

File No.: 04-1000-20-2023-161

May 5, 2023

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of March 23, 2023 under the ***Freedom of Information and Protection of Privacy Act*** for:

**Regarding the sole-sourced contract with VANDU for the block stewardship pilot program, record of the contract and related correspondence between the City and VANDU.**

All responsive records are attached.

Please note, the General Manager of Arts, Culture, and Community Services confirms, in addition to being included as "Appendix A" in the attached records, the contract has been posted publicly under the "Records not requested through FOI process" tab at: <https://vancouver.ca/your-government/information-released-through-foi-requests-this-year.aspx>.

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, [info@oipc.bc.ca](mailto:info@oipc.bc.ca) or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2023-161); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

*[Signed by Cobi Falconer]*

**Cobi Falconer, MAS, MLIS, CIPP/C**  
**Director, Access to Information & Privacy**  
[cobi.falconer@vancouver.ca](mailto:cobi.falconer@vancouver.ca)  
453 W. 12th Avenue Vancouver BC V5Y 1V4

If you have any questions, please email us at [foi@vancouver.ca](mailto:foi@vancouver.ca) and we will respond to you as soon as possible. Alternatively, you can call the FOI Case Manager at 604-871-6584.

Encl. (Response Package)

:ma

November 10, 2022

Brittany Graham  
Executive Director  
Vancouver Area Network of Drug Users (VANDU)  
380 East Hastings Street,  
Vancouver, BC V6A 1P4

Dear Brittany:

Thank you for meeting with me on Friday of last week (November 4<sup>th</sup>). As discussed, I am writing to advise you that the City has decided to conclude the attached service agreement with VANDU. By way of this email I am notifying VANDU of 30 days notice for this transition to take place. The service contract with VANDU will end on December 8<sup>th</sup>, 2022.

We want to express our appreciation to VANDU for its willingness to take on a significant and complex effort that included creating and implementing a program of activities in a highly compressed timeline.

As you are aware, the pilot was established as an alternative approach to street cleaning with the main goal of keeping sidewalks passable and clean. However, in reviewing the interim financial report with VANDU and Our Streets representatives on November 1st, (attached) there were areas identified that created concerns for us. One is the balance of activities. A strong emphasis has been placed on community development and individual empowerment activities as opposed to street cleaning, noting that the vast majority – about 90% - of the overall amount of expenditures is going towards these activities other than cleaning. While VANDU placed emphasis on community development and individual empowerment rather than street cleaning – and while this has value - and a forthcoming evaluation will provide further information for future consideration - the City requires the main focus to be on sidewalk cleaning and accessibility. We had identified this gap in earlier meetings with you, and while there has been some effort to shift activities, it is not enough to respond to what our needs are at this time.

Further, there were expenditures identified during our November 1<sup>st</sup> meeting that the City is not able to pay for and what we see as being outside of the contract deliverables. This includes, for example, payment for peers to prepare for participation in a mayoral debate and other examples discussed.

We look forward to meeting with you next week (Tuesday November 15th) to discuss a transition plan over the next 30 days. We also need to finalize finances pieces to account for

ineligible expenditures as mentioned above, the previously agreed upon \$15,000 from the current payment to VANDU that is expected to be redirected to the OPS for street cleaning, and the balance of funding to December 8<sup>th</sup>.

As you are aware, in the coming weeks a grant opportunity is being made available to non-profits with capacity and experience working with communities experiencing marginalization to deliver focused cleaning programs. VANDU will be included in that mail-out invitation and is welcome to submit an application as part of a consortium.

Once again, we want to thank VANDU for their efforts and work along East Hastings. We hope that VANDU continues to work in close partnership with us and the variety of community organizations who are working to support the needs of those who are houseless, residents and community members generally and while addressing serious life, safety and fire risks in the area.

Yours truly,

A handwritten signature in black ink, appearing to read 'Mary Clare Zak', with a stylized, flowing script.

Mary Clare Zak  
Managing Director  
Social Policy and Projects, Arts, Culture, and Community Services  
604.871.6643 | [MaryClare.Zak@vancouver.ca](mailto:MaryClare.Zak@vancouver.ca)

cc: Mike Zupan, Manager of Sanitation Services, Vancouver Sanitation Operations  
Jonathan McDermott, Manager of Solid Waste Strategic Services, Solid Waste Programs

## **APPENDIX A**

## SERVICES CONTRACT

City of Vancouver (the “City”)

AND: Vancouver Area Network of Drug Users (“VANDU”  
or the “Contractor”)

having the following address:

453 West 12<sup>th</sup> Avenue  
Vancouver, British Columbia, Canada  
V5Y 1V4

Tel Number: 604-871-6643

Email: [maryclare.zak@vancouver.ca](mailto:maryclare.zak@vancouver.ca)

Name of City Project Manager: Mary Clare Zak

having the following address:

380 East Hastings Street  
Vancouver, British Columbia, Canada  
V6A 1P4

Tel Number: 604-683-6061

Email: [brittany@vandu.org](mailto:brittany@vandu.org)

This contract for services is comprised of this cover page, the following parts A, B, C, D and E, the attached Services Contract Terms and Conditions, and any other attachments, schedules, appendices or annexes expressly referred to in the aforementioned parts A, B, C, D and E, and the signature blocks following Part F below. By signing below, the City and the Contractor hereby agree to be bound by the terms of this contract.

### PART A - SERVICES:

The City has agreed to provide funding to the Vancouver Area Network of Drug Users to develop and implement a six-month Block Stewardship Pilot Program (“**Pilot Program**”) on the 000-300 blocks of East Hastings Street, Vancouver (the “**Project Space**”). The purpose of the Pilot Program is to implement an alternative to previous street cleaning processes.

The Pilot Program will empower people who are experiencing homelessness and other DTES residents to keep sidewalks and doorways passable and clean for everyone - including housed and unhoused residents, non profit workers, and business owners, including for people with disabilities using walkers and wheelchairs - while respecting the dignity of those who survive on the street. The Pilot Program will provide residents with opportunities for community stewardship and the resources for people to care for and maintain clean, passable space on the sidewalk.

The program will deploy a peer-run model of service delivery. This means the program stewards are members of the target population who will be supported to allow them to assist their peers and their community.

### Activities/Deliverables (the “Services”)

#### a) *Funded Activities and Deliverables*

VANDU will use best efforts to carry out and complete activities/deliverables described in Schedule A [Pilot Program Activities/Deliverables].

#### b) *Evaluation*

VANDU will provide the City with an interim report (“**Interim Program Report**”) by no later than October 21, 2022 and a final report (“**Final Program Report**”) by no later than February 28, 2023. Each such report will contain VANDU’s reasonably detailed assessment and evaluation outcomes of how well the Pilot Program Activities/Deliverables have achieved their intended objectives and where they have not, VANDU’s assessment of why not and any other details reasonably requested by the City. VANDU will retain custody and ownership of all primary data sources and evaluation information and records. The City will not publicly disclose this information without VANDU’s prior written permission, such permission not to be unreasonably withheld.

#### c) *Financial Reporting*

VANDU will provide the City with an interim financial report (“**IFR**”) that details and summarizes all expenditures of VANDU with respect to the Pilot Program, to be received no later than October 21, 2022 and, ideally, at the same time as the Interim Program Report. The IFR will include a discussion and explanation of any variances from the attached budget.

