

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: 1925 Southeast Marine Drive – Operations Management Plans

RTS #: RTS 15412

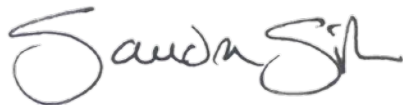
On January 17, 2023, Council referred the above-noted rezoning application to a Public Hearing. The rezoning application is to develop 72 units of deeply affordable social housing as part of the Memorandum of Understanding executed by BC Housing, Canada Mortgage and Housing Corporation (CMHC) and the 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, the Kettle Society. 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.

A handwritten signature in black ink, reading "Theresa O'Donnell". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

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A handwritten signature in black ink, reading "Sandra Singh". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

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The Kettle Society

Strength through mental health

Marine Drive
SUPPORTED APARTMENTS
Operations Management Plan

The Kettle Friendship Society
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Vancouver, BC V5L 2H3
www.thekettle.ca



MARINE DRIVE Operations Management Plan

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MARINE DRIVE Operations Management Plan

The Operations Management Plan for Marine Drive Supported Housing Program provides an overview of Kettle Society commitment to operating a supported housing program for clients who are homeless/at risk of homelessness. The Kettle Society works collaboratively with Program Participants to build life skills, support client autonomy and foster community integration. Our supportive housing buildings offer regular day programming for service users both within and beyond the supportive housing unit. This helps create a sense of community between clients and the greater surrounding community. Programming can include social gatherings, life skills (shopping, nutrition, budgeting, meal planning), exercise or culturally relevant community events and activities. For example, our clients have gone ice skating, hiked in local parks, and enjoyed cultural events such as the Talking Stick Festival and Caribbean Days. These outings and activities provide program participants with opportunities to reconnect with the community around them.

Our staff work one-on-one with service users to complete Individual Service Plans in order to identify personal areas for growth. Staff work alongside service users to navigate systems and connect individuals to mental health, healthcare, addictions, cultural and employment services. This can also include outreach support to appointments or navigate the transit system in order to eliminate barriers to accessing services.

When tenants enter our program, we have them sign a Good Neighbor policy which is explained to them by staff. With our most recent buildings, we set up a community advisory committee that includes community members, police, mental health supports, and the BIA where we report all community complaints and how they were addressed.

The Kettle values service user's autonomy, therefore it is crucial for them to have a voice and the ability to make meaningful choices for their own lives. We work collaboratively with clients to give them a voice in regards to the kind of housing and support (financial, professional, and cultural) they receive with the goal of empowerment. We feel that empowering clients by increasing their input into, choice of and access to appropriate services helps develop self-esteem, confidence, self-worth as well as recovery and resilience. If we feel the applicant that has been chosen might not be a successful match for the program, we bring our partners together to discuss. Our goal is for the individual to have a successful housing experience.

We have a key staff working with the participants to ensure it is the housing they want, they are excited and understand the expectations of them in the housing program. We work with applicants in the community prior to move-in to build trust and rapport and show cross over support with their current support people. We want move in to the program to be as supportive as possible. Moving into a new situation is scary for individuals, especially homeless/homeless at risk who have not had positive landlord relations.

When selecting program participants, we work closely with BC Housing Orange Hall, City of Vancouver and Foundation Tenant Committee and Mental Health and Substance Use Housing Services as needed to determine individuals are housed in the correct program with the right amount of supports. The use of the Vulnerability Assessment Tool also assists us determine program fit, we also utilize depending on the program a Mental Health Assessment to ensure we



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develop a thorough Case Plan for the individual moving in and that we have the correct Behavioral Care Plan for the individual as well. Once a participant has been selected for a specific program, we bring them in for a site tour to ensure they like and would want to live in the location. Participants are able to bring a support person with them for these tours as we want them to feel welcomed and we want the process to be as transparent as possible.

Part 1: THE KETTLE – EXPERIENCE AND REPUTATION

The Kettle Friendship Society has been operating for 45 years. Our mandate is to work with individuals who have mental health issues by giving a variety of support services in the community. The Kettle's approach is to support individuals to build self-esteem and then give options for rehabilitation and recovery. Our approach is based upon the empowerment model, using a client centered approach. We also work with the community to help break down stigma around mental illness and co-occurring disorders.

