



REPORT

Report Date: May 11, 2022
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VanRIMS No.: 08-2000-20
Meeting Date: January 18, 2023
[Submit comments to Council](#)

TO: Standing Committee on Policy and Strategic Priorities

FROM: General Manager of Arts, Culture, and Community Services

SUBJECT: SRO Upgrade Grant to Atira Women's Resource Society and Single Room Accommodation (SRA) Conversion Permit to Porte Communities for 208 East Georgia Street (Aa'yin, formerly the London Hotel)

RECOMMENDATION

- A. THAT Council approve a grant of \$720,000 from the 2022 Capital Budget for the SRO Upgrading Grants to Atira Women's Resource Society ("**Atira**"), a registered Canadian charity, to be spent on building upgrades to the SRA-designated Aa'yin building (formerly the London Hotel) ("**Aa'yin**") located at 208 East Georgia Street, subject to the conditions outlined in this Report, including:
- i. Atira extending the existing lease with the owner of the Aa'yin, Porte Communities ("**Porte**"), for an additional 10 years (until 2032);
 - ii. all required development and building permits having been issued by the City; and
 - iii. Atira and Porte entering into and registering on title to the property a Housing Agreement with a term of 10 years (until 2032) that will secure 71 rooms at Aa'yin at rents no greater than the shelter component of income assistance (currently \$375 for a single person), and otherwise upon such terms and conditions as the Director of Legal Services in consultation with the General Manager of Arts, Culture and Community Services may require.
- B. THAT Council authorize the General Manager of Arts, Culture and Community Services to negotiate and execute a grant agreement to disburse the grant described in Recommendation A on terms and conditions consistent with this Report and otherwise satisfactory to the General Manager of Arts, Culture and Community Services and the Director of Legal Services.

- C. THAT, subject to the approval of Recommendations A and B, the Director of Legal Services be instructed to bring forward for enactment the By-law necessary to approve a Housing Agreement in compliance with Recommendation A.
- D. THAT, subject to the approval of Recommendations A and B, Council approve a Single Room Accommodation (SRA) Conversion Permit in accordance with the Single Room Accommodation By-law for the Aa'yin to convert two SRA-designated rooms into a laundry and kitchen facility.

Approval of the grant described in Recommendations A and B requires that not less than two thirds of the members of Council vote in the affirmative pursuant to section 206(1) of the Vancouver Charter.

Any approval that may be granted following the hearing of this matter by Council shall not obligate the City to enact a Housing Agreement By-law, and any costs incurred in fulfilling requirements imposed by the foregoing resolutions are at the risk of the property owner.

No legal rights or obligations will arise or be created by Council's adoption of Recommendations A through D unless and until all required legal documentation has been executed and delivered by the respective parties.

REPORT SUMMARY

This report recommends Council approval of an SRO Upgrading Grant to Atira and an SRA Conversion Permit to Porte for Aa'yin, an SRA-designated building located at 208 East Georgia Street.

The recommended SRO Upgrading Grant of \$720,000 will contribute towards critical building upgrades. As a condition of grant approval, Atira and Porte will enter into a Housing Agreement with the City that will secure 71 rooms at shelter rates (currently at \$375 for a single individual) until 2032.

Staff previously brought forward the grant recommendation for Council's approval on July 19, 2022. At the time, Council voted to defer their decision until Atira and Porte could adequately demonstrate how they would address and manage safety concerns associated with the building. Since then, staff have worked collaboratively with all project partners, including Atira, Porte and BC Housing to develop an operations management plan ("**OMP**", attached to this report as Appendix A) that prioritizes the safety of tenants, staff, and the local community. In addition to the OMP, Atira and Porte have implemented multiple safety measures to limit unauthorized entry into the building.

Staff are also recommending approval of an SRA Conversion Permit to convert two existing SRA-designated residential rooms in the building into a laundry and kitchen facility. An existing laundry room will be converted into a residential room, resulting in an overall net loss of one residential room in the building. The upgrades enabled by the grant and SRA permit are necessary to improve liveability for tenants and the overall operation of the building.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

- **Single Room Accommodation (SRA) By-law (2003)** – The SRA By-law designates rooms in residential hotels, rooming houses, and other buildings in the Downtown Core as identified in the “2003 Survey of Low-Income Housing in the Downtown Core”. Owners wanting to convert or demolish rooms designated under the SRA By-law must apply for and obtain an SRA Conversion or Demolition permit.
- **Downtown Eastside Plan (2014)** – In March 2014, Council adopted the DTES Plan, which identifies the need to replace 5,000 SRA rooms over the next 30 years with safe, secure and self-contained dwelling units on a one for one basis, while also upgrading the current stock in the interim.
- **SRO Revitalization Action Plan (2017)** was developed by an interdisciplinary SRO Task Force made up of key stakeholders from the City of Vancouver, BC Housing, community partners, as well as SRO owners, building managers, and tenants.
- **Housing Vancouver Strategy (2017)** embedded the SRO revitalization actions into a citywide framework to address housing affordability. The current Council-approved goal is to replace SROs with self-contained, shelter-rate social housing for singles, with an accelerated replacement target of 2,000 new units over 10 years.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing.