The City requires the receipt of the Interim Program Report and IFR prior to paying the second payment referred to below. VANDU will submit a final financial report (“FFR”) with at least the same level and type of information as the IFR with respect to all expenditures and Pilot Program activities and deliverables to the City no later than February 28, 2023.

For greater certainty, the IFR and FFR will set out in detail for the applicable period:

- i. the Contractor’s incremental expenses;
- ii. an explanation of differences between projected budget and actual incremental costs; and
- iii. a general update on the state of the Services, including any upcoming needs, changes made to operations, planned changes to operations, red flags, etc.

**Start date for the Services:** July 12, 2022 (the “Start Date”)

**The Contractor agrees to complete the Services by:** January 31, 2023 (the “Completion Date”)  
(the “Term”)

#### **PART B - FEES AND EXPENSES:**

**Billing Date(s):** See Section 20 of the Services Contract Terms and Conditions

**Fees:** The actual incremental costs and expenses reasonably incurred by the Contractor in order to provide the Services  
[plus GST/PST]

#### **Definitions:**

“GST” means the tax payable and imposed pursuant to Part IX of the *Excise Tax Act* (Canada), as amended or replaced from time to time.

**Expenses:** [Tick applicable ONE; tick one.]

- ☐ Reimbursable by the City but only in accordance with this Contract (see the Services Contract Terms and Conditions); or  
☒ Not reimbursable (included in fees)

“PST” means the provincial sales tax payable and imposed pursuant to the Provincial Sales Tax Act (British Columbia), as amended or replaced from time to time.

**Maximum Amount of Fees and Expenses (the “Maximum Amount”):**  
\$320,000.00 (plus GST/PST)

#### **PART C: APPROVED SUBCONTRACTORS**

VANDU may use a portion of the funding to contract with other non-profit organizations or social enterprises (“Sub-Contractors”) to complete the activities and achieve the deliverables outlined in this Services Contract. VANDU will ensure that any such Sub-Contractors first enter into a written contract acknowledging the terms of this Services Contract and that they will comply with its terms to the extent applicable to their scope of work. VANDU acknowledges and agrees that its use of Sub-Contractors does not relieve it of any of its obligations under this Services Contract.

#### **PART D: INSURANCE**

Without limiting any of its obligations or liabilities under this Services Contract, the Contractor will obtain and continuously carry and will cause its subcontractors to obtain and continuously carry during the term of the Services Contract at its own expense and cost, the following insurance coverages with minimum limits of not less than those shown in the respective items set out below:

- (a) Commercial general liability insurance with a limit of not less than \$2,000,000 per occurrence, and a deductible of not more than \$5,000, protecting the Contractor and the Contractor’s personnel against all claims for personal injury, including death and bodily injury, and property damage or loss, arising out of the operations of the Contractor or the actions of the Contractor or the Contractor’s personnel. The policy will contain a cross-liability clause in favour of the City and will name the City and the City’s officials, officers, employees and agents as additional insureds;

All insurance policies required by this Services Contract will be in a form, in amounts and with insurers acceptable to the City. All policies will provide that the insurer will provide the City with thirty (30) days' prior written notice of any cancellation of the policy or notice of mid-term endorsement reducing the limit of liability. Notice must identify the contract title, number, policy holder, and scope of work.

The Contractor and each of its subcontractors will provide at its own cost any additional insurance which it is required by law to provide or which it considers necessary.

Neither the providing of insurance by the Contractor in accordance with this Agreement, nor the insolvency, bankruptcy or the failure of any insurance company to pay any claim accruing will be held to relieve the Contractor from any other provisions of the Services Contract with respect to liability of the Contractor or otherwise.

The insurance coverage will be primary insurance as respects the City. Any insurance or self-insurance maintained by or on behalf of the City or its officials, officers, employees, or agents will be excess of the Contractor's insurance and will not contribute with it.

Prior to the Start Date, the Contractor will provide the City with evidence of all required insurance in the form of a "Certificate of Insurance" (on the City's form).

The Certificate of Insurance will identify the contract title, number, policyholder and scope of work and must not contain any qualifications or disclaimers. The Contractor will provide proof of insurance, in the form of a Certificate of Insurance or certified copies of all insurance policies to the Manager, Contracts and Administration at any time immediately upon request.

The Contractor will provide in its agreements with its subcontractors clauses in the same form as in this Part D. Upon request, the Contractor will deposit with the City detailed certificates of insurance for the policies it has obtained from its subcontractors and a copy of the applicable insurance clauses from its sub-contract agreements.

The Contractor will ensure that the required insurance is provided only by a company duly registered and authorized to conduct insurance business in the Province of British Columbia.

## **PART E: ADDITIONAL TERMS**

### **1. Payments**

- a) Despite the Services Contract Terms and Conditions, the City agrees that it will pay to the Contractor ½ of the Maximum Amount (\$160,000.00) within 1 day of the execution and delivery of this Services Contract and the City's receipt of the proof of insurance referred to on Part D above. All such advance payments will be deemed to be made in trust and on condition that the Contractor will provide all Services in respect to which such advance payments are made and that the use of such funds for any purpose other than the payment of the permitted expenses referred to in paragraph (c) below for the Services provided under this Agreement is expressly prohibited by the terms of this trust.
- b) Additional funding of up to \$160,000 will be provided upon the Contractor's compliance with this Services Contract, including delivery of the IFR and Interim Program Report.
- c) Any funds not expended in the first three months will be applied to the second three months of the six-month Pilot Program. Funding is based on the proposed budget attached as Schedule B [Preliminary Budget].
- d) The Contractor shall use the foregoing payments only for incremental costs and expenses related to the provision of the Services in the manner contemplated and set out in Schedule B [Preliminary Budget]. The Contractor acknowledges and agrees that the payments described in this Part E are intended to cover actual incremental costs in respect of the Services. Accordingly, the Contractor shall refund to the City any portion of such payments that are not used by the Contractor in the provision of the Services during the applicable time periods. The City may offset such amounts owing by the Contractor against any subsequent payments to the Contractor.
- e) Should VANDU decide at any point to not continue with the Pilot Program, VANDU will either return unspent funding to the City, or, with written agreement from the City, transfer the remaining funding to another organization(s) to continue this work.



**2. Alternate Use of Funds**

The City may, at its discretion, approve alternate uses of the funds at VANDU's request provided such uses are applied to support the purposes outlined in this Agreement. Such permission must be provided by the City to VANDU formally in writing before such repurposing of funds by VANDU may occur. Any funding used for other purposes not approved by the City will be reimbursed to the City by VANDU.

**3. Revision of Deliverables**

The City may, at its discretion, approve revisions to the deliverables described in Schedule A [Pilot Program Activities/Deliverables] and those included in this Services Contract. Such permission must be provided by the City to VANDU formally in writing before such revisions to the deliverables may be implemented by the Contractor. Any funding used for activities or deliverables not approved by the City will be reimbursed to the City by VANDU.

**4. Acknowledgement of the City of Vancouver**

Any promotion and dissemination of materials associated with the Pilot Project should include an acknowledgement that the Pilot Project is supported or funded by the City of Vancouver.

**5. Extension of Term**

The City may extend the length of the Term month to month by providing 2 days' written notice to the Contractor and specifying what additional funding will be applied or authorizing the Contractor to expend any unspent funds on Services for the extended Term.

