

MEMORANDUM

February 10, 2023

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Armin Amrolia, Deputy City Manager
Karen Levitt, Deputy City Manager
Rosemary Hagiwara, Acting City Clerk
Maria Pontikis, Chief Communications Officer, CEC
Teresa Jong, Administration Services Manager, City Manager's Office
Mellisa Morphy, Acting Chief of Staff, Mayor's Office
Trevor Ford, Director of Operations, Mayor's Office
David Grewal, Senior Advisor, Mayor's Office

FROM: Theresa O'Donnell, General Manager, Planning, Urban Design and Sustainability
Sandra Singh, General Manager, Arts, Culture and Community Services

SUBJECT: CD-1 Rezoning: 2518-2540 Grandview Highway South – Operations Management Plan

RTS #: RTS 15411

On January 17, 2023, Council referred the above-noted rezoning application to a Public Hearing. The rezoning application is to develop 64 units of deeply affordable social housing as part of the Memorandum of Understanding executed by BC Housing, Canada Mortgage and Housing Corporation (CMHC) and the City to deliver supportive housing on City-owned sites. If approved, all of the units would be secured at the shelter component of income assistance with on-site and in-reach support services. BC Housing and the City of Vancouver selected an experienced non-profit housing provider to operate the housing development through a Request for Proposal (RFP) process, led by BC Housing in 2021.

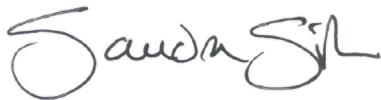
After referral, staff received a draft Operations Management Plan (OMP) from the operator, Community Builder's Group. An OMP outlines basic housing objectives and operating procedures to ensure the safety and security of residents and the surrounding community. It is typically provided by the applicant as a condition of the development permit. However, the operator has developed a preliminary draft OMP at this early stage of the project to proactively

respond to and address potential operational questions or concerns from the community. The draft OMP is attached in Appendix A.

This memo will form part of the February 14, 2023 Public Hearing agenda package and will be available for public view.



Theresa O'Donnell
General Manager, Planning, Urban Design and Sustainability
604.673.8434 | theresa.o'donnell@vancouver.ca



Sandra Singh
General Manager, Arts, Culture and Community Services
604.871.6858 | sandra.singh@vancouver.ca



COMMUNITY BUILDERS
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Appendix A – Operations Management Plan

Grandview

Operations Management Plan
Permanent Supportive Modular Housing

2023

Overview

Our Mission

Community Builders provides safe and supportive low barrier housing and shelter to individuals experiencing homelessness or barriers to accessing housing in the Greater Vancouver Area. We strive to provide individuals with the support and resources they need to succeed in housing through the use of an empowerment approach which is grounded in empathy, compassion and dignity.

Community Builders has provided safe and supportive housing since 2001. Today, we house over 700 individuals across our modular housing, complex care, single room occupancy and shelter sites. In partnership with BC Housing and Vancouver Coastal Health, we are proud to provide wraparound support which is holistic and strengths-based at many of our sites, a move that makes housing increasingly more accessible to those who have traditionally experienced the highest barriers to housing. By striving for excellence in compassion, we aim to reduce homelessness and to ensure that no one is left behind.

Our Values

Community Builders stands behind the following core values and philosophies and these values and philosophies are imbedded at all levels of our service delivery:

- (a) Empowerment
- (b) Respect for the inherent dignity and worth of our residents
- (c) Trauma-Informed Care
- (d) Culturally Safe Care

Our Programs

The Grandview Site will provide permanent and supportive housing to 64 residents who are at risk of or currently experiencing homelessness in the immediate area who would benefit from Community Builders support and services.

Shared amenities include:

- Shared laundry facilities
- A lounge with a shared television, computer and telephone access
- A dining area
- An outdoor space
- Bike storage
- Parking

Whole Life Housing

All Community Builders housing uses a **Whole Life** program model whereby the goal of housing is to provide residents with the tools they need to succeed in independent housing. The Whole Life program model is person-centered and involves:

- Case planning, including determining needs and wants. Residents are encouraged to self-identify support gaps, such as primary care, substance use treatment, or income needs, and staff assists them in filling these gaps
- Advocacy, including liaising with third-party providers and the residents' self-identified circle of care
- Housing retention, including addressing issues that have led to eviction in the past or proactively identifying and addressing problems that could lead to eviction in the future

Meal Program

Community Builders offers a meal program at each of its sites. Our meal programs provide 2 nutritious meals a day to all residents. To achieve this, we will employ a chef to create balanced meal plans for our residents. Community Builders provides more meals than needed to ensure that residents are food secure while participating in our housing programs.