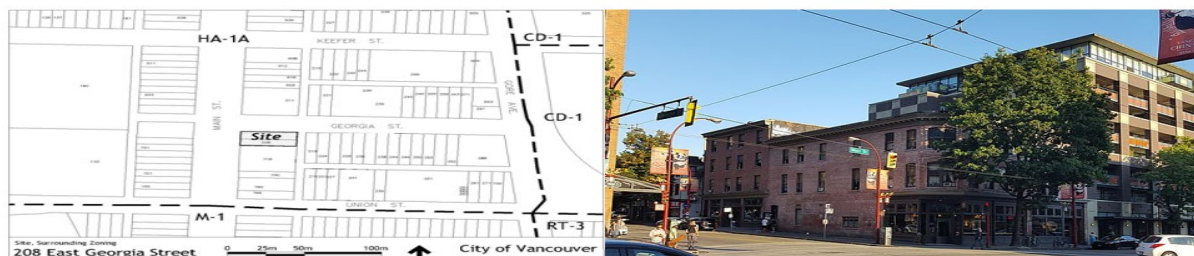
REPORT

Background/Context

Aay'in (formerly the London Hotel)

Aay'in, located at 208 East Georgia Street in Chinatown, is an SRA-designated property comprised of three contiguous heritage buildings with 72 residential rooms. The property has been owned by Porte, a private company, since 2007, and has been leased to Atira since 2008. Like other aging SROs, Aay'in requires significant investment and upkeep to remain operational and safe for residents.

Figure 1: Site Map – 208 East Georgia



Atira Women’s Resource Society

Atira is a non-profit organization established in 1983 that provides a wide range of housing and services in its portfolio, including transition houses, shelters, long-term supportive housing, low market rental housing, childcare, and many supports programs aimed primarily at supporting women and children affected by violence. Together with Atira Development Society and Atira Property Management, which provides housing across genders and age groups, Atira currently manages over 3,600 housing units, with an additional 426 units under development. Since Aayin houses a mixed-gender population, Atira contracts Atira Property Management to manage the building.

SRO Upgrade Grant (Recommendation A)

The SRO Upgrading Grant Program was first approved as part of the Downtown Eastside (DTES) Local Area Plan implementation in 2014. The grant program provides funding to non-profit housing operators to improve livability and life safety conditions in rooms designated under the SRA By-Law, while also securing the affordability of rooms for low-income residents through a housing agreement. As reflected in table 1, the total SRO Upgrading Grant Program in the 2019 to 2022 Capital Plan is \$6 million.

Table 1. SRO Upgrading Grant Program 2019-2022 Budget

Total Capital Plan (2019-2022)	2022 Budget	Previously Approved	2022 Balance
\$6,000,000	\$1,500,000	\$575,000	\$4,705,000*

** Based on approval of Aayin Grant (\$720,000) under consideration.*

On July 19, 2022, Staff brought forward to Council for approval an SRO Upgrading Grant of \$720,000 to Atira to contribute towards critical building upgrades of Aayin. Council voted to defer the decision until the owner and operator could adequately demonstrate how they would address and manage safety concerns associated with the building.

Single Room Accommodation (SRA) Conversion Permit (Recommendation D)

On November 7, 2022, Atira submitted an SRA Conversion Permit application on behalf of the building owner, Porte, to convert two existing SRA-designated residential rooms (rooms 127 and 128) into a kitchen and laundry facility, respectively. As part of this scope of work, an existing laundry room will be converted into a residential room, resulting in an overall net loss of one residential room in the building.

Strategic Analysis

SRO Upgrading Grant (Recommendation A)

Like other aging SROs, Aayin requires significant investment and upkeep to remain operational and safe for residents, including addressing ongoing plumbing, electrical and structural issues. The building’s physical challenges have been exacerbated by the fact that many of the previous tenants faced multiple, complex health needs. As such, improving the condition of the building has been a top priority for a number of years for the City’s SRO Tactical Team (comprised of ACCS, DBL, Legal, VPD and VFRS staff).