**6. Termination of Services Contract**

While both parties have a strong interest in the success of this Pilot Program, it is in the best interest of both parties to be ready for any circumstance that may arise, including unexpected dissolution of this partnership.

At any time with 30 days' written notice, either VANDU or the City may terminate this Services Contract. VANDU will return to the City any unexpended funds within 2 weeks of the final date of Services and will provide a Final Program Report and FFR for the entire period prior to such termination within 30 days of such termination.

The above termination rights are in addition to and not in lieu of the City's rights set out in Section 32 [Termination] of Services Contract Terms and Conditions.

**7. Electronic Execution**

Delivery of an executed signature page to this Services Contract by either party by electronic transmission shall be as effective as delivery of a manually executed copy of this Services contract by such party. Pursuant to the *Electronic Transactions Act (BC)*, delivery of an email by one party to the other stating their intent to be legally bound by this Services Contract will also be effective as signing and transmitting an executed signature page.

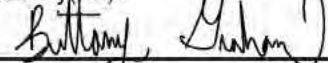
The parties hereto have duly executed this Contract as of the 11<sup>th</sup> day of July, 2022.

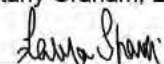
SIGNED AND DELIVERED on behalf of the City by its authorized signatory(ies):

Per: \_\_\_\_\_  
Andrew Matterson, Acting Chief Procurement Officer

Per: \_\_\_\_\_  
Frances J. Connell, QC, City Solicitor

SIGNED AND DELIVERED on behalf of the Contractor by its authorized signatory(ies):

Per:   
Authorized Signatory  
Brittany Graham, Executive Director, VANDU

Per:   
Authorized Signatory  
Laura Shaver, VANDU Board Member

## SERVICES CONTRACT TERMS AND CONDITIONS

### **A. CONTRACTOR'S OBLIGATIONS**

1. **Performance of Services.** The Contractor agrees to provide the City with the services described in PART A (and in any schedule referred to therein), including, without limitation, and to the extent not expressly described in PART A (or in any such schedule), all services necessary or incidental to the completion of the services contemplated and described therein (the "Services"), all in accordance with the Services Contract (this "Contract"). The Contractor must provide the Services commencing on the Start Date described in PART A and in accordance with the delivery schedule (if any) specified in PART A (or in any schedule referred to therein), regardless of the date of execution or delivery of this Contract. The Contractor must comply with the City's instructions in performing the Services, but unless otherwise specified herein, the Contractor shall at all times retain control over the manner in which those instructions are carried out.
2. **Provision of Service Inputs.** Unless otherwise specified herein, the Contractor must supply and pay for all labour, materials, permits and approvals (including from any relevant government authority) necessary or advisable to provide the Services.
3. **Standard of Care and Applicable Laws.** The Contractor must perform the Services to the standard of care, skill, and diligence prescribed herein, or where not prescribed herein, to the standard customarily maintained by persons providing, on a commercial basis, services similar to the Services.
4. **Warranty.** Without limitation to any additional warranties provided by the Contractor, whether indicated on the face of this contract or otherwise provided, the Contractor warrants that: (a) all goods, provided by the Contractor in connection with its performance of the Services ("Goods"), shall be of merchantable quality and free from defects in workmanship and materials; (b) all Goods shall strictly conform to applicable samples, specifications and drawings; (c) all Goods and Services shall be fit for the purpose intended by the City; (d) all Goods shall be free and clear of all liens, charges and encumbrances.

If at any time prior to the expiration of any applicable warranty period, any weakness, deficiency, failure, breakdown or deterioration in workmanship or material should appear or be discovered in the Goods and Services furnished by the Contractor, or if the Goods and Services do not conform to the terms and conditions of this Contract, the City may at its option (a) require the Contractor to promptly replace, redesign or correct the defective and non-conforming Goods and Services at no expense to the City, or (b) the City may replace or correct the defective Goods and Services and charge the Contractor with all expenses incurred by the City. The Contractor agrees to indemnify and save harmless the City, its officials, officers, employees, assigns, agents, clients and the public from any liability, loss, cost and expense arising either directly or indirectly, from breach of any warranty given by the Contractor hereunder.
5. **Reporting.** The Contractor must, upon the City's request, fully report to the City on all work it does or has done in connection with providing the Services.
6. **Deliverables.** As a result of or as part of providing the Services, the Contractor may receive, create, produce, acquire or collect items including, without limitation, products, goods, equipment, supplies, models, prototypes and other materials; information and data; reports, drawings, plans, designs, depictions, specifications and other documentation (collectively, "Deliverables"). Deliverables do not include items that are: not required to be produced by the Contractor or supplied to the City as part of or together with the Services unless the City pays for such items; or specified in this Contract as being excluded from the Deliverables category; or items which pre-existed the effective date of this Agreement that are owned by a third party or that are used by the Contractor as part of the services provided to any of its other customers. All Deliverables will be owned solely by the City unless otherwise expressly provided herein and the City will have the complete right to use and deal with the Deliverables for its own benefit in any way it sees fit without limitation. The Contractor waives, in favour of the City, all moral rights in the Deliverables, transfers to the City, free of all liens and encumbrances, ownership of each Deliverable, and assigns all of its world-wide present and future rights, title and interest in and to each Deliverable, including copyright, effective as of the date of creation or acquisition of such Deliverable. The Contractor will permit the City to inspect and copy all Deliverables.
7. **Confidentiality.** The Contractor acknowledges that, in performing the Services required under this Contract, it may acquire information about matters which are confidential to the City, which information is the exclusive world-wide property of the City or its suppliers or citizens, as the case may be. The Contractor undertakes to treat as confidential all Deliverables and all information received by reason of its position as Contractor and agrees not to disclose the same to any third party either during or after the performance of the Services under this Contract, without the City's express prior written consent.
8. **Insurance.** The Contractor must provide, maintain and pay for, and cause all subcontractors to provide, maintain and pay for, the insurance coverage (if any) described in PART D (including the type and form of policy, the coverage amounts, and the amount of deductible). If no insurance coverage is specified in PART D, the Contractor must provide, maintain and pay for, and

cause all subcontractors to provide, maintain and pay for, such insurance as would be obtained by a prudent consultant or contractor providing services similar to the Services. The Contractor must provide written proof of such insurance coverage upon the written request of the City.

9. **WorkSafeBC.** The Contractor agrees that it will procure and carry and pay for, full WorkSafeBC coverage for itself and all workers, employees and others engaged in or upon any work or service which is the subject of this Contract. The Contractor agrees that the City has the unfettered right to set off the amount of the unpaid premiums and assessments for such WorkSafeBC coverage against any monies owing by the City to the Contractor. The City will have the right to withhold payment under this Contract until the WorkSafeBC premiums, assessments or penalties in respect of work done or services performed in fulfilling this Contract have been paid in full. The Contractor will provide the City with the Contractor's and each subcontractor's WorkSafeBC registration number and clearance letters from WorkSafeBC confirming that the contractor and each subcontractor is in good standing with WorkSafeBC prior to the City having any obligation to pay monies under this Agreement.

