

## Operations Management Plan

Nora Hendrix Place

258 Union Street, Vancouver



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## Introduction

The Operations Management Plan for *Nora Hendrix Place* located at 258 Union Street in Vancouver provides an overview of Atira Property Management Inc.'s (Atira) commitment to operating a supportive housing program for people living in supportive housing, in partnership with Hogan's Alley Society (HAS). It is our intent to operate *Nora Hendrix Place* in a manner that manages any and all impacts of the program on neighbouring residents and business, as well as ensures the safety and security of the people who live there. This Operations Management Plan outlines the basic housing objectives and operating parameters for the *Nora Hendrix Place* program and incorporates protocols to manage various concerns, which may be raised by tenants, neighbours and business owners, as well as ensuring an adequate and timely response on the part of Atira staff. This is the beginning of a new partnership between Atira, HAS, and the Hogan's Alley community and we look forward to working together to best respond to tenant, neighbourhood and community needs.

Before the current Georgia and Dunsmuir viaducts were built in the 1970s, 898 Main Street, just Northwest of Nora Hendrix Place, was part of a vibrant neighborhood of people of African descent, known as Hogan's Alley. The community was displaced due to systemic anti-Black racism, but thanks to the work of community organizers over decades, the Northeast False Creek Area Plan has identified this block as a place of cultural redress for the Black community. By taking the name of Nora Hendrix, grandma of Jimmy Hendrix, who was a part of the Hogan's Alley community, it is hoped that Nora Hendrix Place can be a first step towards a continuation of the legacy of Black presence and influence in this neighborhood.

Atira and the HAS commit to work together to ensure Nora Hendrix Place is successful and meets the needs of Indigenous and Black people who are over-represented in homeless populations due to persistent social and economic exclusion.

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## 1. Overview

### Who We Are

#### *Atira Property Management Inc.*

Atira Property Management is a wholly-owned for profit subsidiary of Atira Women's Resource Society, which was incorporated under the Society Act of British Columbia on March 10th, 1983 and registered with Revenue Canada as a charitable organization in 1984. In 1987, the Society opened its first transition house, Durrant House, in the South Surrey/White Rock community. The Society began expanding its services in 1993 and today, together with Atira Property Management Inc., operates more than 40 housing programs, two community daycares and multiple non-residential support programs located across the Lower Mainland.

#### Our Mission

- Atira Women's Resource Society is dedicated to supporting women and children affected by violence by offering safe and supportive housing and by delivering education and advocacy aimed at ending all forms of gendered violence.

#### Our Vision

- A world free of inequalities, where everyone's human rights are respected and where women and girls have the right to participate fully and effectively in all of the decisions that affect their lives.

#### Our Values

- **Inclusive Feminism:** Our work is informed by our understanding that women's experience of oppressive institutions (sexism, racism, colonialism, classism, heterosexism, ableism, transphobia, xenophobia and other identity markers) are interconnected and cannot be examined separately from one another.
- **Women-Centred:** Our work is informed by our understanding that in addition to providing safety and respect, all of our programs must invite and encourage women's collaboration and that women must have the opportunity to be active participants in all of our services.
- **Harm Reduction:** Our work is informed by our understanding that women's experiences of gender-based violence is central to their use of substances and that understanding the intersections between women's experience of violence, poverty, racism, gendered patterns of drug use/harms, and lack of support for mothering, are critical to developing programs that are seamless and which increase opportunities for women to keep themselves and their children safe.
- **Innovation:** Our work is informed by our understanding that the women who access our services and our staff are our greatest asset and so we encourage individuality, creativity, leadership, transparency and accountability.

Historically, Atira has provided low-no barrier housing and related support programs to women who are marginalized by their experiences for violence/abuse, struggles with homelessness, poverty, substance use and mental wellness. 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 addictions recovery program; Enterprising Women Making Art (an alternative employment program for women with significant barriers to employment); The Painter Sisters (an employment training program); housing outreach programs and outreach

programs for women who are older and for First Nations, Métis and Inuk women; housing, services for women who are criminalized, trauma-informed daycares, bee-keeping programs, community gardens and a women-only overdose prevention site, to name a few. Atira also manages 30, women-only housing programs. More information about Atira's programs and services is available at our website at [www.atira.bc.ca](http://www.atira.bc.ca).

Together with Atira Property Management Inc., Atira also operates 19 all gender, supportive housing programs across the Lower Mainland as well as nonprofit seniors housing, family housing, housing cooperatives, and strata corporations and private-sector rental housing. More information about Atira Property Management Inc. is available at our website at [www.atira.ca](http://www.atira.ca).

### *Hogan's Alley Society (HAS)*

Hogan's Alley Society is a non-profit organization whose mission is to advance the social, political, economic and cultural well-being of people of African descent (Black people) through the delivery of inclusive housing, built spaces, and culturally informed programming and operations. HAS is in process of developing partnerships with local government and business interests to acquire and develop land and operate assets as a community land trust.

