

# Operations Management Plan

November 27, 2017

## Temporary Modular Housing at 7430-7460 Heather Street

### 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 Homes 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 temporary modular housing project at 7430-7460 Heather Street provides an overview of Community Builders Group 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. Community Builders Group is an experienced non-profit housing provider with a large portfolio of affordable supportive housing projects.

It is Community Builders Group's intent to operate the building in a manner that manages any and all impacts of the project on neighbouring residents and businesses. This management plan outlines the operating parameters and plans to manage any concerns raised by neighbouring residents and business owners.

## Temporary Modular Housing at 500-650 W 57<sup>th</sup> Avenue

The site at 7430-7460 Heather Street (Pearson-Dogwood) is owned by Onni and was identified as a suitable site for the provision of temporary modular housing, as it is currently vacant. A rezoning was approved on the site in June, 2017 to build a mixed-used development with approximately 2,700 residential units (including 540 social housing and 114 supportive units), as well as a community health centre and complex residential care facility with childcare, a new adult day centre, a 2.5-acre public park, and a 1.0-acre urban farm.

The temporary modular housing at 500-650 W 57<sup>th</sup> will be the second temporary modular housing in Vancouver (the first is at 220 Terminal St.). Two buildings are planned for the southwest corner of the site. It is expected each building will be three storeys and contain 39 units, for a total of 78 homes. Each home will be around 250 square feet and contain a bathroom and kitchen, and will have shared amenity space and laundry facilities. Units will be prioritized for local homeless individuals who are over 45 years old and living with physical illness/disabilities, and will rent at the shelter component of income assistance (currently at \$375 rents). The buildings will be managed 24 hours a day, 7 days a week.

The development permit for the temporary modular buildings, if approved will be in place for up to five years, with the possibility of extension for an additional five years. However, the arrangement with Onni is currently for a maximum of 5 years. The project is expected to open in early 2018.

### **Operator Mission, Vision and Values:**

The Community Builders Group (CBG [www.communitybuilders.ca](http://www.communitybuilders.ca)) is the founding member of a group of humanitarian organizations with 15 years of experience operating affordable and supportive housing in Vancouver. As a housing provider, they create and maintain a wellness-focused and cost-effective low-income housing environment. Citywide, CBG operates 8 housing projects.

CBG will utilize applicable elements of their 'Whole Life Housing' plan in operating this building. This model includes supportive housing administration, building management, tenant support coordination, community resource liaison services, concurrent disorder supports, building maintenance, housekeeping services, advanced pest management, free laundry, specialized hoarding and waste management series, community cooking and tenant leadership development. CBG has a mission to support communities of extreme poverty in their quest to find wellness and self-sufficiency.

### **Partners:**

CBG 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:**

CBG will provide safe, secure and stable housing to 78 tenants. Priority will be given to vulnerable homeless people living in the local neighborhood, people who are unsheltered or living in shelters, and people who are over 45 years old and people with disabilities. The City's homeless outreach team, Vancouver Coastal Health and BC Housing will work together with CBG to select appropriate tenants for this building.

### **Supports:**

The building will be staffed 24 hours a day with supports provided to provide assistance to tenants and respond to concerns should they occur. Providing supports to homeless individuals in this way is the best option to help them transition safely inside and address homelessness. Tenants will sign tenant agreements and will be responsible for meeting all usual renter expectations including 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.

- CBG 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.
- Assistance to tenants to cook in their own kitchens in order to become independent in their cooking, as well as linking tenants to meal delivery when needed.
- Assessment of tenants needs and provision of nutritional supports which may include grocery delivery, help with individual meal prep, and training for food planning.
- 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, CBG will provide a “Follow-up” program to check in and help assure the transition is successful.

### **Staffing:**

The Operators 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**

The Operator is committed to providing a safe environment by being dedicated to continuous improvement in its health and safety program. Operator 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 24/7 staff
- 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 behavior 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.

- CBG 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.
- CBG will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to Police.
- Tenants will be asked 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.

### **Good Neighbour Policy:**

As a good neighbour, CBG is committed to:

- Maintaining the exterior of the building
- Providing regular maintenance of the grounds
- Being responsive to any concerns that may arise
- Consideration of additional security measures, e.g. security guards, cameras

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 17 individuals representing various groups, will be established and meet regularly and/or as needed.

Representatives may include:

- 1 x resident from Pearson (with support from family member if required)
- 1 x VCH staff person from Pearson
- 1 x Vancouver School Board
- 3 x PAC Chair
- 1 x local school Principal
- 1 x Vancouver Police Department
- 1 x City of Vancouver
- 1 x BC Housing
- 1 x Community Builders Group
- 1 x Vancouver Coastal Health
- 5 x Community members (local organizations, businesses, neighbouring residents, etc.)

These meetings will be facilitated using a neutral facilitator and regular agenda items at these meetings should include:

- CBG Building Update and discussion
- Pearson Update and discussion
- Local schools update and discussion

All concerns/suggestions will be directed to CBG's primary contact that will facilitate workable resolutions of any issues caused by tenants/building that may have a negative impact on schools and neighbours.

The 24/7 emergency contact number highlighted in yellow below will be responded to by a CBG staff member as soon as possible within 24 hours.

### **Community Relations - Primary Staff Contact**

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

Julie Roberts

*Community Builders Group, Executive Director*

Administration phone: 778-379-3940

24/7 Call Centre phone: 604 -910 -9730

Email contact: [julie.roberts@communitybuilders.ca](mailto:julie.roberts@communitybuilders.ca)