Whenever the Contractor is required or permitted to perform any Services on any City sites, the Contractor is now appointed and now accepts appointment as the "prime contractor" in connection with such Services and will fulfil its obligations as Prime Contractor in accordance with the Workers Compensation Act (British Columbia), and the regulations thereunder, and the Contractor shall comply with all applicable health and safety laws.
10. **City Business Licence.** The Contractor will maintain a valid City of Vancouver business licence in good standing throughout the duration of this Contract.
11. **Resolution of Disputes.** This Contract will be governed by the laws of British Columbia and the parties now irrevocably attorn to the exclusive jurisdiction of, and agree to submit all disputes to, the courts of British Columbia for resolution. The Contractor shall continue performance of its obligations under this Contract notwithstanding the existence of a dispute.
12. **Independent Contractor.** This Contract is a contract for services and neither the Contractor nor the Contractor's personnel or permitted subcontractors, are, or deemed to be, partners, appointees, employees or agents of the City. The Contractor will not represent to anyone that the Contractor has any authority to bind the City or that the Contractor is an employee or agent of the City.
13. **No Assignment or Subcontracting.** The Contractor will not assign or subcontract (other than to persons listed in PART C (or a schedule referred to therein)), either directly or indirectly (including, without limitation, by way of any transfer of control of the shares or ownership interests in the Contractor), this Contract or any right or obligation of the Contractor under this Contract, without the prior written consent of the City, which consent may be arbitrarily withheld. No assignment or subcontract, whether consented to or not, relieves the Contractor from any obligations under this Contract. The Contractor must ensure that any assignee or subcontractor fully complies with this Contract in performing the Services and nothing in this Contract creates any contractual relationship between a subcontractor and the City.
14. **Conflict of Interest.** The Contractor must not provide any services to any person in circumstances which, in the City's reasonable opinion, could give rise to a conflict of interest between its duties to that person and its duties to the City under this Contract.
15. **Release and Indemnification**
  - a. Release

The Contractor now releases the City and the City's personnel from all losses including those caused by personal injury, death, property damage or loss, and economic loss, arising out of, suffered or experienced by the Contractor or the Contractor's personnel in connection with their performance of the Services.
  - b. Acceptance "As Is"

In undertaking the Services, the Contractor acknowledges that it has inspected the City's site(s), agrees to accept the site(s) "as-is" and undertakes to take all precautions necessary to ensure the safety of all the Contractor's personnel.
  - c. Indemnity

Despite any insurance which may be placed by the City, the Contractor now agrees to indemnify and save harmless the City and its officials, officers, employees, agents, successors, assigns and authorized representatives (in each case, an "Indemnified Party") from and against all costs, losses, claims, damages, actions and causes of action ("Claims") that an Indemnified Party may sustain, incur, suffer or be put to at any time either before or after the completion of the Services or sooner cancellation of this Contract, that arise out of any act or failure to act of the Contractor or the Contractor's personnel, permitted assignees or subcontractors in connection with the performance of this Contract, including any Claims that arise out of or are in any way related to unpaid WorkSafeBC assessments or the failure to observe safety rules, regulations and practices of WorkSafeBC, excepting always that this indemnity does

not apply to the extent, if any, to which the Claims are caused by errors, omissions or negligent acts of an Indemnified Party.

d. Separate from Other Remedies and Rights

Nothing in this Contract (including this indemnity) will affect or prejudice the City from exercising any other rights that may be available to it at law or in equity.

e. Survival of Release/Indemnity

This Section 16 will survive the expiry or sooner termination of this Contract.

**B. CHANGES TO SERVICES**

16. **Changes.** The City may, at any time and from time to time and without invalidating this Contract, require a change to the Services and/or to the schedule for the delivery of the Services. Should the Contractor consider that any such request or instruction constitutes a change warranting amendment of the Maximum Amount, another price or the schedule for the Services set forth in the Contract, the Contractor must advise the City in writing prior to acting on any such request or instruction, and in any event within five (5) City of Vancouver business days of such request or instruction. In that case, the Maximum Amount, other price and/or schedule will be adjusted, if/as agreed to by both parties in writing, and failing agreement, if/as the City may determine, acting reasonably. Failing any such adjustment, the Services provided pursuant to the request or instruction will be deemed to be included within the prices specified herein, and to be subject to the schedule prescribed herein.
17. **Changes to Key Personnel.** The City may from time to time request reasonable changes to the key personnel of the Contractor engaged in performing the Services, and the Contractor shall comply with any such request. The Contractor shall not change any of such key personnel without the prior written approval of the City, which approval will not be unreasonably withheld.

**C. PAYMENT**

18. **Payment of Fees and Expenses.** In consideration for the satisfactory performance of the Services, The City will pay to the Contractor the fees specified in PART B (as supplemented by any schedule referred to therein), subject to this Section C. In addition, if the parties have specified in PART B that the Contractor's expenses are reimbursable in accordance with this Contract, the City will reimburse the Contractor for all expenses that: (i) are approved by the City in writing (in accordance with the City's existing policies and procedures for expense reimbursement) prior to their being incurred by the Contractor; (ii) are necessary, in the opinion of the City, to perform the Services; and (iii) are supported by proper receipts or other documentation satisfactory to the City (acting reasonably), provided always that the City reserves the right to make arrangements through its service providers for any flights and/or accommodations required by the Contractor in connection with its performance of the Services. If a "Maximum Amount" is specified in Part B, then the City is not, and shall not be, obliged to pay to the Contractor more than such Maximum Amount on account of aggregate fees (and, if applicable, expenses). Payment terms are "net 30 days" from the date of receipt of a valid invoice.
19. **Invoicing.** The Contractor will, by the 25<sup>th</sup> day of each month, provide to the City's Project Manager (named on the cover page of this Contract) a draft invoice with an attached detailed account of all charges to be claimed by the Contractor for the preceding month. The City's Project Manager shall review the draft, raise any concerns with the Contractor within ten working days and, after settlement of any issues (in the Project Manager's discretion), approve the draft invoice. The Contractor, if so requested, will meet with the City's Project Manager to expedite and settle the draft invoice. The Contractor will submit its final invoice, as per the approved draft invoice, to the City of Vancouver, Attention: Accounts Payable, by email to [APIInvoice@vancouver.ca](mailto:APIInvoice@vancouver.ca). Each invoice must contain:
- Contractor name, address and telephone;
  - City purchase order number;
  - Name of the City's Project Manager;
  - Invoice number and date;
  - Details of any applicable taxes; and
  - Tax registration number(s).
20. **Builders Lien Act.** If the Services to be performed under this Contract are subject to the holdback requirements set out in the *Builders Lien Act* (British Columbia) (the "Lien Act"), the City will withhold and discharge the required holdback amounts in accordance with the requirements set out in the Lien Act.
21. **Discharge of Liens and Withholding.** The Contractor will, if applicable, make payment and take all other steps which may be necessary so that no lien claims, including lien claims made under the Lien Act, are made in connection with the provision of the Services, and that the compensation payable to the Contractor by the City is not subject to attachment for debt, garnishing process or otherwise. In the event that any lien is filed in connection with the provision of the Services at any court or land title office, the Contractor shall immediately cause such lien to be discharged. The City may withhold from any payment due to the Contractor an amount sufficient to indemnify the City against any lien claim that could arise in connection with the provision of the Services, until such time as the lien has been discharged or other arrangements to satisfy such lien have been made by the Contractor.
22. **Withholding for Non-Residents.** If the Contractor is a non-resident of Canada, the City may withhold from any payment due to the Contractor such

amounts as may be required to be withheld pursuant to the applicable provisions of the Canada *Income Tax Act* (the "ITA"). Any amount so withheld shall be remitted to the Receiver General for Canada or otherwise dealt with by the City strictly in accordance with the provisions of the ITA.