The Kettle Friendship Society main head office is located off a very prominent shopping, tourist and commercial area of East Vancouver, Commercial Drive, which gives us an acute awareness and understanding of the importance of the good neighbour policy, maintaining good relationships with our neighbours and working with our members on respecting the outlining area as part of respecting the Kettle as a whole.

MISSION→ *The Kettle – Supporting people with mental illness to lead healthier lives*

- We provide housing, employment, advocacy and support services.
- We raise awareness of mental health issues and break down barriers for people with mental illness.
- We promote inclusion of people living with mental illness in all aspects of society.
- We use the expression "mental illness" to relate information to the general public. We acknowledge the stigmas and barriers associated with the use of this language.

MEMBER DRIVEN SERVICE DELIVERY MODEL

The member driven service delivery model at The Kettle reflects the following service principles:

- The right of individuals to make choices in their own lives.
- A holistic approach to voluntary participation and harm reduction.
- Working without judgment but within clear boundaries.
- Placing our members and service users at the centre of our service delivery model.

KETTLE COMMUNITY SERVICES

Drop-In Centre: The Kettle Drop-In is open 365 days a year. The meal program serves over 26,000 meals to 3,600 individuals annually including every holiday. The Drop-In offers a women's lounge, hot showers and laundry facilities, clothing store, computer room, recreational activities,



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cooking classes and special events. The Kettle Drop-in life skills training and leisure social-recreational activities last year had over 45,000 visits.

On-Site Health Clinic: The Kettle Health Clinic is a safe and accepting place to get medical help. Everyone is welcome, no care card is required.

Advocacy Services: The Kettle Advocacy provides much needed information, support and representation to resolve income, housing and family law issues. We have one advocate who specializes in family law disputes and landlord/tenancy issues. Our Advocates also help to resolve debt, welfare, tenancy, and child and family disputes.

Outreach Program: The program provides outreach services to Kettle members in treatment facilities – hospital, mental health teams, detox and treatment centres – through weekly visits. The outreach staff work with hospital staff and social workers on the community care plan to bridge members back into the community successfully.

SEED Employment Program: The SEED Program assists individuals with chronic mental health issues to build the vocational skills, confidence and stamina necessary to make the transition from unemployment to satisfying work opportunities. The program has successfully employed clients in long and short term positions in the following job sectors: landscaping, kitchen preparation, painting, moving, photography, janitorial, esthetics, and office work.

The SEED Program is also part of a creative partnership with the Commercial Drive Business Improvement Association. The “Clean Team” has been keeping Commercial Drive clean five days a week since 2003, and gives participants an opportunity to learn new skills and to interact with the community.

Volunteer Programs: The Kettle welcomes volunteer involvement. We are committed to respecting the contribution volunteers make in allowing us to enhance our services.

Recovery Café: Recovery Café is a new program of The Kettle building a community of support for people in recovery. We offer support, advocacy, programs and activities in a café like setting for our members. The café is not a drop-in but is a membership based program. Membership is free but there are expectations of membership such as attending a weekly Recovery Circle and contributing to the operations of the café. While the focus is on addiction recovery we also are inclusive of those recovering from trauma, homelessness, mental illness and grief and loss. At the café we say everyone is in recovery from something. Membership is open to anyone 19+ looking for recovery support. We are open to members 9:30-4:30 Monday through Friday.

ENVIRONMENTAL SERVICES:

The Kettle Society has been providing quality property maintenance services to our tenants and members for over 20 years. This includes service to over 250 units of supportive housing for people who have lived experience with mental illness, addictions and/or homelessness. During this time, The Kettle has developed preventative maintenance strategies for existing equipment,



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major asset and replacement reserve plans. Beyond this, the Environmental Services department works to ensure that tenants receive quality care that supports the retention of their housing.

With the new LEED Gold projects that The Kettle operates, mechanical and building systems have become more complex and require a higher degree of monitoring and upkeep. The Kettle has risen to this challenge, overseeing buildings with DDC systems and complex HVAC systems using heat pumps, HRVs, MAUs and the like all monitored and controlled for optimal performance.

HEALTH AND SAFETY:

The Kettle Environmental Services department works closely with the Kettle Health & Safety Officer to ensure that all provincial and WorkSafeBC safety guidelines and regulations are met. This includes ensuring that Food Safe standards are met, including staff training, purchase and use of appropriate supplies and equipment. Environmental Services also works closely with the Health & Safety Officer on Occupational Health & Safety matters, taking an active role in all committees, following up with new inspection related issues, and consulting with the OHS teams on policy and guidelines.

