

*Draft Operations Management Plan
4410 Kaslo Street, Vancouver
Rapid Response to Homelessness
Temporary Modular Housing*

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1. Overview

The City of Vancouver is committed to providing the right type of housing for lower income and homeless residents in Vancouver. In partnership with the Vancouver Affordable Housing Agency (VAHA) and BC Housing, the City is building 600 Temporary Modular Housing (TMH) on various vacant or underutilized sites across the city to create much-needed temporary housing for homeless residents. Temporary Modular Housing is a quick and effective way to address immediate housing needs of homeless and low-income residents.

The Operations Management Plan (OMP) for the TMH project at 4410 Kaslo Street provides an overview of Atira Women's Resource Society's commitment to operating a successful supported housing program.

Most of the residents in the housing program will be men and women who require support services. Atira Women's Resource Society is an experienced non-profit housing provider with a large portfolio of affordable supportive housing projects.

It is Atira Women's Resource Society's intent to operate the building in a manner that manages any and all impacts of the project on neighbouring residents and businesses. This OMP outlines the basic operating parameters and plans to manage any concerns raised by neighbouring residents and business owners.

TMH at 4410 Kaslo Street

The site at 4410 Kaslo Street was identified as a suitable site for the provision of TMH, as it is currently being used as a community garden. The City in partnership with the Park Board is working on identifying an alternate location for the community garden.

The TMH at 4410 Kaslo Street will be another TMH project in Vancouver. The building will be three storeys and contain approximately 50 units with each home being around 320 square feet and contain a bathroom and kitchen, and will have shared amenity space, laundry facilities and a commercial kitchen. Units will house vulnerable individuals who are sheltered and unsheltered homeless, and will rent at the shelter component of income assistance (currently at \$375/month for rent). The building will be managed 24 hours a day, 7 days a week.

The buildings will be in place for up to five years, with the possibility of extension for an additional five years. The project is expected to open in mid-2018.

Operator Mission, Vision and Values:

Atira Women's Resource Society, incorporated in 1983, is a not-for-profit organization committed to ending violence against women. The Society predominately provides direct supportive housing services for women, as well as public programs to increase awareness and knowledge around the scope and impact that men's violence against women and children has on our communities.

Atira also provides housing and related support programs to men and women who are marginalized. Atira offers a Stopping the Violence Counselling program; a support program for children who have witnessed abuse, a parenting program, a legal advocacy program, a 16-Step recovery program and

alternative employment programs for people with significant barriers to employment. More information about Atira's programs and services is available at our website at www.atira.bc.ca.

Atira will provide supportive housing for sheltered and unsheltered homeless that nurtures belonging, influence and purpose. Atira 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 their 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 values;
- Empowerment and ownership of work and practice are essential elements of Relationship-Based Care;
- Transformational change happens one relationship at a time.

4410 Kaslo Street will house men and women who are marginalized by their experience of homelessness often related to their struggles with substance use, mental wellness and chronic health issues. This site will also contribute to a healthier neighbourhood by enhancing the quality of the 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.

Partners:

Atira will work closely with the City of Vancouver, BC Housing, Vancouver Coastal Health, Vancouver Police Department and other community partners to ensure this building and its residents are integrated successfully into the community.

Residents:

Atira will provide safe, secure and stable housing to approximately 50 residents. Priority will be given to vulnerable people living in the local neighborhood, people who are unsheltered or living in shelters, and precariously housed. The City's homeless outreach team, Vancouver Coastal Health and BC Housing will work together with Atira to select tenants for this building.

Supports:

Supported housing is the best option to address homelessness. The building will be staffed 24 hours a day to provide assistance to tenants and respond to concerns should they occur. Tenants will be responsible for paying rent. The supports offered will assist people towards independence and full participation in their community. Lasting individual improvements in health, social functioning, community involvement, or obtaining employment are best obtained and maintained when a person has stable, supported housing as a foundation for moving towards a better life.