23. **Record Keeping.** The Contractor must maintain, and shall cause any subcontractors to maintain, time records and books of account, invoices, receipts, and vouchers of all expenses incurred, in form and content satisfactory to the City. The City or any of its authorized representatives will, for the purposes of audit and examination, have access and be permitted, upon reasonable notice to the Contractor, to inspect such records for review, copy and audit at any time and from time to time while this Contract is in effect and for a period of three years after the expiry or termination of this Contract for any reason.
24. **Currency.** Unless otherwise specified in this Contract, all references to money are to Canadian dollars.
25. **Electronic Funds Transfer.** The City expects to make payments by electronic funds transfer and the Contractor must provide banking information to the City in order to permit this.
- D. GENERAL**
26. **Time for Performance.** Time is of the essence in this Contract.
27. **Amendments.** No modification of this Contract is effective unless it is in writing and signed by all the parties.
28. **Entire Agreement.** This Contract constitutes the entire agreement between the parties as to performance of the Services, and replaces and supersedes any other agreements, correspondence or other discussions between the parties, whether or not any of the foregoing have been reduced to writing.
29. **Conflict.** If there is a conflict between a provision of a schedule to this Contract and the terms and conditions of this Services Contract, the provision in the relevant schedule is inoperative to the extent of the conflict unless it states that it operates despite a conflicting provision of this Contract.
30. **Severability.** If any provision of this Contract is determined to be void or unenforceable, in whole or in part, it shall not be deemed to affect or impair the enforceability or validity of any other provision of this Contract, and any such void or unenforceable provision may be severed from this Contract without affecting the remainder of the Contract.
31. **Termination.** The City may terminate this Contract:
- a. Upon failure of the Contractor to comply with this Contract, immediately on giving written notice of termination to the Contractor, or
  - b. For any other reason, on giving at least 10 days' written notice of termination to the Contractor.
- If the City terminates this Contract under paragraph b. above, the City must pay the Contractor that portion of the fees and expenses described in PART B which equals the portion of the Services that was competed to the City's satisfaction before termination. That payment discharges the City from all liability to the Contractor under this Contract. If the Contractor fails to comply with this Contract, the City may terminate it and pursue other remedies as well.
32. **Binding Effect.** This Contract shall be binding on the Contractor's successors and permitted assigns and shall enure to the benefit of any successors and assigns of the City.
33. **Voluntary Agreement.** The Contractor acknowledges and declares that it has carefully considered and understood the terms of this Contract, that it has either consulted legal counsel or waived such right, and that it is executing this Contract voluntarily.
34. **Further Assurances.** The Contractor agrees that upon any reasonable request of the City, the Contractor will make, do, execute or cause to be made, done or executed all such other acts as may be required to more fully give effect to the terms and conditions hereof.
35. **Headings.** The headings used in the Parts and sections of this Contract are for convenience of reference only, and shall not operate to expand, modify or interpret the language therein.
36. **Counterparts.** This Contract may be executed in one or more counterparts, including by facsimile or other electronic transmission, and each of such counterparts shall be deemed to be taken together to constitute one and the same original document.
37. **Additional Terms:** The additional terms set out in Part E (or in any schedule referred to therein) apply to this Contract. **END OF TERMS AND CONDITIONS OF SERVICES CONTRACT**

**SCHEDULE A  
ACTIVITIES/DELIVERABLES**

**#StopTheSweeps Coalition Block Stewardship Pilot Program**

July 11 2022 – January 1 2023

The Pilot Program will empower people who are experiencing homelessness and other DTES residents to keep sidewalks and doorways passable and clean for everyone – including housed and unhoused residents, non profit workers, and business owners, including for people with disabilities using walkers and wheelchairs – while respecting the dignity of those who survive on the street.

The Pilot Program will provide residents with opportunities for community stewardship and the resources for people to care for and maintain clean, passable space on the sidewalk.

The program will deploy a peer-run model of service delivery. This means the program stewards are members of the target population who will be supported to allow them to assist their peers and their community.

**Key deliverables:**

- i. Develop a community-led program that empowers residents to maintain a tidy sidewalk on East Hastings from Gore Street to Carrall Street in collaboration with City of Vancouver Sanitation Services and associated micro-clean organizations;
- ii. Develop administrative infrastructure for resourcing the program, including the management and distribution of cleaning tools and supplies, community tidying incentives, and stipend payroll;
- iii. Develop a system to recruit, train, and support up to 12 'Block Stewards', organic leaders from the community, to lead the program and educate residents and peers;
- iv. Hold weekly, stipended 'Block Steward' meetings to coordinate work, assess the program as it develops, and address urgent issues on the block as they emerge;
- v. Hold weekly, stipended 'General Assembly' meetings at Pigeon Park to educate residents about the program and solicit feedback on how to address neighbourhood challenges;
- vi. Liaise with the City of Vancouver Street Sweeps Working Group on a regular basis to provide updates on the program and collaborate on addressing neighbourhood challenges;
- vii. Liaise with community partners and stakeholders to collaborate on developing shared neighbourhood infrastructure to support the program;
- viii. Produce an evaluation report in collaboration with an external researcher.



**SCHEDULE B  
PRELIMINARY BUDGET**

BLOCK STEWARDSHIP PROGRAM DRAFT BUDGET [29.06.22]			\$Cost/month
<b>Roles</b>			
Program Organizer	\$25/hr	35hrs/week	\$3,500
Program Administrator	\$25/hr	35hrs/week	\$3,500
VANDU Community Lead	\$25/hr	20hrs/week	\$2,000
CPDDW Community Lead	\$25/hr	20hrs/week	\$2,000
Block Steward 1	\$80/weekday	\$400/week	\$1,600
Block Steward 2	\$80/weekday	\$400/week	\$1,600
Block Steward 3	\$80/weekday	\$400/week	\$1,600
Block Steward 4	\$80/weekday	\$400/week	\$1,600
Block Steward 5	\$80/weekday	\$400/week	\$1,600
Block Steward 6	\$80/weekday	\$400/week	\$1,600
Block Steward 7	\$80/weekday	\$400/week	\$1,600
Block Steward 8	\$80/weekday	\$400/week	\$1,600
Block Steward 9	\$80/weekday	\$400/week	\$1,600
Block Steward 10	\$80/weekday	\$400/week	\$1,600
Block Steward 11	\$80/weekday	\$400/week	\$1,600
Block Steward 12	\$80/weekday	\$400/week	\$1,600
			<b>\$30,200</b>
<b>Meetings</b>			
Weekly All-Steward Meeting (10 Stipends)	\$20/Steward	\$200/week	\$800
Weekly All-Steward Meeting (Food)	\$10/meeting	\$100/meeting	\$400
Weekly General Assembly Meeting (40 Stipends)	\$5/attendee	\$200/week	\$800
Weekly General Assembly Meeting (Food)		\$100/week	\$400
Associated Meetings / Trainings (Stipends)	\$20/attendee		\$2,400
			<b>\$4,800</b>
<b>Other</b>			
Outreach / Stewardship Materials			\$8,500
External Evaluation			\$2,500
VANDU Administration Fee			\$2,333
Office Rent			\$5,000
			<b>\$18,333</b>
<b>In-Kind Donations</b>			
Basic Cleaning Equipment (Engineering Dept.)			\$0
			<b>\$0</b>
			<b>\$53,333</b>

