

**Operations Management Plan:
The Osborn 15/27 West Hastings (Former Army & Navy site)
May, 2021**

The Operations Management Plan for 15/27 East Hastings is typical of plans for other similar facilities that the City is a partner to.

Operator Details Including Mission, Vision & Values:

The PHS Community Services Society (PHS) is an innovative and well-established non-profit organization located in Vancouver's Downtown Eastside Community and the City of Victoria on Vancouver Island. We have extensive experience in property management in complex mixed-use projects. The PHS reaches thousands of vulnerable individuals who are homeless or at risk of homelessness each year through housing, healthcare and support services. Within our many successful partnerships the PHS contributes to the development of many best practices in housing, mental health services, harm reduction, needle exchange services, access to safe supervised injection services, detox and recovery, rapid HIV testing initiatives, peer engagement and innovative COVID response. Utilizing a grassroots community development approach to social innovation we have successfully operated a variety of low-barrier drop-in services, pre-vocational skills training, peer employment initiatives, and social enterprises. In partnerships with residents, community organizations, all levels of government, academic institutions, private foundations and people across the city – the PHS strives to create an improved quality of life for all of us. We strive to champion and address social inclusion for a previously marginalized population as a way of restoring social capital, dignity and by providing space. We encourage our members to be accepting and supportive to one another by adhering to the following principles:

Enabling – Striving to enable each person to function at the level determined by that person.

Therapeutic Family-Fostering an environment within our housing and services that accepts, has faith in, forgives, and looks to the good in each member.

Self-Determination – Allowing each person to determine for themselves the time, place, course and method of therapeutic treatment, if any.

Staffing, Support Services & Partners

Partners: The Operator will work closely with BC Housing, the City of Vancouver, Vancouver Police Department, Vancouver Coastal Health and other community partners to ensure this building and its guests are sheltered and integrated successfully with the existing community of which they are already members albeit homeless.

Residents & Supports: The Operator will provide safe, secure and low barrier shelter to homeless individuals. The residents will be able to secure 24hour shelter with no limit to intake hours. Once shelter is achieved and the bed assigned, no arbitrary time limit will be placed on the length of sheltering stay, but rather, a focused to client-centered support services.

Supports and Services:

Low barrier sheltering includes but is not limited to:

- 52 coed sheltering spaces – couples welcome.
- 8 secure and safe women’s specific sheltering spaces.
- COVID isolation space for symptomatic, awaiting results, or positive individuals while a full and complete isolation plan is developed.
- Utilizing a privacy pod based sheltering layout.
- Pet friendly environment.
- Secure cart and belonging storage for residents, including bicycles.
- Individual lockers for secure storage of personal items located within privacy sleeping pods.
- Medical clinic space for in-reach programming.
- Three meals daily.
- Health and Housing case planning that focuses on transitioning guests from being homeless to housed.
- Support services will be provided on site and links will be made to off-site services as appropriate and requested.
- Peer-driven work options.
- An easy to understand and implement no-barrier model where individual’s securing a shelter spot will be utilized; shelter residents will simply need to be seen or check-in with staff once every 24 hours or inform staff that they will be away for a night to secure their bed for the following day. Belongings left behind at an individual abandoned pod space will be moved and stored for a reasonable amount of time to make room for someone else to access the vacant shelter spot.

Staffing:

The Operators will manage the shelter space and a staffing plan will be developed that reflects the various levels of support given to the shelter guests. The building will have staff on duty at all hours of the day, seven days a week, with increased staffing

numbers to reflect peak hours of operation.

- The Project will be triple staffed 24 hours a day, 365 days a year with additional staffing support during day programming in on site Management.
- Three meals daily will be prepared, cooked and delivered offsite by the PHS food program or alternate arrangement where necessary and will be served through the onsite warming kitchen adhering to Food-Safe regulations

Good Neighbour Policy:

The Operator prides themselves on having strong neighbourhood and community relations with a recognized dedication to Community Advisory Committees and other information collaborations with community partners and neighbours. Staff will be available 24 hours a day to field concerns or rectify any issues that may arise. The Operator will maintain a safe and orderly appearance surrounding the site, this includes multiple daily sidewalk and alleyway cleaning.

- Site contact in the build and start-up phases will be duncan.higgon@phs.ca
- and secondarily Tanya Fader tanya.fader@phs.ca
- For media requests, please contact Matthew Wild at media@phs.ca

COVID Isolation:

PHS has been responding to COVID in various ways, working with Public Health, Vancouver Coastal Health, BC Housing, the City of Vancouver, and other community partners to encourage and facilitate the isolation of the homeless population of the Downtown Eastside of Vancouver.

Some individuals we serve have not been able to isolate with the services currently provided due to the unique barriers that exist across the spectrum of homeless people sleeping outside or in low barrier shelter settings. To this end, a COVID isolation space has been included in the design and future operations of the aforementioned shelter.

While still in the midst of the second wave of COVID-19 with no information on an end in sight, PHS seeks the opportunity to increase access and supports for vulnerable community members in Vancouver for the duration of this pandemic and utilize self-contained in-house COVID isolation, with a compliment of other PHS isolation programs as needed.

Women Identified Section:

Women's safety is paramount and staff are trained to de-escalate signs of potential

violence and are versed in supporting mental health decompensation. Women in the Downtown Eastside face many challenges connected to poverty, violence, mental illness and addiction—they are the most marginalized group in our city as identified by the Wally Oppal Report of 2012. The women of the DTES represent some of the most vulnerable people in our communities, including those with histories of complex trauma, Indigenous women, women who work in the sex trade, LGBTQ2+ women, and those who struggle with discrimination based on mental health and substance use challenges.

Woman-identifying guests will be given the opportunity, where spots are available, to shelter in the woman's only side. The woman's side has a secure door of the side of the common space with safe, secure facilities within the space. As the architectural design drawings indicate, women will be able to access the women's only bedroom area via the dedicated bathroom meaning that no contact with the co-ed side is established.

Women will be prioritized for peer opportunities within the shelter programming and social enterprises in the neighbourhood.

To reach the shelter directly:
You can call 778-222-8988