services.

b) *Increased coordination with local service providers to support people in need.*

There are a number of service providers in each of the neighbourhoods and HSOT will convene and facilitate a meeting with front-line service providers, BC Housing and VCH to strategize on how resources can be applied to support individuals in need in the neighbourhood.

This work can be done within existing budget.

2. Improve sense of safety and connection for all neighbours and reduce stigma against people experiencing homelessness and other equity-denied people

This objective will be achieved through:

a) *The deployment of a peer-based neighbourhood stewardship program in each of the pilot neighbourhoods that will be delivered through a community partner.*

The program will support low-barrier employment, neighbourhood and citizen engagement and enhanced liaison with businesses similar to the Chinatown Stewardship Program in operation since 2019.

The peer-based program will work towards operationalizing in each of the 3 pilot neighbourhoods, with up to 2 peers/day.

b) *Training for staff of local businesses, community service providers and residents to increase an understanding of the causes and solutions to homelessness and increase overall confidence in the ability to de-escalate a situation with a customer, a neighbour or situations within a neighbourhood that may arise.*

Training modules will include:

- i. Indigenous Cultural Safety;
- ii. Non-violent and trauma-informed crisis intervention;
- iii. Understanding the impacts of poverty and trauma;
- iv. Relationship between gender based violence and homelessness; and
- v. Mental Health, Addictions and Trauma.

HSABC will deliver 45 training sessions throughout the pilot, 15 in each neighbourhood, with 25 participants expected per training. HSABC will collaborate with the City and content experts to deliver the sessions based on the topics outlined above.

3. Maintain neighbourhood cleanliness

This objective will be achieved through work currently being carried out by Engineering.

a) *Street Cleaning Grants*

Further support is provided through the recently approved Street Cleaning Grants to non-profits which includes:

- Micro-cleaning in priority areas
- Public plaza micro-cleaning
- BIA micro-cleaning booking, which provides access to weekly BIA directed micro-cleaning
- Feces removal in areas of the downtown south

A portion of the above grants support the three neighbourhoods identified for the Better Together pilot. No additional resources are required for this objective.

4. Improve communication between community organizations, such as BIAs, residents associations and service providers, and City Departments

This objective will be achieved through:

a) *Establishment of a Neighbourhood Collective Action Table (NCAT) in each neighbourhood*

ACCS staff will play a facilitation role and establish a Neighbourhood Collective Action Table for each pilot area comprised of neighbourhood stakeholders, businesses and community service providers.

Building on the former NIST model and the current CAC model, staff will act as key contacts to facilitate and track responses to ensure effective communication, problem solving and work to build positive relationships between service providers and businesses.

Anticipated NCAT invitees include, but are not limited to:

- Community: BIA, Community Policing Centre, Residents Association, local and partner social service organizations
- City Departments: Housing Homelessness Services, Social Policy and Projects, Engineering Services, Vancouver Fire and Rescue Services
- Public Partners: VCH, VPB (Park and CC), VPD, VPL

The facilitation of the Neighbourhood Collective Action Tables, the coordination and engagement with the program delivery partners, and the managing of metrics in the three pilot areas will require a Temporary full time position to coordinate, convene, manage and track issues, and responses.

Pilot Neighbourhoods

While the topics being addressed through the Pilot exist across the City, the Pilot will focus on three specific neighbourhoods. Staff recognize that many neighbourhoods across Vancouver –

especially those in the inner-city – are grappling with the same challenging situations and identifying three pilot neighbourhoods was a difficult task.

The pilot neighbourhoods were selected for the following reasons:

- To build on enhanced supports that have not yet been formalized;
- The presence of neighbourhood champions with a demonstrated interest to tackle broader issues;
- Neighbourhoods where there is not already substantial social and program collaborations that provide point of connection into the City; and
- Diverse geographies across or adjacent to Vancouver’s denser urban core.

Piloting this program in three diverse neighbourhoods across a broader geography will allow an evaluation of the efficacy of the pilot for future expansion into additional neighbourhoods.

As described above, the pilot program will provide further supports that aim to create a healthier and more vibrant community for all residents and businesses in each pilot neighbourhood.

Downtown South⁴

For the purposes of this pilot the Downtown South includes areas of the Downtown BIA including the Granville Street Corridor, and the area around Emery Barnes Park. This densely populated neighbourhood includes over 13,000 residents of which 62% are renters. Virtually all residential units are in multi-story apartment buildings. Additionally this neighbourhood forms part of Vancouver’s primary business district and is home to many shops, restaurants, bars, and nightclubs. Key community assets in the neighbourhood include Gathering Place Community Centre, St. Paul’s Hospital, Three Bridges Community Health Centre, The Foundry (youth health and wellness supports), and SWAN Vancouver (Culturally-Specialized Supports & Advocacy for Im/Migrant Women Engaged in Indoor Sex Work).