## **APPENDIX B**

## Draft FINAL Financial Report for OUR STREETS

**July 11th - Dec 9th, 2022**

**Prepare by VANDU Staff**

### I. Explanation of Expense Categories

Name		Details
<b>Crew Stipends</b>	Peer Organizers	Peer members of VANDU and the Coalition of Peers Dismantling the Drug War (CPDDW) were tasked to coordinate the bulk of our 6 day a week programming, including cleaning, Rig Kit Making, Rig Distro, and community and trust building programs (e.g. Speakers Corner, Art Table, Ceremonial Singing).
	Block Stewards	Hastings Tent City residents that were living that showed interest in community building and leadership (attending Block Meetings and programs etc.) were given the opportunity to become "Block Stewards". Stewards checked in with organizers daily and provided updates on the block. Stewards also met weekly with other Stewards to discuss neighborhood or block-specific concerns.
	Fire Captains	Residents were trained as Fire Captains and were on call to put out fires on the block they resided in. Fire Captains checked in with lead organizers daily and provided updates on if there was a fire, if they saw the potential for a fire, and would work closely with Block Stewards to reduce potential fire harms (e.g. give residents flashlights, blankets and hand warmers to assist in residents removing flammable items from tents).
<b>Staff pay</b>	Administrator	The Administrator handled all administrative aspects of the program including: coordinating stipends for residents and crew members, organizing meetings, formalizing schedules, designing posters, and collating paysheets essential for the proper functioning of the program.
	Lead Organizers	Two Lead Organizers each worked 4 days per week, 7 hours a day. Between the two they worked Monday–Saturday, overlapping on one day to share information and coordinate any important changes to the program. Organizers spent a significant part of the day on Hastings, speaking to residents, distributing essential supplies, and coordinating the 18 programs grouped under the OUR STREETS umbrella. Trained peer organizers, block steward, fire captains on their duties and checked in on their progress regularly.
<b>Program Stipends</b>		Residents were compensated for working the Cleaning program (sweeping, waste removal, distribution of cleaning and harm reduction supplies), as well as leading and participating in programs meant to build trust and community capacity.
<b>Special Program Stipends</b>		Recurring project where participants learned culinary skills and fire-safe cooking techniques from indigenous knowledge keepers, then distributed food to unhoused residents of the Hastings Tent City.



<b>Meeting Stipends</b>		Regularly scheduled meetings required to plan programs, coordinate administration, get community feedback and input, educate, and skill build. Includes Block Meetings, Advisory Board Meetings, Crew Meetings, Block Steward Meetings, and Reading Group Meetings.
<b>Other Costs</b>	Outreach materials	Materials distributed to all Residents, for general health and safety: Flashlights and batteries to reduce harms associated with residents using open flames as a lightsource; food and water, emergency blankets, fire extinguishers, hand warmers, etc to reduce the use of propane in tents.
	Program Supplies and Materials	Supplies and Materials necessary for programs and cleaning: Brooms, cleaning carts, garbage cans, garbage liners, latex gloves, "hi-vis" vests, foldable chairs, foldable table, gas-powered pressure washer, pressure washer soap, gasoline, chain and lock for pressure washer, lock for storage container
	Administration Fee	This fee is for organizational costs that were associated with this project. Increased accounting and managerial services to attend weekly contract conversations.
	External Evaluation	External Evaluation consultant fees. For data collection, interviews of team members, writing the report.
	Rental Income Generation Loss	<p>This coalition run project was promised by the CoV to have a space to run this 6 day a week intensive program. Unfortunately, no space was offered by the CoV except for a larger meeting space at AFD in late October. This would have been useful if our contract wasn't terminated less than 2 weeks later.</p> <p>The need was specifically for office space for lead and peer organizers as they were essential to planning and executing all 18 public weekly programs and meetings. VANDU was asked by the #StopTheSweeps coalition to use our space while CoV looked for an appropriate office. This led to there being no availability for VANDU to use our boardroom, library and 2 offices for our usual income generation. We host a variety of research projects that are approved by our board that provide a research space rental fee. Due to this contract VANDU lost a considerable amount of rental income and will be compensated for the space used by this coalition run project.</p>

## II. ADJUSTED APPROVED BUDGET (OCT-DEC)

As per our weekly meetings with the City of Vancouver, we provided regular updates on the program that included increased block meetings to encourage trust, communication and empowerment of block residents. It was discussed at these meetings that in order to maintain a qualified and competent Block Crew (including Block Captains and Fire Captains), more engagement was needed on the street to create sustainable relationships with residents. Therefore, the budget was shifted to create more block programming through meetings and workshops, providing greater opportunities for active participation and community engagement. An updated version of the budget was provided to and approved by City Staff at the midpoint of the project.



The breakdown is as follows:

Positions	Title	Compensation	\$Cost/Month	\$Spent/Month
Crew Stipends	Peer Lead Organizers (2)	\$75/day 6days/week	\$3,600	\$3,600
	Peer Organizers (4)	\$60/day 6days/week	\$5,760	\$5,760
	Block Stewards (8)	\$20/day 6days/week	\$3,200	\$3,200
	Fire Captains (7)	\$50/week	\$1,400	\$1,400
Staff Pay	Program Administrator	\$25/hr 35hrs/week	\$3,500	\$3,500
	Co-Lead Organizer (2)	\$25/hr 20hrs/week	\$4,000	\$4,800
			\$21,460	\$21,460

Programs	Participant Stipends	Facilitator Stipends	Elder Stipends	\$Cost/Month	\$Spent/Month
Art Table	\$120/week	\$120/week	-	\$960	\$960
Cleaning	\$360/week	\$360/week	-	\$4,320	\$4,320
Inventory	-	\$40/week	-	\$160	\$160
Rig Distro	\$120/week	\$240/week	-	\$1,440	\$1,440
Rig Kits	\$360/week	\$360/week	-	\$4,320	\$4,320
Beauty Table	\$100/week	\$40/week	-	\$560	\$560
Traditional Singing	\$150/week	\$60/week	\$200/week	\$1,640	\$1,640
				\$13,400	\$13,400

Special Programs	Crew Stipends	Elder Stipends	Food Costs	\$Cost/Month	\$Spent/Month
Bannock Walk	\$240/week	\$300/week	\$560/month	\$2,720	\$2,720
				\$2,720	\$2,720

Meetings	Participant Stipends	\$Cost/Month	\$Spent/Month
Reading Group	\$200/week	\$800	\$800

Block Meeting	\$200/week	\$800	\$800
Advisory Board Meeting	\$160/week	\$640	\$640
OUR STREETS Crew Meeting	\$300/week	\$1,200	\$1,200
Block Steward Meeting	\$160/week	\$640	\$640
		\$4,080	\$4,080

Other Costs	\$Cost/Month	\$Spent/Month
Outreach Materials	\$4,000	\$3,500
Program Supplies and Materials	\$4,000	\$2,400
VANDU Administration Fee	\$2,000	\$2,000
External Evaluation	\$2,500	\$2,500
Income Generation Loss	\$2,000	\$2,000
	\$14,500	\$12,400

Grand Total	\$Cost/Month	\$Spent/Month
	\$56,160	\$54,060

### III. ACTUAL SPENT BY MONTH

A draft financial report including July–September 2022 was shared with City of Vancouver staff and adjustments have been made according to feedback. For September 2022, VANDU Staff pay was adjusted from \$3,058 to \$7,500 to accurately reflect late timesheets.