Laundry Program

Community Builders provides no-cost laundry services to all residents to promote personal hygiene and cleanliness. Depending on resident need, the home support program provides additional support to access the laundry program when required due to mobility limitations.

Home Support Program

All residents have access to the home support program on an as needed basis. The home support program provides no-cost cleaning services to residents with the goal of housing retention. Home support workers provide support with garbage disposal, linen changes, sweeping, mopping, sanitizing and decluttering. Home support workers work with residents to create home support plans which provide residents with a cleaning schedule that is custom made to meet their needs. While resident participation is not mandatory, home support workers promote the empowerment of residents through encouragement to participate in maintaining their units.

Indigenous Cultural Wellness Program

Our Indigenous Cultural Wellness program provides cultural support and services to residents who identify as Indigenous. The Indigenous Cultural Wellness program is an Indigenous-led initiative developed in collaboration with All Nations Outreach and Haisla Nation Elder Harry James Sr. with the goal of promoting cultural safety to Indigenous program participants across Community Builders. The program has successfully led several activities including day trips to the Museum of Anthropology, Healing on the Water, and has hosted Truth and Reconciliation community events. General activities include smudging, home blessings, talking circles, arts programs, cooking traditional foods, and weekly outings to Pow Wow Nights.

Life Skills Program

Community Builders staff promote life skills with monthly life skills activities designed in collaboration with residents with a focus on developing skills that will support individuals to maintain successful tenancies.

Community Liaison

Contact Information

The Director of Operations is the designated community liaison for this site. They are responsible for addressing any issues related to the ongoing operation of the Grandview site. Their contact information is as follows:

Name: Shauna Semenowich
Phone: 778-379-3940
Email: shauna.semenowich@communitybuilders.ca
Address: Community Builders
950-1130 West Pender St
Vancouver BC
V6E 4A4

The secondary designated liaison is:

Name: Julie Roberts
Phone: 778-379-3940
Email: julie.roberts@communitybuilders.ca
Address: Community Builders
950-1130 West Pender St
Vancouver BC
V6E 4A4

For emergencies outside of regular business hours, please contact the emergency on-call manager at **236-234-9911**.

Community Advisory Committee

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

The Grandview Community Advisory Committee, should one be required, will be a group of community agencies and representatives formed to partner with Community Builders for the purpose of advising and referring, not a decision-making role, and will fulfill its purpose by being solution-focused and responsive to community issues. Members will operate within the pre-established Terms of Reference.

If required, the Grandview Community Advisory Committee will meet monthly to start, and then as determined by the CAC. This schedule may change from time to time, based on the needs of the CAC, but would meet no less frequently than semi-annually.

The purposes of the committee would be to:

1. Provide support to Community Builders in its commitment to meeting its goals with Grandview;
2. Address the impact that Grandview has on the community and provide input to address issues;
3. Review Community Builders response to complaints; and
4. Act as a liaison between Community Builders and the neighborhood/community.

Management Protocols

Staffing

1. Regular operating staff numbers will include a minimum of two resident support workers on site at all times (24/7), allowing for an immediate response to any issues that arise.
2. There will be a full-time operations manager, a full-time resident support coordinator, a full-time chef and a full-time home support worker typically on-site Monday - Friday.
3. The site will be supported by maintenance personnel and a property manager who will be responsible for overseeing the building conditions and addressing any concerns in a timely manner.
4. Resident support workers will be responsible for maintaining the cleanliness of the site, providing case planning services to residents, liaising with and making referrals to third party organizations, and medication support duties. Coordinators will review

referrals and conduct intakes, manage all resident issues, and liaise with third party providers. Indigenous Wellness Workers will provide culturally relevant programming and life skills workshops. Home support workers will assist residents to maintain their units in accordance with Community Builders expectations, including completing light housekeeping tasks.