The Health & Safety Officer ensures that all contractors retained for service possess the required insurance and are in good standing with WorkSafeBC. They also continually research and update the organization on any new developments with respect to the supplies and equipment we use, providing information such as product recalls and updates on SDS sheets. The Health & Safety Officer tracks Incident Reports and makes recommendations to mitigate risk and to improve the organization's overall health and safety.

KETTLE HOUSING:

The Kettle Society supports 400+ units of housing. Our Housing & Licensed Care programs provide individuals with housing that feels like home.

1. Peggy's Place:

Peggy's Place is a ten-unit, one-of-a-kind transition home designed to meet the needs of women suffering from mental illness, who have also experienced domestic violence or homelessness. The two-storey building contains ten units, TV lounges, and other common areas; a large kitchen and dining room; and an outdoor terrace with flower and vegetable gardens. Each room is equipped with basic furnishings, linens, and towels. A shared washroom is located on each floor. The building also contains an accessible unit and elevator in order to accommodate residents with mobility issues.

A caring team consisting of a Manager, full-time Psychiatric Nurse, part-time Advocate, and Mental Health Workers, is available to residents 24 hours a day, 7 days a week. The team provides personalized mental health and substance use support, and services to meet the complex needs of Peggy's residents.



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The focus of the program is on promoting healthy behaviours, while understanding the role that a mental illness and/or substance misuse issue can play in shaping a person's behaviour. It follows a harm reduction approach, which involves working with residents to minimize ways in which they may harm themselves in their day-to-day lives and working to overcome the violence and/or trauma they have experienced. As part of this approach, staff monitor the health of each resident on a daily basis to identify their capabilities and needs, and actively intervene as needed.

2. Friendship Court: (Operated in Partnership with BC Housing)

Opened in 1998, Friendship Court (a Kettle Enhanced Supported Apartment), provides housing along with 24-hour support, daily medication monitoring, and a meal program to residents who have severe and persistent mental illness. Our Friendship Court building includes 15 bachelor, 1 one-bedroom, and 2 two-bedroom units.

3. Triumph Apartments: (Operated in Partnership with Sanford Housing Society)

Opened in 2001, Triumph Apartments (a Kettle Enhanced Support Apartment) provides 15 bachelor units along with 24-hour support, daily medication monitoring, and a meal program to residents who have severe and persistent mental illness.

4. Taylor Manor:

Taylor Manor is a 56-unit supportive housing building provided for low-income adults with serious and persistent mental health issues who are also living with homelessness. The renovated 3-story Tudor Revival-style building homes 56 residents. Taylor Manor staff are on-site 24 hours a day, 7 days a week. Residents can access daily meal programs, life skills programs, assistance to appointments, and rehabilitation programs.

5. Kettle on Burrard (also known as KoB)

KoB contains 141 suites for people who are at risk of homelessness and who may also have mental health and/or substance use challenges. KoB staff are on site 24 hours a day, 7 days a week. The building offers recreational programming, and includes 20 suites for at-risk youth between the ages of 19 to 24, 10 suites for at-risk minors between the ages of 15 to 18, and 2 Drop-In Offices for youth.

6. Garden Villa:

Garden Villa is a 19-unit supportive housing building for low-income women who experience mental health issues. Garden Villa offers personalized support with help establishing and building life skills. Staff may also provide referrals to community-based services and accompany residents to services as needed. Garden Villa staff are on-site during business hours, from Monday to Friday.

We accept applications through The Kettle Society's housing program, and you will need a referral from at least one of the following: Peggy's Place, The Kettle's Homeless Outreach



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Program, BC Housing's Supportive Housing Services @ Orange Hall, and/or other Kettle housing programs.

7. Brice Apartments (Managed & Operated by Sanford Housing Society):

The Kettle provides Supported Independent Living outreach in partnership with Sanford Housing Society. The building includes 24 units for individuals with low- to moderate incomes and mental health challenges who do not require any housing supports. Eligibility is based on internal transfers from Kettle Housing.

8. Community Supported Housing Units (Supported Independent Living):

Kettle Mental Health Workers provide personalized support, regular visits, help with establishing goals and building life skills, and referrals to community based services for approximately 150 clients. Housing subsidies are provided by Vancouver Coastal Health.