This neighbourhood experienced a number of changes over the past several years. The Covid-19 pandemic mandated business closures and decreased pedestrian traffic which contributed to fluctuations in the streetscape, and the addition of new supportive housing units increased the number of residents in the neighbourhood and therefore pressure on public space and City services. The new Overdose Prevention Site at 1101 Seymour was a life-saving intervention during the overdose crisis and public health emergency.

In response to some of these changes, the City initiated regular meetings with the Downtown Vancouver BIA and enhanced sanitation services in the area. The City’s Homelessness Services Outreach Team also began additional early morning street outreach to people experiencing unsheltered homelessness in the area.

Furthermore, City staff were involved in regular communication with local service providers and community at a number of tables to hear feedback, share information, and problem solve (Community Dialogue Group, front-line homelessness services worker roundtable, housing operator working group).

⁴ Statistical neighbourhood data is according to the 2016 census. The current socioeconomic breakdown may look quite different in each neighbourhood.

Mount Pleasant⁵

For the purposes of this pilot, Mount Pleasant is generally geographically bounded by borders of the Mt. Pleasant BIA. This includes Main Street between 2nd Ave and 20th Ave, Broadway between Alberta Street and Prince Albert Street, and along Kingsway up to the intersection of Kingsway and Fraser. The Mt Pleasant neighbourhood includes just under 33,000 residents, of which 61% are renters. It is home to a number of key community assets such as the Mount Pleasant Community Centre and Vancouver Public Library, the Mount Pleasant Neighbourhood House, the Recovery Club, Coast Mental Health's Clubhouse and Mt. St. Joseph Hospital. The Biltmore hotel and the recently opened supportive housing at 205 Kingsway (opened in September 2021) also provide much needed supportive housing for those previously experiencing homelessness in the neighbourhood.

The City has a long standing relationship with the Mt Pleasant BIA on initiatives in the public realm.

Olympic Village

Olympic Village, in this pilot, roughly includes the area outlined in the South East False Creek Official Development Plan and parts of the Mount Pleasant Industrial area. The area is bordered by Cambie Street to the west, 5th Avenue to the south, Terminal Avenue to the north and Main Street to the west. Olympic Village is a mixed-use community with a population of 11,000 – 13,000 people. As a newer residential area in Vancouver it has grown quickly and is an evolving neighbourhood, highly connected through active transportation networks like the seawall. The current housing profile of the community, as called for in the ODP, is diverse and mixed in tenure, including rental, strata, co-op, social and supportive housing. Important community assets for housed and unhoused residents include Creekside Community Centre, local Olympic Village businesses, as well as other community assets in the surrounding area such as Mt. Pleasant Community Centre and Library.

Staff will work with organizations and individuals in each pilot neighbourhood through the planning and formation of the pilot, and will ensure that we are working in alignment with Council goals and vision set out in the Equity Framework and as a City of Reconciliation. Of course, staff will also ensure ongoing collaboration with and responsiveness to the needs in neighbourhoods not identified for this pilot program.

Evaluation

In collaboration with stakeholders and led by a consultant, staff will develop a robust outcomes-based evaluation framework that will identify key quantitative and qualitative metrics to track outcomes of the Pilot which will be reported to Council. (See Appendix A for a summary draft table of objectives, tactics and metrics.)

⁵ Statistical neighbourhood data is according to the 2016 census. The current socioeconomic breakdown may look quite different in each neighbourhood.

Implications/Related Issues/Risk

Financial

The estimated cost of the two-year pilot is \$665,000.

Source of Funding is the Great Beginnings Trust funds. The Great Beginnings Program is an initiative developed by the City of Vancouver in 2008 to celebrate BC's 150th anniversary. The Provincial government supported this initiative through an investment of \$10 million to celebrate the history, heritage and culture of Vancouver's first urban areas. The Great Beginnings Program objective is to create a legacy of improved physical, social and economic conditions as well as seeding future opportunities in these neighbourhoods. The City Manager approves the allocation of Great Beginnings Trust funds.

An estimate of cost to implement the four objectives of the pilot March 2022 – December 2023 are as follows. These are in addition to the existing costs related to outreach services and sanitation efforts described earlier in this report.

Resource	Type	TOTAL
Coordination and Delivery of Training Program	Grant	\$140,000
Peer-based Neighbourhood Stewardship Program	Grant	\$300,000
Staffing	1 TFT	\$175,000
Evaluation	N/A	\$50,000
TOTAL		\$665,000

Human Resources

Staff anticipate that one new Temporary Full-Time (TFT) position will be required to implement the pilot. The staff person will be based in ACCS's Housing and Homelessness Services team and work closely with Social Policy and Projects, Engineering and other departments as needed to ensure a seamless integration of various City programs supporting programs and services in the pilot neighbourhoods.