Over the last few months, staff have worked closely with all project partners to develop an OMP for the building. The OMP includes a commitment to convene a Community Advisory Committee comprised of staff from Atira, the City of Vancouver, Vancouver Coastal Health, Kilala Leium Health Centre, Vancouver Native Health, BC Housing, the Ministry of Social Development and Social Innovation, and local community residents and business owners. In addition to the OMP, Atira and Porte have implemented safety measures to limit unauthorized entry into the building, including through renovating the entrance to the lobby and securing the perimeter of the building as well as the fire escapes.

All partners are confident that following the renovations, Aa'jin will be able to attract a more stable group of residents. Over the last decade, as the building condition deteriorated, only those who could not get housing elsewhere would accept a room at Aa'jin, which created a tenant population that was difficult to manage and adequately support. The renovated building will house a mix of tenants, with priority given to Indigenous and Black residents who are interested in reducing and/ or stopping substance use. Atira is also negotiating additional resources with Aboriginal Health at Vancouver Coastal Health, which could include support from VCH's Central Addiction Intake Team, a clinical counsellor, a kitchen coordinator, and a top up to the BC Housing food budget.

The proposed grant to Atira of \$720,000 leverages partner funding to conduct much needed upgrades to critical building systems. Renovations to Aa'jin began in the Summer of 2022 and final occupancy is expected by the end of 2022. The total renovation budget is \$2,836,800. Atira has secured funding from BC Housing, the Canadian Mortgage and Housing Corporation (CMHC), and Porte to finance the remainder of the renovation cost (\$2,116,800).

A condition of grant approval will be an extension of the lease between Porte and Atira for an additional 10 years (until 2032), as well as the registration of a Housing Agreement with the City that secures 71 existing rooms at shelter rates for 10 years (until 2032).

To ensure grant amounts are expended in accordance with the grant conditions and approved scope of work, staff anticipate payment of the grant in two installments. The first payment will be disbursed once all permits are obtained and the final payment will be disbursed at occupancy permit issuance.

Since the scope of the renovation requires the temporary relocation of permanent residents, Atira submitted a Tenant Relocation Plan (TRP) application on behalf of Porte on March 20th 2022, in accordance with section 1.2 (e) of the SRA By-law. At the time of application, 37 rooms were occupied. As outlined in the TRP, Atira has relocated all 37 tenants to new homes within the community at the same rents they were paying at Aa'jin, and has covered all moving expenses. As a condition of the TRP, Atira will ensure all temporarily relocated tenants will be offered right of first refusal in the renovated building at the same rent they were paying prior to their relocation.

Approval of the recommended grant will contribute to much needed upgrades of Aa'jin's building systems and improve living conditions for residents. When combined with a Housing Agreement that secures affordability levels over the long term, the grant is a strategic investment in affordable rental accommodation for low income individuals.

Single Room Accommodation Conversion Permit (Recommendation D)

The approval of an SRA Conversion Permit will allow Porte to proceed with the development, trades and building permits required to convert two existing residential rooms (rooms 127 and 128) into a laundry and kitchen facility on the second floor of the building. An existing laundry facility also on the second floor will be converted into a residential room, resulting in the overall net loss of one residential room in the building.

Under the SRA By-law, owners wanting to convert or demolish SRA-designated rooms must apply for and obtain an SRA Conversion or Demolition permit. Council has authority to evaluate each application on its own merits and may refuse the permit, approve the permit, or approve the permit with conditions. The Vancouver Charter requires that Council consider multiple factors when deciding whether to grant an SRA Permit. These factors are:

1. *The accommodation that will be available to the tenants affected by the conversion or demolition*

The entire building, including the two rooms that are the subject of this SRA Conversion Permit, is currently vacant. As noted above, Atira submitted a TRP in March 2022 as part of the SRA Upgrading Grant proposal. All 37 tenants have been relocated to new homes within the community at the same rents they were paying at Aa'jin. As a condition of the TRP, all relocated tenants will be offered right of first refusal in the renovated building at the same rent they were paying prior to their relocation and subject

2. *The supply of low cost accommodation in the part of the city to which the by-law applies and in other parts of the city*

Through the extended lease between Porte and Atira and the Housing Agreement required for SRO Upgrade Grant disbursement, 71 rooms at Aa'jin will continue to rent at shelter rates (\$375 a month) until 2032. Although one residential room will be lost through the conversion of two rooms, the approval of this SRA Permit will enable the introduction of non-residential uses (kitchen and laundry room) that are necessary to support tenants and the overall operation of the building.