9. Enhanced Services:

Mental Health Workers provide support when clients are struggling with the activities of daily living (ADLs). Support services include prevention/maintenance and follow up procedures pest infestations, hygiene support, suite cleanliness and maintenance, social support and advocacy assistance.

10. Expansion of Supported Independent Living Program

We have received funding for additional Supported Housing Units for People with physical/intellectual disabilities who also live with mental illnesses. This is the first pilot project of its type, where a client doesn't get placed in either the mental health or people with disabilities stream of housing. We are supporting individuals in the community from a holistic approach.

PART II: MARINE DRIVE PROJECT

Marine Drive will contain 72 self-contained bachelor apartments, subsidized suites with the protection of the Residential Tenancy Act.

Each studio apartment will have a four piece bathroom and a small kitchen. The main floor will consist of common amenity spaces such as a commercial kitchen, dining area for residents, common rooms such as TV lounge/library space, computer stations, reading spaces and laundry facilities.

There will be an outdoor private landscaped space to provide residents a private green space for tenant enjoyment and a rooftop patio for programming and garden group.

All tenants will be homeless or homeless at risk and may have mental health and addiction issues. In selecting the tenant community, The Kettle's experience shows that it is important for the



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building to have a mixture of tenants with varying support needs. This increases the opportunity to develop a safe balanced community.

The goal is to offer a mix of transitional housing and long-term supportive housing as it recognizes that some tenants may need to stay indefinitely either due to their support needs or their inability to access affordable housing in the market. Our goal is to end homelessness with positive outcomes for the individuals, not just supplying a roof over their heads.

PROGRAM MODEL:

The Program model that will be used at Marine Drive is the Enhanced Apartment model.

It is a blend of independent living with client's having their own secured apartment. However, through programming having the necessary personalized support's in place for client's to maintain their tenancy while building life skills.

The philosophy of the Kettle housing is to offer the highest level of client centered individualized support needs and services – building confidence and self-esteem. This gives the tenants the best chance for success.

The following are services that will be offered for the residents at Marine Drive:

- Marine Drive will be staffed 24/7 with mental health workers. Building security allows tenants to come and go as they want, but visitors have to be buzzed in by staff.
- One communal meal daily meeting heart smart guidelines will be provided to all tenants.
- When staffing levels allow, Mental Health Workers will assist tenants one-on-one with life skills building in areas such as shopping, cooking, cleaning, social, spiritual, medication compliance, budgeting, and personal effectiveness. These successes are tracked in the yearly reporting.
- Group life skills and recreation programs promote knowledge, psychosocial and interpersonal skills and social interactions to help people learn to function and lived independently in our communities. The groups that we will consider offering with tenant feedback are: cooking group, baking group, walking group, swimming program, Friday night social, art program, beauty night, music group, games night, movie night, bingo, book club and gardening group. These group help build friendships and community.
- When staffing levels allow, Mental Health Workers will assist in transitioning tenants comfortably into community. Mental Health Workers support residents in assisting them in getting activated in their neighbourhood in areas such as; transit, banks, health clinics, mental health team, library, recreation centres, grocery stores.

PROGRAM GOALS:

- Creating a space and opportunity for tenants to thrive in a stable and safe home environment.
- Tenant achieves their personal goals or receives relevant/desired support services.
- Tenants maintain independent tenancy by acquiring personal confidence, self-esteem, social supports and the necessary skills for daily living.



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- For tenants to build trust and hope in their community.
- Through the acquisition of life skills, support and skill building the potential to transition those individuals that are capable into market or less supported housing.

CREATING A COMMUNITY

The Kettle strives to ensure a safe and welcoming community in all of its facilities. All tenants, members and staff are expected to follow the Kettle norms, rules and policies and to treat everyone with respect, consideration and safety (for example, no violence or threats of violence, no harassment, including intimidation).

PROPERTY MAINTENANCE/ENVIRONMENTAL SERVICES:

The Kettle Environmental Services department will ensure that the building, equipment and grounds meet all safety standards and that they carry out all preventative maintenance procedures to keep the building clean, well run and in good repair as per the operating agreement.

The department completes most projects through in-house trained staff with expertise and experience in the areas of carpentry, painting, dry walling and plumbing.

The Manager plans, coordinates, schedules, monitors and budgets for all maintenance and repairs, as well as performs jobs that require a more comprehensive skill set.