CONCLUSION

This report recommends pilot projects in three Vancouver neighbourhoods which build on the existing strength of strong inter-departmental collaboration around these issues, as well as ongoing relationships with BIAs and other community stakeholders in the creation of healthier and more inclusive communities.

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Better Together: Neighbourhood Collective Action Pilot Summary Table: Draft

OBJECTIVE	TACTIC	SAMPLE METRICS
<p>Improve access to support services for equity denied individuals and those experiencing unsheltered homelessness in the local neighbourhood</p>	<ul style="list-style-type: none"> Enhanced outreach by the City's Homelessness Services Outreach team 	<ul style="list-style-type: none"> # of unique unhoused clients served from neighbourhood # of clients housed from neighbourhood # of clients referred to shelter from neighbourhood
	<ul style="list-style-type: none"> Formalized coordination with local service providers to support people in need 	<ul style="list-style-type: none"> Satisfaction of BIA, BIA members, and stakeholders in reduced impact of unsheltered homelessness
<p>Improve sense of safety and connection for <i>all</i> neighbours and reduce stigma against people experiencing homelessness and other equity-denied people</p>	<ul style="list-style-type: none"> Peer-based Neighbourhood Engagement: Implement peer based stewardship program to support low-barrier employment, increased engagement with people experiencing unsheltered homelessness and enhanced liaison with business 	<ul style="list-style-type: none"> # peers trained and deployed from neighborhood # of interactions with community and business # overdoses responded to Constructiveness of interactions between BIA members, neighbours, and peers Satisfaction of BIA, BIA members and neighbours with interactions with peers Satisfaction of peers with interaction with BIA members and neighbours
	<ul style="list-style-type: none"> Training for staff of BIA members, community service providers and residents. 	<ul style="list-style-type: none"> # training sessions held # of people trained; level of confidence of people trained Sense of increased positive neighbour engagement with people experiencing homelessness and poverty in the neighbourhood Increased sense of safety and connection by community members

<p>Maintain neighbourhood cleanliness⁶</p>	<ul style="list-style-type: none"> • Continued cleaning services provided by Engineering Sanitation Services • Continued grants to non-profits to support micro-cleaning in high-need neighbourhoods, public plazas and BIAs 	<ul style="list-style-type: none"> • Monitoring 311 calls for cleaning • Tracking bags of garbage, needles and feces collected • Monitoring feedback on cleanliness issues from BIA members • Work with our Engineering Department to determine other ways to monitor cleanliness
<p>Improve communication between community organizations, such as BIAs, residents associations, service providers, and City Departments</p>	<ul style="list-style-type: none"> • Establish a Neighbourhood Collective Action Table for each pilot area comprised of neighbourhood stakeholders, businesses and community service providers. • Assign one liaison from the City and each organization as they key contact to facilitate and track responses. 	<ul style="list-style-type: none"> • Sense of connection and responsiveness – satisfaction of neighbourhood stakeholders • Improved awareness of local resources, City services and responsibilities • Increased collaboration among service providers

⁶ Via City Sanitation department

Organization Bio of Grant Recipients

Homelessness Services Association of BC

The Homelessness Services Association of British Columbia (HSABC) is a solution-focused, member-driven organization supporting shelters, drop-in centres, homeless outreach teams, transition houses and other service providers to strengthen and unify services across BC that are addressing the needs of persons experiencing homelessness. Their mandate is to raise awareness of the causes and solutions to homelessness by working with all levels of government, the private and non-profit sector, and communities across the province with the goal of ending homelessness.

Their key areas of focus include:

- Training – they provide skills training and professional development opportunities to build the confidence and capacity of the homelessness serving sector across BC
- Program Implementation – they coordinate and implement programs such as the Extreme Weather Response Program to increase shelter beds available during critical weather conditions, as well as supporting the sector to deliver other essential services for those experiencing homelessness.
- Conference and Networking – they provide networking opportunities to build resilience and connectivity across the sector
- Research – they develop and implement research and evidence-based best practices to address the causes and solutions to homelessness
- Sector Support – they unify and strengthen the voice of the sector to represent distinct and unique regional perspectives, and approaches addressing the needs of diverse communities experiencing homelessness

Eastside Movement for Business and Economic Renewal Society (EMBERS)

EMBERS Eastside Works is an income generation hub located in Vancouver's Downtown Eastside, helping the most barriered people rediscover hope and self-sufficiency through social innovation programs that offer employment services and support.

Their innovative work includes Stewardship programs where, in partnership with government, industry and community stakeholders, they offer unique Stewardship and Ambassador roles for individuals looking to re-integrate back to work. From temporary roles (gig work) to full-time work, these opportunities address individuals' current needs and allow them to confront their employment challenges while on the job. Due to their lived experience in the communities they serve, Eastside Works' Stewards have been recognized as well equipped to succeed in these roles.