3. *The condition of the building that is the subject of the permit*

Aa'jin is over 100 years old and is in need of significant building improvements which are being addressed through the renovations that the City's SRO Upgrading Grant referenced in this report is proposing to fund. Converting two residential rooms to a kitchen and laundry room will add much needed facilities to an ageing building with no amenities.

4. *The need to replace or improve, over time, single room accommodation in the city*

The proposed scope of work under the SRA Permit is in keeping with Council's policy to improve existing SRAs while maintaining affordability for low-income residents. These improvements will provide residents with the basic necessities of a home, including space to do laundry, cook their own meals, take part in communal cooking, and improve their life skills.

5. *Unique features of building and land* Aayin consists of three contiguous heritage buildings built between 1903 and 1910. The building currently accommodates a Neighbourhood Public House on the ground level. In 2010 Aayin was designated by Council as a ‘C’ on the Vancouver Heritage Register. The owner and the City entered into a Heritage Revitalization Agreement (HRA) in 2010, securing the long term conservation of the building as a heritage asset.

Financial

SRO Upgrading Grant (Recommendation A)

The cost of the proposed renovations to Aayin is estimated to be \$2,836,800. The recommended grant of \$720,000 will represent 25% of the project budget, with BC Housing, Canadian Mortgage Housing Corporation, and Porte Communities funding the remaining 75% of the project cost.

Table 2 below shows the current funding commitment from each of the project partners. Porte and Atira are responsible for funding the outstanding \$387,000 labeled as other applicant costs in the table below. Ensuring full funding and completion of all required upgrades is the responsibility of Porte and Atira. The City will not be contributing any amount outside of the grant amount requested in this report and will not release the second and final installment of grant funding until all required upgrades are completed. The source of funding for the City grant will be the 2022 Capital Budget for Housing (SRO grants).

Disbursement of the grant will be subject to both a Grant Agreement being completed and a Housing Agreement being amended and registered on title, for 20 years or life of the building, whichever is greater, including the following terms:

- a) rent 71 rooms at no greater than the shelter component of income assistance (currently \$375 for a single person) and;
- b) such other terms and conditions as the Director of Legal Services in consultation with the General Manager of Community Services may require. The 2019 – 2022 Capital Plan includes \$6,000,000 for SRO Grants. \$575,000 was previously approved by council, upon approval of the grant recommended in this report there will be a balance of \$4,705,000 available for future allocation.

Table 2: SRO Upgrading Grant Partner Funding

Funding Source	Amount
City of Vancouver – SRO Upgrade Grant	\$720,000
BC Housing – Capital Funding	\$720,000
Canadian Mortgage and Housing Corporation co-investment	\$709,200
Porte Communities	\$300,000
Other Applicant Costs	\$387,600
TOTAL PROJECT COST	\$2,836,800

CONCLUSION

Staff recommend approval of an SRO Upgrading Grant and an SRA Conversion Permit for Aa'ín. The grant of \$720,000 to Atira will support critical building upgrades, while the SRA Permit will enable the introduction of non-residential uses (a kitchen and laundry facility) that are necessary to support tenants and the overall operation of the building. By approving this grant and the SRA Permit, the City will secure 71 shelter rate units for the next 10 years for residents who have experienced homelessness and housing instability, and ensure that Aa'ín remains safe and operational for the foreseeable future.

* * * * *



Aa'yin (to heal)
(formerly The London Hotel)

**Supportive Housing Program for First Nations, Métis and Inuk
Residents who are open to exploring and reducing substance use**

Draft Operations Management Plan



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DRAFT

The Operations Management Plan for *Aa'yin in* (formerly The London Hotel) *Supportive Housing Program* located at 208 East Georgia Street in Vancouver provides an overview of Atira Property Management Inc.'s (APMI's) commitment to operating a supportive transitional housing program for First Nations, Métis and Inuk Residents who are interested in exploring reducing and or stopping substance use. Specifically, *Aa'yin in* will provide a specialized transitional housing program designed for residents who are seeking support to reduce or eliminate substance use and transition into safe, independent, and affordable long-term housing. Length of stay will be up to two years and will be flexible – that is, no resident who is an active participant in the program will be asked to leave until such time as they have secured appropriate long-term housing.