The department only uses approved GREEN Products, which is best for the environment and health of our staff and tenants, but assists in LEED points.

STAFFING PLAN:

Housing Program Staffing levels:

(1) Manager of Housing Services plus an Assistant Manager = (2) excluded Managers
And up to a total of (10) Full time equivalents housing services staff

Property Maintenance Staffing levels:

One property Maintenance Supervisor Excluded
Maintenance worker 1.6 FTE
Building staff 8.45 FTE
Up to a total of 10.05 Full time equivalent Property Maintenance staff

With the frontline staff we will offering a hot dinner meal daily and offer a warm breakfast social to help gather people in a positive, communal environment where they share stories and discuss their plans for the day. Whether people need support by staff we have found the morning social meal is a great way for tenants to get engaged in their day. We require enough programs staff to ensure key workers are in place and that we have time to complete the goals that have been laid out in the Individual Services Plans. This frontend cost pays enormous dividends resulting in the success of tenant engagement, and the fact that tenants feel there is a community they are part of and want to take care of it.



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Staff Hiring:

The Kettle seeks to hire staff who value a non-judgmental, respectful, compassionate, and client-centered approach to practice, and believe that every person has the right to the dignity of having a home. Basic requirements for employment include completion of Grade 12 or equivalent, obtaining a Community Social Services diploma (or relevant certification), 2 years of related experience (including direct practical experience working in areas such as crisis intervention, psychological rehabilitation techniques, homelessness, working with individuals with mental illness and/or addiction and/or concurrent disorders) and possessing a working knowledge of residential tenancy laws.

The Kettle also requires all new hires (full-time, part-time, and casuals) to complete the following certifications and core competencies before their first on-floor shift or the first 3-6 months of employment:

- Occupational First Aid (or OFA Level 1 Equivalent)
- Mental Health First Aid
- Kettle Policy Procedures & Guidelines Manual
- Criminal Records Check (CRC)
- Orientation Manual (incl. PIPA, Legal Recording, universal precautions)
- Non-Violent Crisis Intervention
- Naloxone Training
- HEABC Violence Prevention Models (eight e-learning modules)
- Trauma-Informed Practices
- Bullying & Harassment Training
- WHMIS (2015)
- Food Safe Level 1 (*applies only to those working with food*)

Staff Orientation and Ongoing Training:

The process of training a new employee begins with the People & Culture Department, who provides initial orientation to the organization's general principles, requirements, policies, and procedures. From there, the new staff is then provided with between 2 to 3 days of on-site training, beginning with WorkSafeBC requirements, orientation to the site, and job-specific training and shadowing.

The Kettle Society periodically offers in-house training for Mental Health First Aid, Crisis Intervention, and Cultural Sensitivity. The Kettle engages with third-party consultants for targeted instruction and training based on where needs are the greatest. We also utilize the training from the BC Non-Profit Housing Society, and a variety of other partners. We are committed to ongoing staff training and budget for this appropriately.

All employees are required to periodically review the organization's policies and procedures, and any specific work practices that the site manager deems necessary.



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REPORTING:

Yearly reporting: Upon the completion of each fiscal year end March 31, the Kettle will provide a yearly program report regarding the operations of Marine Drive. This report will contain a review of housing goals and objectives and a report of outcomes, tenant satisfaction, as well as documentation of significant issues, challenges, and trends.

SAFETY AND SECURITY

The Kettle staff, management, and operating policies ensure a safe and secure environment for tenants and surrounding community. This is achieved through building design and management initiatives. The Kettle has procedures and policies in place to address safety and security and these include:

- Kettle staff and management through policy and practise ensure a safe and secure environment for residents and staff;
- The building will be monitored at all times by 24/7 staff who will respond immediately to any safety or security issues;
- Cameras will be installed in the lobby and other strategic areas to protect the building, tenants, and staff. Staff will monitor activities by monitors in the office;
- Kettle maintains regular communication with the Community Police liaison;
- The 911 and Mental Health Emergency Services systems will be used in all situations involving potential volatile situations;
- Kettle will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to police;
- The Kettle has a response plan with protocols for staff to follow with respect to potential safety related events that could occur and staff are trained in these procedures;
- The Kettle will provide a contact telephone number for all neighbours and make number available on the exterior of the building; and
- Tenants will be required to sign a crime free addendum which outlines expectations for continued residency and will form part of the lease agreement; breach of the addendum may lead to eviction. Eviction will be the last resort as we work with tenants to preserve their tenancy whenever possible.