Additional edits for July- September that weren't accounted for in the midterm financial report

- 1) In July, an additional \$1,750 was added for Staff Pay, due to delay in invoicing.
- 2) In August, an additional \$3,250 was added for Staff Pay, due to delay in invoicing.
- 3) \$2,500 was added for the external review to July, August and September actuals due to a delay in billing time.

## A. July–September Actuals

### JULY 2022

<b>Crew Stipends</b>	Peer Organizers	\$7,190
	Block Stewards	\$1,740
	Fire Captains	\$980
<b>Staff pay</b>	Administrator	\$1,750
	Lead Organizers	\$1,750
<b>Program Stipends</b>		\$1,000
<b>Special Program Stipends</b>		\$0
<b>Meeting Stipends</b>		\$560
<b>Other Costs</b>	Outreach materials	\$1,043
	Infrastructure	\$8,486
	Administration Fee	\$2,000
	External Evaluation	\$0
	Income Generation Loss	\$2,000
	<b>TOTAL SPENT</b>	<b>\$28,499</b>

### AUGUST 2022

<b>Crew Stipends</b>	Peer Organizers	\$5,480
	Block Stewards	\$2,490
	Fire Captains	\$1,530
<b>Staff pay</b>	Administrator	\$3,500
	Lead Organizers	\$4,000
<b>Program Stipends</b>		\$7,090
<b>Special Program Stipends</b>		\$0
<b>Meeting Stipends</b>		\$2,830
<b>Other Costs</b>	Outreach materials	\$2,817
	Infrastructure	\$2,572
	Administration Fee	\$2,000
	External Evaluation	\$0
	Income Generation Loss	\$2,000
	<b>TOTAL SPENT</b>	<b>\$36,309</b>

### SEPTEMBER 2022

<b>Crew Stipends</b>	Peer Organizers	\$6,682
	Block Stewards	\$2,495
	Fire Captains	\$1,205
<b>Staff pay</b>	Administrator	\$3,500
	Lead Organizers	\$4,000
<b>Program Stipends</b>		\$12,520
<b>Special Program Stipends</b>		\$0
<b>Meeting Stipends</b>		\$3,310
<b>Other Costs</b>	Outreach materials	\$497
	Infrastructure	\$4,256
	Administration Fee	\$2,000
	External Evaluation	\$2,500
	Income Generation Loss	\$2,000
	<b>TOTAL SPENT</b>	<b>\$44,965</b>

## B. October–December Actuals

This budget reflects *II. ADJUSTED APPROVED BUDGET*. VANDU's contract with the City of Vancouver was discontinued on December 9th. The members of the #StopTheSweeps Coalition and VANDU Board and staff had discussions about key empowerment pieces of this project that would be continued after December 9th, 2022 and made the decision to continue services until the end of the contract as noted in Appendix II.

As VANDU went into the last weeks of this service contract engagement, we held additional meetings with community partners (Watari Counseling and Support Services, Overdose Prevention Society, Binnars Project and AFD, etc.) to discuss how OUR STREETS services like the Cleaning program or cultural programming and the outstanding CoV budget for December 9th, 2022- January 11th, 2023 could be passed on to their organizations with approval from CoV staff. Lead and peer organizers worked closely with residents, block stewards and fire captains to identify program essentials that could be shared with other organizations. They also worked collaboratively with the #StopTheSweeps Coalition to identify the key empowerment programming that VANDU would continue to support with our ongoing donations and other grant sources.

### OCTOBER 2022

<b>Crew Stipends</b>	Peer Organizers	\$9,360
	Block Stewards	\$3,200
	Fire Captains	\$1,400
<b>Staff pay</b>	Administrator	\$3,500
	Lead Organizers	\$4,000
<b>Program Stipends</b>		\$13,400
<b>Special Program Stipends</b>		\$2,720
<b>Meeting Stipends</b>		\$4,080
<b>Other Costs</b>	Outreach materials	\$3,500
	Infrastructure	\$2,400
	Administration Fee	\$2,000
	External Evaluation	\$2,500
	Income Generation Loss	\$2,000
<b>TOTAL SPENT</b>		<b>\$54,060</b>

### NOVEMBER 2022

<b>Crew Stipends</b>	Peer Organizers	\$9,360
	Block Stewards	\$3,200
	Fire Captains	\$1,400
<b>Staff pay</b>	Administrator	\$3,500
	Lead Organizers	\$4,000
<b>Program Stipends</b>		\$13,400
<b>Special Program Stipends</b>		\$2,720
<b>Meeting Stipends</b>		\$4,080
<b>Other Costs</b>	Outreach materials	\$3,500
	Infrastructure	\$2,400
	Administration Fee	\$2,000
	External Evaluation	\$2,500
	Income Generation Loss	\$2,000
<b>TOTAL SPENT</b>		<b>\$54,060</b>

### DECEMBER 2022

<b>Crew Stipends</b>	Peer Organizers	\$2,720
	Block Stewards	\$930
	Fire Captains	\$410
<b>Staff pay</b>	Administrator	\$1,020
	Lead Organizers	\$1,160
<b>Program Stipends</b>		\$3,890
<b>Special Program Stipends</b>		\$790
<b>Meeting Stipends</b>		\$1,180
<b>Other Costs</b>	Outreach materials	\$1,016
	Infrastructure	\$696
	Administration Fee	\$580
	External Evaluation	\$500
	Income Generation Loss	\$580
<b>TOTAL SPENT</b>		<b>\$15,472</b>

## C. July–December Total

July: \$28,499

August: \$36,309

September: \$44,965

October: \$54,060

November: \$54,060

December: \$15,472

**Grand total: \$233,365**

### III. APPENDIX

#### I. Organizational Structure

The OUR STREETS pilot program developed its structure with guidance from the community of people who rely on public space. When discussing the proposed block stewardship program, residents were excited to have this innovative program in our neighborhood but understood there was a significant amount of community mistrust in many institutions that were providing services designed by service providers. To combat this mistrust we developed a structure that encouraged residents to be empowered to not only participate in programming but to create and sustain the actuals of this program. Through our weekly meetings we engaged with residents and began designing programs that they felt were needed on the block. The development of new programs came directly out of ideas from block residents, many of whom identified as Indigenous—programs such as Traditional Singing were spearheaded and attended primarily by Indigenous people. The direction of funding to support Indigenous led and attended programs aligns with the UNDRIP framework adopted by Council in 2016. Program activities like the Speaker’s Corner, Art Table, Beauty Table, and Traditional Singing are all programs that were created by Hasting St. residents and built trust in the OUR STREETS program and empowered community members. For example the “Beauty Table” was an initiative led by women residents of the Hastings Tent City that assisted residents with their physical hygiene, especially important considering the lack of accessible bathrooms and showers in the neighbourhood. Stipends for participation in programs such as these are necessary because they signify to the participants we value their time and participation. In order to allow someone the opportunity for empowerment, it is essential to provide them with token compensation for their time. Many residents’ first exposure to OUR STREETS was through these programs; many would go on to participate in the “cleaning program” and then as they gained skills and confidence they would take on leadership roles like peer organizer, block steward or fire captain..