It is our intent to operate *Aa'yin in* in a manner that manages any and all impacts of the program on neighbouring residents and businesses, as well as ensures the safety and security of the residents who live in the building. This operations management plan outlines the basic housing objectives and operating parameters for the program and incorporates protocols to manage various concerns, which may be raised by residents, neighbours and or community members, as well as ensuring an adequate and timely response on the part of APMI staff. This is a continuation of a renewed program and relationship with the neighbourhood and community, and we look forward to working together to best respond to resident, neighbourhood, and community needs.

1. Overview
2. Housing Objectives
3. Housing Goals
4. Programs
5. Community Liaison
 - APMI Contact Information
 - Community Advisory Committee
6. Management Protocols
 - Staffing
 - Resident's Agreement
 - Safety and Security
7. Community Responsiveness
 - Safety and Security and Nuisances
 - Issue Resolution Process

1. Overview

Atira Property Management Inc was incorporated in 2002 and is a wholly owned for-profit subsidiary of Atira Women's Resource Society. All net profits earned by the property management company are donated to Atira Women's Resource Society (AWRS) to support its social profit activities. Atira Property Management also hires staff with significant barriers to employment, one of the largest Canadian employers of people who are marginalized.

Aa'yin in is a Nisga'a word that means "to heal" For proper pronunciation: <https://www.firstvoices.com/explore/FV/Workspaces/Data/Nisga'a/Nisga'a/Nisga'a/learn/words/968b20aa-12ae-4fe1-87e1-9874f1ca523d>

Aa'yin in provides rooms for up to 72 residents and in particular, Aa'yin in provides supportive transitional housing to First Nations, Métis and Inuk residents who struggle with substance use and the resulting mental and spiritual wellness, and who wish to reduce or stop substance use and are seeking a supportive environment in which to achieve same.

Shared amenities include:

- A lounge/TV room
- A kitchen
- Laundry
- Bathrooms

2. Housing Objectives

Aa'yin in will provide a transitional, supportive housing program that honours and validates residents. We will nurture belonging, influence and purpose in all residents who live at Aa'yin in . We will operate within a relationship-based model of care where desired outcomes are achieved through collaborative relationships and where program participants and their support networks/families are at the center our practice.

Relationship-Based Care Principles

- The essence of caring is human connections: harmony, healing, and spirit;
- Informed caring is knowledge and skills;
- Everyone has a valuable contribution to make;
- Relationships between program participants, their support networks/families and staff are at the heart of service delivery;
- Knowledge of self and self-care are fundamental requirements for quality care and healthy interpersonal relationships;
- Healthy work relationships and environments result in high program participant and staff satisfaction;
- Residents are most satisfied when their roles and daily work practices are in alignment with their personal and professional values;

- Empowerment and ownership of work and practice are essential elements of Relationship-Based Care;
- Transformational change happens one relationship at a time.

Aa'ín in will house residents who are marginalized by their experience of anti-indigenous racism, colonialism, residential schools, homelessness, poverty, struggles with substance use, including prescription medication, struggles with mental wellness related to their experience of violence, and chronic health issues. Aa'ín in will also contribute to a healthier neighbourhood by enhancing the quality of residents' lives and supporting them to more fully participate in their community, which will include an invitation for neighbours and neighbourhood residents, faith groups, businesses, other groups, and organizations to become involved in-service delivery.

3. Housing Goals

APMI is committed to working closely with the community toward the effective provision of supportive housing to residents in order to achieve the following goals:

1. *Create Belonging thereby honouring our human need to connect with others:*

Residents who live at Aa'ín in will be encouraged and supported to form a group identity and view themselves as a critical piece of a larger community. They will be encouraged and supported to build meaningful relationships with each other, with staff, with neighbors and volunteers, making Aa'ín in their home. They will be encouraged to support one another. Aa'ín in will also support belonging by:

- honoring residents' existing support networks including family, however residents define family for themselves;
- encouraging and supporting the creation of new relationships;
- working together to make Aa'ín in the best possible place to live;
- encouraging and supporting group interactions and problem solving, which builds community;
- creating the space and opportunity to make decisions as a group, supporting residents to build new memories together and enjoy sharing them with others.

2. *Creating residents' Influence over their environment by facilitating freedom of choice:*

Residents will have influence over their environment through participation in household management, service delivery and daily operations

- providing a simple, consistent and routine environment making it possible for residents to choose when and where to participate.

3. Supporting Purpose in life by engaging residents to the utmost of their abilities:

Having a purpose/making a difference in the world around us drives us throughout our lives. Residents who live at Aay'in will be expected to allow others to contribute to their lives.