Support services will be provided on site and links will be made to off-site services as appropriate. Services & supports will include the following elements:

- **Each resident will develop an individualized support plan with staff.**
- **Atira will outline tenant, building and community expectations and provide an orientation for all new residents.**
- **Shared indoor amenity space will be provided along with a separate area for quiet space.**
- **A light breakfast and one hot meal will be provided to each resident daily.**
- **Assessment of tenants needs and provision of nutritional supports which may include help with individual meal prep, training for food planning and preparation in the commercial kitchen.**
- **All tenants with a history of substance abuse/use, will be encouraged to participate in a substance use management program.**
- **Enhancing developmental, problem-solving, and coping capacities of tenants.**
- **Linking people with systems that provide them with resources, services, and opportunities, e.g. health services.**
- **Other programs may include life skills training, structured volunteer work, employment preparation and employment opportunities in social enterprises and access to educational opportunities. Staff will connect residents to various partner organizations and community resources and advocate for them.**
- **As tenants move on to more independent housing or to permanent supportive housing, Atira will provide a "Follow-up" program to check in and help assure the transition is successful.**

Staffing:

Atira will manage the rooms. A staffing plan will be developed that reflects the various levels of support that will be given to tenants. The building will have staff on duty at all hours of the day, seven days a week.

Safety and Security

Atira is committed to providing a safe environment by being dedicated to continuous improvement in its health and safety program. Atira staff, management and operating policies ensure a safe and secure environment for clients. This is achieved through design and management initiatives:

- **24/7 staffing will assure that the building environment will be monitored at all times and assure a timely response to any safety or security issue.**
- **Residents will have a key to gain access to the building.**
- **The building environment will be monitored at all times by staff 24/7.**
- **Cameras will be installed in the lobby and other strategic areas to protect the building and staff will monitor activities through the use of security cameras.**
- **Tenants will be encouraged not to let strangers into the building and in other strategic areas of the building in order to have a safer community.**
- **An incident tracking system will be implemented to ensure any negative behaviour is dealt with appropriately and in a timely fashion.**
- **All staff will have experience of dealing with non-violent crisis intervention.**
- **An efficient reporting system that ensures any risk/safety/security issues are documented and reported immediately and responded to in a timely manner.**
- **Atira 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.**
- **Atira will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to Police.**

Good Neighbour Policy:

As a good neighbour, Atira is committed to:

- **Maintaining the exterior of the building.**
- **Providing regular maintenance of the grounds.**
- **Being responsive to any concerns that may arise**

One of the goals of the program will be to assist people to integrate into their community. A Community Advisory Committee (CAC), comprised of approximately 12 individuals representing various groups, will be established and meet regularly and/or as needed. Representatives from Pearson/Dogwood, Vancouver School Board, Vancouver Policy Department, local businesses, City of Vancouver, BC Housing, Atira, Vancouver Coastal Health and local residents will be invited to join. All concerns/suggestions will

be directed to the Operator's primary contact that will facilitate workable resolutions of any issues caused by tenants that are having a negative impact on neighbours. The 24/7 emergency contact number highlighted in yellow below will be responded to by an Atira staff member as soon as possible within 24 hours.

Community Relations – Staff Liaisons with Community

The primary contact for the Operator is responsible for addressing any issues related to the ongoing operation of this building. The contact information is:

The Program Manager, as the designated community liaison, is responsible for addressing any issues related to the ongoing operation of 4410 Kaslo Street. Their contact information is as follows:

Name:

Phone: 604.331.1407, during normal business hours (9:00 a.m. to 5:00 p.m.)

604.111.1111 cell phone for after hours calls (emergencies only) *(Number to be provided)*

Email: info@atira.bc.ca

Mail:

c/o Atira Women's Resource Society
101 East Cordova Street, Vancouver, B.C. V6A 1K7
www.atira.bc.ca

The secondary designated liaison is:

Name: Niki Antonopoulou, Executive Director, Operations, Vancouver

Phone: 604.331.1407

Email: niki_antonopoulou@atira.bc.ca

Mail: Niki Antonopoulou

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A 24-hour cell-phone number will be made available to community members who wish to contact staff at 4410 Kaslo to report an emergency.