#### Meeting Structure

The core to the OUR STREETS program was the weekly Block Meetings. As many as 50 residents from the block would attend a meeting. These meetings were crucial as they allowed residents to connect and share solutions for maintaining cleanliness on the block. All our core cleaning programs like rig kit making and distribution and morning and afternoon brooms were created by community members at our weekly block meetings. OUR STREETS organizers would share information about our core programs at this meeting, and as a result would frequently see new participants showing up to core jobs such as Cleaning, Rig Kit Making, and Rig Distro.

The Stewards Meetings were used for development and feedback on the Block Stewardship program. Block Stewards would attend weekly and come up with plans to maintain cleanliness on the block and incentivize greater participation in OUR STREETS core programs.

The Decampment Support Meetings gathered community members and organizers to strategize on how to best support residents who were evicted from their homes on the block. Many of these evicted residents were core staff of the program – either Fire Captains or Block Stewards – and as a result some of our essential services were seriously disrupted by their eviction. The organization found ways to offer support and stabilize resident staff so the program could continue to be operational.

#### Core Program

The Core Programs (Cleaning, Rig Kit Making, Rig Distro, were designed to maintain tidiness on the block and build trust in community members so that we could increase participation and community togetherness, leading to a healthier community overall.

**Appendix I. *Organizational Structure Chart***



## Appendix II. Weekly Schedule

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
10:00 AM						
	RIG KITS *(10:30)	CLEANING, RIG DISTRO *(10:30)	RIG KITS *(10:30)	CLEANING, RIG DISTRO *(10:30)	RIG KITS *(10:30)	CLEANING, RIG DISTRO *(10:30)
11:00 AM						
					INVENTORY *(12:00) BROOMS *(12:45)	
12:00 PM	BROOMS *(12:45)	ADVISORY COMMITTEE MTG (12:30 at VANDU)	BROOMS *(12:45)		BLOCK STEWARD MEETING (1230PM @ VANDU)	RESTOCK *(12:00)
	ART TABLE *(1pm) Reading Group (1pm @VANDU)	BEAUTY TABLE *(1PM)	SINGIN' WITH BOB *(1pm)	SPEAKER'S CORNER *(1PM)		
1:00 PM						
					DECAMPMENT SUPPORT MTG (2PM @ VANDU)	
2:00 PM						
	BLOCK MEETING *(5pm)					
5:00 PM						

The weekly schedule was designed for consistent service provision, with a view to building trust and increasing participation in our Core Programs. A collectively-decided structure is necessary for people who rely on public space, whose lifestyles are made chaotic by the conditions they are forced to live in. Organizers, both unhoused and housed, were able to maintain OUR STREETS' visibility in the community every day from Monday through Saturday, thus building community trust in the work we were doing. We spread programs throughout the week so as to not overburden organizers and community members.



### Appendix III. Deliverables:

Agreement	Deliverables
Develop a community-led program that empowers residents to maintain a tidy sidewalk on East Hastings from Gore Street to Carrall Street in collaboration with City of Vancouver Sanitation Services and associated micro-clean organizations;	<ul style="list-style-type: none"> <li>- Daily morning and afternoon block work. <ul style="list-style-type: none"> <li>- Community organizers walked up and down the block engaging with residents, passing on City messages regarding encampment protocols and assisted residents in accessing services to assist in tidying their areas.</li> </ul> </li> <li>- Street cleaning Mon-Sat</li> <li>- Pressure washing</li> <li>- Rig distribution/pick-up</li> </ul>
Develop administrative capacity for resourcing the program, including the management and distribution of cleaning tools and supplies, community tidying incentives, and stipend payroll;	<ul style="list-style-type: none"> <li>- 1 administrator, 2 Peer Organizers, 2 lead organizers</li> <li>- Weekly block meetings to discuss and generate ideas for more programming. Many residents had not engaged with community services in a long time and needed opportunities to create a safe place for engagement to allow for more meaningful and sustainable community engagement; including cleaning.</li> </ul>
Develop a system to recruit, train, and support up to 12 ‘Block Stewards’, organic leaders from the community, to lead the program and educate residents and peers;	<ul style="list-style-type: none"> <li>- Had consistently 8 Block stewards dispersed through 000-300 Hastings blocks. Trained 12 residents to be block stewards but as members were either offered housing or displaced from the block</li> <li>- Created a secondary training program with CoV fire department to train a handful of residents on fire safety. Residents with fire safety training were then called “fire captains” and had a flag outside their tent to allow other residents to know that they had a fire extinguisher and could provide training to other residents. Fire Captains worked closely with block stewards and shared knowledge of tents that needed support declutter due to fire safety concerns. Consistently had 8 fire Captains dispersed through 000-300 Hastings blocks.</li> </ul>
Hold weekly, stipended ‘Block Steward’ meetings to coordinate work, assess the program as it develops, and address urgent issues on the block as they emerge;	<ul style="list-style-type: none"> <li>- Every Friday the lead organizer would have a meeting with all block stewards at 1:30PM at VANDU offices. They would discuss the individual issues on the block and would brainstorm solutions. For example when crosstown clinic was moving locations their program manager attended the block steward meeting and worked with stewards to assist in long term solutions to move tents in a harmless way to allow for pharmacy to be moved into this new location.</li> <li>- Daily updates were provided to the lead organizers with individual Block Stewards during day to day payouts. Stewards would provide a verbal update on block and were paid a stipend for their report.</li> </ul>

Hold weekly, stipended 'General Assembly' meetings at Pigeon Park to educate residents about the program and solicit feedback on how to address neighbourhood challenges;	<ul style="list-style-type: none"> <li>- Held meetings at Pigeon Park every Monday at 5PM. In August these meetings transitioned to Columbia St. at picnic tables for greater accessibility. These meetings would have between 30-50 people in attendance (depending on the weather and issues being discussed). Examples of topics were how people were</li> </ul>
Liaise with the City of Vancouver Street Sweeps Working Group on a regular basis to provide updates on the program and collaborate on addressing neighbourhood challenges;	<ul style="list-style-type: none"> <li>- From July till December Coalition members and VANDU staff attended weekly community tables on Tuesdays or Mondays with the City, BC Housing and VCH. These were attended by Brittany, Vince, Kali, Dave, Marcy and Areo</li> <li>- We also had several (5+) one-on-one meetings with the CoV (social planning and engineering) and VANDU to discuss VANDU's contract and the street cleaning to liaise information from engineering to OUR streets team. These were typically attended by Brittany and Dave.</li> <li>- We also had several meeting between COV, Oursteets and OPS to discuss coordination of services</li> </ul>
Liaise with community partners and stakeholders to collaborate on developing shared neighbourhood capacity to support the program;	<ul style="list-style-type: none"> <li>- From July - December VANDU attended the Weekly 9:30 am CCRN Meetings at minimum 3 times a month (15 meetings)</li> <li>- VANDU participated in multiple one-on-one calls or meetings with CIRES, Exchange Inner City, OPS, Watari, WePress, AFD, First United, Binnars project, etc. related to the VANDU services agreement and collaborating ongoing program services (15+ Meetings)</li> </ul>
Produce an evaluation report in collaboration with an external researcher.	<ul style="list-style-type: none"> <li>- In progress by Nick Blomley, Professor of Geography at Simon Fraser University</li> </ul>