Residents will also have an opportunity to give back to those they interact with by acting as mentors and or by forming meaningful relationships. Purpose will also be realized by:

- the small scale of the building coupled with the nurturing of a strong group identity, allowing all residents to define and form a place for themselves;
- encouraging residents to acknowledge their appreciation for one another;
- supporting residents to be involved fully in the service delivery in their home and through their contributions, be able to form a lasting legacy they can feel proud of.

4. Programs

Referrals	<ul style="list-style-type: none"> • Referrals to Aay'in will be coordinated by APMI staff, who will accept referrals from BC housing, the VCH Intake Team as well as from other APMI programs and other non-profit and community organizations. Final decisions will be made by APMI staff, based on APMI's mission and mandate and Aay'in's specific housing objectives.
Support	<ul style="list-style-type: none"> • Primary support will be provided by support workers who are on site 24 hours each day; seven days each week. • A knowledge keeper will be hired to support the program, staff and residents. • APMI will offer cultural supports defined by the residents and informed by the knowledge keeper, SMART recovery group meetings, and other programming based on input from residents. • APMI will offer a land-based healing program in partnership with AWRS and other relevant agencies. • Support will also be provided by a defined group of partner agencies, all with expertise in specific areas including violence and trauma, addictions, health care, mental wellness, etc. and all of which are gender responsive and culturally appropriate.
Treatment	<ul style="list-style-type: none"> • APMI will offer SMART groups at minimum, three times each week to residents who wish to participate. • Detox will be provided on site, when safe for residents and staff.
Medications	<ul style="list-style-type: none"> • Medication regimes are primarily the responsibility of the residents who live at Aay'in and will be supported by APMI staff. • A medication support system will be available to residents who require assistance to achieve independence in this area.

Liaison	<ul style="list-style-type: none"> • Staff will refer to and liaise with the Ministry of Health, the Vancouver Coastal Health Authority and in particular indigenous Health, Kílala <i>Lelum</i>, Vancouver Aboriginal Health, VACFSS, MCFD, the Ministry of Social Development and Social Innovation, as well as other relevant First Nations, Métis and Inuit agencies; • APMI will provide educational resources for program participants re: BC benefits, mental wellness, addictions, and medical conditions. • <i>Staff will work with host First Nations in an effort to honour local welcoming and hosting cultural practice.</i>
Life skills	<ul style="list-style-type: none"> • staff will provide group or individual support, life skills education and training on such issues as: <ul style="list-style-type: none"> ○ household management and meal preparation ○ conflict resolution skills ○ budget management ○ personal rights /empowerment/self-advocacy ○ peer support programming to complement existing staffing and support services.

5. Community Liaison

Contact Information

The Program Manager, as the designated community liaison, is responsible for addressing any issues related to the ongoing operation of Aayin in Transitional Program. Her contact information is as follows:

Name: Program Manager

Phone: 604 xxx xxx, during normal business hours (9:00 a.m. to 5:00 p.m.) 604.803 1920 cell phone for after-hours calls (emergencies only)

Email: aayin@atira.ca

Mail: Aayin
c/o Atira Property Management Inc.
405 Powell Street, Vancouver, BC V6A
1G7 www.atira.ca

The secondary designated liaison is:

Name: Chauncey Carr, Director, Supportive Housing & Tenant Relations

Phone: 604.681.4437 x.130

Email: chauncey_carr@atira.ca

Mail: Atira Property Management Inc.
405 Powell Street, Vancouver, BC V6A
1G7 www.atira.ca

604.928.3366 is a 24-hour cell-phone number available to community members who wish to contact staff at Aay'in in to report an emergency problem.

Community Advisory Committee

APMI may establish a Community Advisory Committee to ensure there is open communication and that community issues are dealt with.

Aay'in in community advisory committee (CAC), should one be required, will be a group of community agencies and representatives formed to partner with APMI. It will have an advisory and referral role, not a decision-making role, and will fulfill its purpose by being solution-focused and responsive to community issues. Members will operate in agreement with Terms of Reference they have established.

If required, Aay'in in CAC will meet monthly to start, then as determined by the CAC. This schedule may change from time-to-time, based on the advice of the CAC, but would meet no less frequently than semi-annually.

The purposes of the committee would be to:

1. provide support to APMI in its commitment to meeting its goals with Aay'in;
2. address the impact Aay'in in has on the community and provide input to address issues;
3. review APMI's response to complaints; and
4. act as a liaison between APMI and the neighbourhood/community.