GOOD NEIGHBOUR POLICY

Internal Communication: A weekly Tenants' Committee meeting will be held, guided by staff, to ensure that there is effective communication between tenants and staff. Kettle will explore employment opportunities for tenants where they would help with the upkeep of the building.

External Communication: The Kettle prides itself on the relationship and history it has with all of its neighbours at all of the Kettle locations/sites. The Kettle appreciates that there are inevitably problems in new communities with marginalized populations. Kettle will outline expectations and provide an orientation for all new tenants. The Kettle is committed to:

- A Community Advisory Committee - will be established for ongoing meetings. (See attached Terms of Reference).
- Dispute resolution process – all complaints will be directed to the Program Manager who will facilitate workable resolutions of any issues caused by Kettle's tenants that are having



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a negative impact on neighbours. These will be documented and reported monthly to the Executive Director, and will be brought forward to the CAC.

- A 24/7 emergency contact number will be made available and all calls will be responded to by a staff person immediately.
- Maintaining the exterior of the building;
- Provide regular maintenance of the grounds; and
- Be responsive and receptive to any concerns that may arise.
- Resident's agreement – residents will be required to sign a housing agreement that will include resident's rights and obligations and "good neighbour" expectations.

COMPLAINT POLICY AND PROCESS

The Kettle has a formal complaint process, which is available for service recipients, family members, recipient's advocates and community members. It is a step-by-step process that is user friendly to fill out. With clear guidelines on how to submit the issue or concern with timelines regarding follow up. This form is accessible to all residents and contains an easy to understand flow chart of the process.

We welcome the opportunity to investigate and address all complaints of service delivery to support our Norms and Values, to be accountable and manage concerns raised by our service recipients and to comply with the Ministry of Health Services and WorkSafeBC to have a written complaint handling policy and procedures to address service recipient's complaints about services delivered by The Kettle Society.

The Executive Director ensures the complaint policy is followed, ensures the policy is implemented and systems are in place to respond to the complaints individually, complaints are documented, tracked and monitored for trends and that the complaints are used to identify and address service delivery issues.

24 HOUR EMERGENCY RESPONSE

A 24 hour phone number will be available to community members who wish to contact staff at the building to report a problem. The number will be made available on the exterior of the building as well as available on The Kettle website. www.thekettle.ca

The Kettle will ensure that careful consideration be given to any concerns expressed by members of the community and will take appropriate actions to address problems within The Kettle control.

The Kettle's goal of responding to community concern immediately and thoroughly, is so that the community surrounding Marine Drive has a positive and community enhanced experience with the supported housing.

EVALUATION

The Kettle strives and excels at providing efficient, effective and accountable service to its members, funders and donors. The Kettle monitors the performance of all of its programs and



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provides regular formal updates and statistics to funding partners. The Kettle is also audited annually by an external auditing firm and The Kettle values transparency in all of its services and programs.

The Kettle will monitor a range of important measureable outcomes, including tenant satisfaction, successful tenancy, as well as tenant progress in outcome measures.

PART III: MARINE DRIVE COMMUNITY ADVISORY COMMITTEE TERMS OF REFERENCE

INTRODUCTION

The Kettle Friendship Society will establish a Community Advisory Committee for Marine Drive (Marine Drive CAC). The Community Advisory Committee focus is to ensure the success of the Marine Drive Enhanced Supported Housing Apartment.

OBJECTIVE

The CAC is intended to be a forum for The Kettle Friendship Society and its neighbours to freely exchange information, celebrate successes, discuss issues and where necessary work towards constructive solutions to issues. It is an advisory group, not a decision making body, which fulfills its purpose by solution-focused and responsive to community concerns. The Marine Drive CAC will meet monthly, or as determined by the Committee. The schedule could change from time-to-time, based on the advice of the committee, but would be no less frequent than once quarterly.