5. Community Builders will provide a Medication Management program through our partnership with CareRx, whereby staff will work with residents to ensure mental and physical wellness.
6. Monthly room inspections will ensure that units are maintained in good condition.
7. Staff will be responsible for connecting residents to primary care providers and support teams where needed.
8. Community Builders has established and comprehensive organization-wide policies, which include but are not limited to:
 - a. Critical incident reporting
 - b. Code of Conduct
 - c. Discrimination and Harassment
 - d. Anti-Violence
9. Staff experience and educational requirements include:
 - a. A current criminal background check;
 - b. A current first aid certificate;
 - c. A current non-violent crisis intervention certificate;
 - d. Completion of Naloxone training;
 - e. An understanding of the mission and values of Community Builders, including a thorough understanding of the population Community Builders is supporting;
 - f. All staff receive training regarding Community Builders policies and procedures, including responsiveness to residents' safety and community concerns.

Program Agreement

Community Builders residents will be required to sign a program agreement which includes specific information about the Grandview program, rights and responsibilities, a Good Neighbor agreement, and clear expectations for living at the Grandview site.

Safety and Security

Community Builders is dedicated to being a good neighbor and has established protocols in place to ensure the safety of residents, staff and the community. In case of immediate danger inside or outside of the site, 9-1-1 will be called.

Exterior Perimeter Security	24/7 on-duty staff will monitor activity in and around the site, responding as necessary. Any unusual activity will be reported to the police immediately.
Interior Security	All exits are to be alarmed and monitored by staff. Community Builders maintains a visitors policy to ensure that visitors are respectful of the surrounding residents and community. Community Builders has established protocols in place to prevent and respond to emergency situations.
Police Liaison	Community Builders will maintain regular communication and consultation with the VPD through a dedicated liaison.
Criminal Activity	911 will be used in all situations requiring immediate response. Community Builders will take appropriate action to prevent and to stop criminal activities, up to and including cooperating with the police.

Community Responsiveness

Community Builders will be responsive to any concerns or issues expressed by its residents and members of the community about the site and will take appropriate actions to address the problems within its control.

Community Builders has an internal community feedback protocol in place where staff are required to respond to community concerns in a timely manner. These protocols are in place to ensure that residents and community members feel safe and supported.

Safety, Security and Nuisances

Any situation that affects the safety and security of residents, staff or a member of the community will be addressed immediately, following the protocols set out in the safety and security section of this document. The protocol 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. If within the control of Community Builders, staff will address the issue within a reasonable timeframe.
2. In cases where staff cannot respond to the question or concern to the satisfaction of the individual, the issue will be escalated to senior management to address the issue and senior management will follow up with the concerned individual.

Complaints Resolution Process

Community Builders maintains a dispute resolution process to ensure that residents' complaints are dealt with promptly and in an unbiased manner.

Residents are provided with a written description of the dispute resolution process and a Resident Dispute Resolution form upon admission. Staff are responsible for advising residents of their rights and of the grievance procedure, including that a staff member will assist them to complete the form and file the grievance if necessary.

All grievances shall be documented and reported to Senior Management on a quarterly basis for presentation to the Board of Directors and a copy of the grievance shall be placed in the residents' file.

Procedure

1. Residents are encouraged to bring their complaints to an on-site staff member immediately. The receiving staff will attempt to work with the resident to resolve the issue using active listening and de-escalation skills.
2. If the complaint is not resolved, or if the resident chooses not to bring their complaint to a staff member, the resident may request to speak with a manager or provide them with a written complaint in a sealed envelope.
 - a. Receiving staff will provide the resident with a **Resident Complaint Form** and an envelope
 - b. Receiving staff will provide the sealed envelope to their Coordinator or Supportive Housing Manager

3. If the complaint is not resolved at step two, or if the complaint involves the Manager, the resident may request to speak with the Director or provide them with a written complaint in a sealed envelope.
 - a. Receiving staff will provide the resident with a **Resident Complaint Form** and an envelope
 - b. Receiving staff will provide the sealed envelope to their Coordinator or Supportive Housing Manager for delivery to the Director
4. If the complaint has not been resolved at step three, the resident can ask for a review. The Review Committee will include one Director, one Manager, and one worker from another program(s). If the resident making the complaint agrees that the issue has been resolved then the resident will be given something in writing that outlines the resolution.
5. If the complaint is not resolved at step three or four, the resident can make a written complaint to the Executive Director. The Executive Director will review the complaint and decide on next steps and communicate these steps to the resident making the complaint. Decisions at this level are final. If the person making the complaint wishes to further appeal after this step, they will be provided with information about how to contact appropriate external authorities.