Membership on Aay'in in CAC would be comprised of the following, plus an alternate:

1. APMI (2)
 - APMI senior management representative (1)
 - Aay'in in Program Manager (1)
2. City of Vancouver (2)
 - Social Development Department (1)
 - Vancouver Police Department (1)
3. Community Representation (5-8)
 - Community-Serving & Government Agencies including:
 - Vancouver Coastal Health, Aboriginal Health (1)
 - Kílala Lelum Health Centre
 - Vancouver Native Health
 - BC Housing (1)
 - Ministry of Social Development and Social Innovation (1)

- Community Residents & Business Owners (2-3)
 - An immediate neighbour (1)
 - The relevant Business Improvement Association (1)
 - Aayin in Program Participant (1)

6. Management Protocols

APMI is committed to the following management protocols to reduce the potential for harm or nuisance to residents, neighbourhood individuals and property from the operation of Aayin in and, where necessary, to take appropriate actions to address issues within its control.

Staffing

1. Regular operating staff numbers will include two support workers on site at all times (24/7), allowing for an immediate response to any issues as they arise. Staffing levels will be reviewed regularly to determine if adjustments are warranted;
2. In addition, there will be a full-time program manager as well as a full-time community outreach worker typically on-site Monday - Friday;
3. Staffing support will also be provided by partner agencies, each of which will undertake a Memorandum of Understanding, outlining their commitment and specific services to be provided at Aayin in ;
4. Staff responsibilities: include receiving referrals; managing all program participant issues, including incoming and outgoing program participants; liaising with mental health and addiction services, as well as other relevant community services; working with residents to achieve their goals; offering 16-Step groups, Cultural support groups and other supports related to managing substance use and mental wellness; coordinating and delivering recreational opportunities; and medication support duties as requested;
5. Staff experience and educational level requirements will be as follows:
 - Extensive experience with a population similar to Aayin in program participants;
 - All staff have undergone a reference and background check including a criminal record review;
 - All staff members are trained in APMI's established risk management procedures;
 - All staff members are oriented to protocols within The Operations Management Plan, including responsiveness to residents' safety and community concerns.

Program Participants' Terms of Residency Agreement

Program participants will be required to sign a housing agreement which will include specific information about Aayin in program, program participant rights and obligations of living at Aayin in and "good neighbour" expectations that will clearly outline grounds for being asked to leave Aayin in .

Safety and Security

As part of its commitment to operating this project, APMI has established the following set of protocols to ensure the safety and security of residents and children, staff, and the community. In case of immediate danger inside or outside of the facility, 9-1-1 will be called.

Exterior Perimeter Security	<ul style="list-style-type: none"> 24-hour on-duty staff will allow the monitoring of all activity in and around the house, responding as necessary. Any suspicious activity will be immediately reported to the VPD
Interior Security	<p>all exits are alarmed and monitored by staff. there will be no visitors.</p> <p>APMI has a response plan with protocols for staff to follow in respect to potential safety related events that could occur – staff are trained in these procedures the Community Advisory Committee will be consulted in the development of and informed of APMI’s response plan</p>
Police Liaison	<ul style="list-style-type: none"> APMI will maintain regular communication and consultation with the VPD through a designated liaison; The 911 and Mental Health Emergency Services systems will be used in all situations involving violence or potentially volatile situations
Criminal Activity	<ul style="list-style-type: none"> APMI will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to police.

7. Community Responsiveness

APMI will ensure that careful consideration is given to any concerns or issues expressed by program participants and members of the community about the facility and will take appropriate actions to address problems within its control.

The goal of being responsive to the program participants and community is to ensure, as much as possible, that program participants are safe and respected and that the community has positive and helpful experiences with Aay in Transition Program. The secondary goal is to ensure that continuous quality improvement issues are made evident, so they can be addressed.

Safety, Security and Nuisances

Any situation that affects the safety and security of program participants, staff or a member of the community will be dealt with immediately, following the protocols set out in the “Safety and Security” section of this document. The procedures below will be followed to address community concerns:

1. When a complaint comes in, the appropriate staff will acknowledge the question or concern with a rapid response.

2. In cases where staff cannot respond to the question or concern to the satisfaction of the individual, the issue will be brought to APMI senior staff to address, following the Complaints Resolution Process.
3. In most cases, Aay'in in 's support workers should be able to resolve the issue to the satisfaction of the individual. Where the issue is not resolved satisfactorily, the individual has the option of launching a complaint, following the issues resolution process outlined below.
4. All complaints or incidents will be logged, and this information will be shared with the Community Advisory Committee, as applicable.