SCOPE OF WORK:

To achieve this objective, the Marine Drive CAC will undertake the following activities:

- Provide guidance and support to The Kettle Friendship Society and its partners in its commitment to providing excellent supported housing and tenant programming.
- Monitor the impact of the project in the community and provide suggestions to improve the program.
- Review The Kettle response to any complaints which may be received.
- To document all positive outcomes that have enriched the community by Marine Drive supported apartment's presence, whether it is through: the tenants; staff; work programs; grounds; and/or programming. It is important to capture all the positive outcomes that Marine Drive has brought to the community; and
- Act as a liaison between The Kettle, its partners and the neighbourhood.



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MEMBERSHIP

In order for the Marine Drive CAC to be effective, it is important to have some constraints on the overall size while still trying to balance having all the necessary voices at the table. In order to provide representation from the community, the membership of the committee is as follows:

The Kettle Project members (4)

- Kettle senior management representative (1)
- Program Manager (1)
- Property Maintenance Manager (1)
- Tenant representative (1 + alternate)

Partners and Agencies (4)

- Community policing representative (1)
- BIA representative (1)
- City of Vancouver, Department of Social Development (1 + alternate)
- Mental Health Housing Services, South Mental Health Team or medical representative (1 + alternate)

Community Members (4)

- Community representation will be drawn from the following groups:
- Local organizations
- Neighbouring residents

APPOINTMENT AND TERM

Initial selection of the community representatives will take place as follows. Letters will be distributed in the surrounding area plus e-mail distribution to those involved from community meetings to those interested in joining the CAC as a community representative; a time frame for responding will be given. This letter will provide the background to the project and the CAC, CAC Terms of Reference, the total number of community representative seats that are available and the criteria that will be used for selection.

The key criteria for selection will be: Agreement with the Terms of Reference, including a willingness to invest the time commitment; and an attempt to balance the various community interests (businesses, residents, local churches, age, etc.)

The Kettle will review the letters of interest and attempt to select a balance of the variety interests from the community. All those expressing an interest will be advised as to the outcomes of the selection. Since each member will be requested to have an alternate who will also be identified through this process. If sufficient alternates are not identified through this "letter of interest" approach, each member who does not have an alternate will be asked to identify a suitable person.

The term of commitment for the CAC is a three year term, based on the review of the Committee termination. Continued membership will run in conjunction with the annual continuance, adjustment or cessation of this committee after year 3.



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TIME COMMITMENT

It is expected when the building first opens, the CAC meeting schedule will require a number of meetings. Following start up, a regular monthly meeting schedule will be established. The schedule and timing of meetings will be determined by the CAC; however a minimum of one meeting every quarter will be required in the first three years of occupancy.

There may be occasions when it would be helpful to the CAC meet for some particular issue outside of the regular meetings.

From time to time information may be circulated between meetings via email. This information would not include any resident names or person identifiers.

ATTENDANCE

To guarantee that the CAC has the full spectrum of community perspectives, attendance is required at all meetings by the community representatives or their alternate. Should more than one regular meeting be missed, the member will be contacted to determine whether he or she still wishes to continue as a CAC member or to discuss whether a new representative and/or alternate are appropriate.

Alternates are welcomed to attend all meetings they have an interest in and will receive all correspondence. When both the regular member and the alternate are both attending the same meeting, the alternate will be asked to be an observer only rather than an active participant. This is in the interest of ensuring that the meeting discussions are at a manageable number of committee members, so that all perspectives of the community will be able to participate.

If a community organization no longer wishes to have a representation on the committee, they must advise the Executive Director of The Kettle Friendship Society in writing.

CAC members may on occasion wish to invite a guest to observe the CAC meeting; such requests must be submitted to the CAC facilitator prior to the meeting; approval will depend on space considerations and the reason for the request. Any guests that attend will be asked to observe and not participate in the discussions.

When appropriate, specialists may be invited to participate in meetings to address specific agenda items.

MEETING STRUCTURE

- Regular meetings will be kept to approximately one hour.
- The meeting will be facilitated by the Director of Housing for The Kettle, or the alternate the Executive Director. The production of minutes will be the responsibility of a Kettle staff member. This employee is not a representative on the committee and will solely record proceedings. These minutes will not be verbatim recordings, but will attempt to capture the essence of comments and responses. The minutes will attribute comments to the



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Kettle or other agencies who may be attending, attribution of community input will be generic (i.e. Community comment) and will not identify the individual or organization they may be representing. While The Kettle will ensure that privacy standards are maintained, there are occasions where sensitive matters need to be discussed. When such matters are part of the discussion, there will also be an open CAC discussion of how to appropriately present the essence of the matter in the minutes while respecting any sensitivity.

- All action items will be noted in the minutes including who is taking responsibility for follow up.
- Recording of the meetings (audio or visual) by members other than the note-taker is not permitted unless agreed to by all present.
- The minutes will be structured to encourage free and open discussion of relevant issues, with the constraints of planned agendas. The goal is not to seek consensus or majority opinion, but to discuss and note views and opinions and to work toward constructive outcomes. The Kettle commits to seriously consider the CAC's comments, as relevant in making decisions or taking actions.
- Meeting agendas will generally consist of the following (each item consisting of first an information presentation followed by open discussion):
 - The Kettle and partner updates;
 - Successes;
 - Complaint or community impact notifications received by The Kettle;
 - Status report and review of any unresolved complaints;
 - Other business, and
 - Suggestions for items to include in the next CAC meeting.
- On occasions, an individual or organization from the community may request the opportunity to address the CAC with issues, comments, compliments or concerns. Every attempt will be made to include such requests in the agenda within the time constraints of the overall agenda. Such requests must be made to the Executive Director of The Kettle.
- Draft agendas will be developed and circulated by The Kettle to all CAC members sufficiently prior to CAC meetings to enable CAC members to comment on or add suggestions prior to the agenda being finalized. Agenda items should pertain to the Operations Management Plan, including consideration of the focus of the CAC.
- Final agenda and meeting materials will be distributed one week prior to the meeting date, whenever possible.
- Draft minutes of each meeting will be provided to all CAC members (or alternates if they were the attendees) within approximately two weeks following the meeting to provide a time-limited opportunity to suggest corrections and/or sensitivity issues for publicly available minutes.



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- Following the time provided for comments, the final meeting minutes will be distributed to all CAC members and alternates. It is the responsibility of the member or alternate to distribute to any group they may be representing.
- Minutes of each meeting will be posted on the Kettle website www.thekettle.ca

RULES OF CONDUCT

In order to ensure that the CAC is maintained as a forum for The Kettle and its neighbors to freely exchange information, discuss issues and work towards constructive outcomes, members and alternates must:

- Agree to operate in accordance to the Terms of Reference;
- Participate regularly or arrange alternate representation at scheduled CAC meetings;
- Be respectful of the expression of diverse opinions which may be similar or different than those of other CAC members;
- Respect that The Kettle reserve the right to protect the privacy of individual tenants and staff, therefore personal information will not be shared with the CAC;
- Be prepared to work constructively and collaboratively with members of CAC and The Kettle to address areas of mutual concern;
- Bring any concerns regarding the operation of Marine Drive to the attention of the Executive Director of The Kettle as soon as possible; the concerns may then be brought to the attention of the CAC; and
- Not act as a spokesperson for CAC unless agreed to by the Executive Director of The Kettle, this is not meant to fetter the ability of any CAC member to speak with the media as a private citizen, however, any CAC member may not speak as an individual on issues regarding Marine Drive.

In the event that a member is unwilling to abide by the Terms of Reference, The Kettle reserves the right to rescind the membership of that person and seek a new member to represent that element of the community.

REVISION OF THE TERMS OF REFERENCE

From time to time it may be necessary to amend Marine Drive CAC Terms of Reference. This will be agreed upon, with active involvement of CAC members, by City of Vancouver and The Kettle. All community partners on the CAC will understand the changes and continue to commit their membership under the changed conditions.

COMMITTEE TERMINATION

The Marine Drive CAC will operate initially for a three year term. At the end of this term, the Committee's purpose and the relevance of the Terms of Reference will be reviewed. Should the community members agree that it should continue, this review and consideration of continuance, adjustment or cessation will be conducted annually.



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COMMUNITY LIAISON

Contact Information

The Director of Housing, as the designated community liaison, is responsible for addressing any issues related to the ongoing operation of this facility. Contact information is as follows;

Name: Janet Smith, Director of Housing
Phone: 604-251-5664
Email: jsmith@thekettle.ca

The secondary designated liaison is:

Name: Nancy Keough, Executive Director
Phone: 604-251-9828
Email: nkeough@thekettle.ca

There will be a 24 hour phone number available to community members who wish to contact staff. Staff is on site 24 hours a day, 7 days a week. The number will be posted on the exterior of the building as well as available on our website www.thekettle.ca