Complaints Resolution Process

Atira understands concerns may arise about how we conduct ourselves with respect to our housing and related support services. We trust this complaint resolution process allows you the opportunity to be heard and allows our staff the opportunity to best hear your concerns. Our intention is to always act in the best interests of ALL of the people we house and support. We understand you have the right to raise your concerns and that we have a responsibility to carefully consider your concerns and to respond. Some examples of concerns that could arise include the following:

- You believe you are being harassed, discriminated against or threatened;
- You believe you are not being treated with respect and dignity;
- You believe you are being treated unfairly;
- You believe you are being excluded from planning/decision-making that concerns you;
- You believe staff are being unclear in stating expectations of tenants;
- You believe staff or programs are not living up to Atira's stated mandates and/or commitments;
- You are dissatisfied with Atira's services at any level.

All concerns and/or complaints will be dealt with fairly, promptly and where appropriate, in confidence. A resolution means ALL parties involved in the complaint are heard and fully involved in the process. If the resolution is not what you were hoping for, it does not mean there was no resolution. Whatever the outcome of a complaint, our priority is to reach a resolution that benefits everyone Atira serves and one that honours Atira's commitments and mandate. It is also Atira's priority to ensure all resolutions, solutions and decisions are properly explained to and understood by everyone involved.

4. *Step One, Informal Review:*

You are always encouraged to resolve your complaint informally and directly with the person you have concerns about or whose behaviour caused your concern. In most cases, this is the fastest and easiest way to work things out. If you are unable to resolve your complaint informally or directly or if you feel uncomfortable doing so, you may choose to go to Step Two of the Informal Review by speaking with the program or building manager.

5. Step Two, Informal Review:

The program or building manager is closest to the situation and so in most cases is best able to find a quick and satisfactory resolution. As s/he will want to find the facts of the complaint, the manager may need to ask others for their input. The results of the review will be shared with you in a meeting. If you are unable to resolve your complaint by speaking with the program or building manager or if you feel uncomfortable doing so, you may request a Formal Review.

6. Step Three, Formal Review:

A Complaint Resolution Committee will be formed to review your complaint. The Committee will include two managers from buildings other than the one where your complaint arose as well as a staff person from Atira's administrative team. The Committee will be made up of individuals who have had no involvement in any matters related to your complaint. The Complaint Resolution Committee will work to find the best solution for everyone involved, which may include speaking with all parties. They may also request a meeting, giving everyone an opportunity to come together to find a resolution. Whichever process they adopt, they will speak with you to provide an explanation of both the process and resolution and you will receive a

letter documenting their process, resolution, follow up as applicable and reasons for all of their decisions and actions. To start a Formal Review, you can:

- ask the program or building manager to assist you,
- email your request to complaints@atira.ca, which goes directly to the administration office, or
- write a letter to:

Complaints Resolution Committee
C/O The Property Management
Assistant Atira Property Management
Inc.

405 Powell Street, Vancouver, B.C. V6A 1G7

7. Step Four, Administrative Review:

If you feel your complaint was not resolved by the Complaints Resolution Committee and it is of a serious nature, you may request your complaint and the resolution adopted at Step Three be forwarded to the property manager for an Administrative Review. You may or may not be granted an Administrative review; it is the decision of the property manager after speaking with you, the Complaints Resolution Committee and reviewing the documentation. Only very serious issues will reach this step. If your request for an Administrative Review is denied, you will receive a letter informing you of the decision and reasons. If the property manager reviews your complaint, you will receive the results of the review and the resolution in writing. To request a Step Four, Administrative Review, you can:

- ask the Complaints Resolution Committee or the program or building manager to assist you,
- email your request to complaints@atira.ca or
- write a letter to:

Property Manager
(Complaints) Atira Property
Management Inc.,
405 Powell Street, Vancouver, B.C. V6A 1G7

8. Step Five, CEO Review:

If you have been through Step Four and have met with the property manager or received a letter denying an Administrative Review and you still feel your complaint did not receive proper consideration, you may request in writing to have your complaint forwarded for a CEO review.

The CEO will review the documentation from all steps of the process and may request a telephone or in-person meeting with you. You may or may not be granted a CEO Review; depending on the seriousness of your complaint and the thoroughness of the complaints' resolution process leading up to your request for a CEO Review. It is the decision of the CEO whether your complaint will be considered for review. If your request for a CEO Review is denied, you will receive a letter informing you of that decision and reasons. If the CEO reviews your complaint, you will receive the results of the review and the resolution in writing. To request a CEO Review, you can:

- ask the property manager or the program or building manager to assist you,
- email your request to complaints@atira.ca or
- write a letter to:
The CEO,
Atira Property Management Inc.,
405 Powell Street, Vancouver, B.C. V6A 1G7