### *Nora Hendrix Place*

*Nora Hendrix Place* provides housing for 52 Black and Indigenous tenants who face barriers to securing safe, affordable housing. The units have their own bathrooms, with 10% being fully accessible.

Shared amenities include:

- Lounge/TV room
- Shared community kitchen
- Reading lounge
- Free, shared laundry facilities
- Internet access
- Patio
- Landscaped grounds
- Secure parking with plug ins for scooters

## 2. Housing Objectives

Atira will provide a supportive housing program that honours and validates its tenants. We will nurture belonging, influence and purpose in all people who live at *Nora Hendrix Place*. We will operate within a relationship-based model of care where desired outcomes are achieved through collaborative relationships and where tenants and their support networks/families are at the center our 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;
- People are most satisfied when their roles and daily work practices are in alignment with their personal and professional values;
- Empowerment and ownership of work and practice are essential elements of Relationship-Based Care;
- Transformational change happens one relationship at a time.

*Nora Hendrix Place* will house tenants who are marginalized by their experiences of systemic racism, sexism and misogyny/misogynoir, homelessness, poverty, struggles with substance use, struggles with mental wellness and with chronic health issues. *Nora Hendrix Place* will also contribute to a healthier neighbourhood by enhancing the quality of tenants' lives and supporting them to more fully participate in their community, which will include an invitation for neighbours and neighbourhood residents, faith groups, schools, businesses, other groups and organizations to become involved in service delivery.

### 3. Housing Goals

Atira is committed to working closely with the community toward the effective provision of supportive housing to people in order to achieve the following goals:

#### Belonging

Create **Belonging** thereby honouring our human need to connect with others:

Tenants will be encouraged and supported to form a group identity and view themselves as a critical piece of a larger community. They will be encouraged and supported to build meaningful relationships with each other, with staff, with neighbours and volunteers, making *Nora Hendrix Place* their home. They will be encouraged to support one another. *Nora Hendrix Place* will also support belonging by:

- Honouring tenant's existing support networks including family; however, tenants define family for themselves;
- Encouraging and supporting the creation of new relationships;
- Working together to make *Nora Hendrix Place* the best possible place to live;
- Encouraging and supporting group interactions and problem solving, which builds community;
- Creating the space and opportunity to make decisions as a group, supporting program participants to build new memories together and enjoy sharing them with others.

#### Influence

Creating tenant's **Influence** over their environment by facilitating freedom of choice:

Tenants will have influence over their environment through participation in household management, service delivery and daily operations including meal planning and preparation, and event and activity planning. Tenants will be engaged in the household decision-making processes. We will also support Influence by:

- Ensuring a barrier free, fully accessible building that people of any ability can navigate;
- Facilitating weekly household meetings in order to provide an opportunity for tenants to discuss household issues and make decisions;
- Providing a simple, consistent and routine environment making it possible for tenants to choose when and where to participate.

#### Purpose

Supporting **Purpose** in life by engaging people to the utmost of their abilities:

Having a purpose/making a difference in the world around us drives us throughout our lives. People who live at *Nora Hendrix Place* will be expected to allow others to contribute to their lives. Tenants will also have an opportunity to give back to those they interact with by acting as mentors and/or by forming meaningful relationships. Purpose will also be realized by:

- The small scale of the building coupled with the nurturing of a strong group identity, allowing all tenants to define and form a place for themselves;
- Encouraging tenants to acknowledge their appreciation for one another;
- Supporting tenants to be involved fully in the service delivery in their home and through their contributions, be able to form a lasting legacy they can feel proud of.

## 4. Programs

<b>Referrals</b>	<ul style="list-style-type: none"> <li>Referrals to <i>Nora Hendrix Place</i> will be coordinated by Atira and HAS staff who will accept referrals from those registered with BC Housing and who have requested to live at Nora Hendrix Place. Decisions will be made by staff based on both HAS and Atira's mission, vision and mandate, and <i>Nora Hendrix Place's</i> specific housing objectives. Those selected to live at Nora Hendrix Place should be people who already live in supportive housing and who will benefit from living in self-contained units with their own bathrooms and kitchens.</li> </ul>
<b>Support</b>	<ul style="list-style-type: none"> <li>Primary support will be provided by tenant support and health care support workers.</li> <li>Support will also be provided by Hogan's Alley Society and a defined group of partner agencies, all with expertise in specific areas including culturally informed support, problematic substance use, health care, mental wellness, etc., and all of which are gender responsive.</li> </ul>
<b>Treatment</b>	<ul style="list-style-type: none"> <li>Referrals will be made to treatment programs and services, for those who request same.</li> </ul>
<b>Medications</b>	<ul style="list-style-type: none"> <li>Medication regimes are primarily the responsibility of the tenants and may be supported by Atira staff when requested by tenants.</li> <li>A medication support system will be available to tenants who require assistance to achieve independence in this area.</li> </ul>
<b>Liaison</b>	<ul style="list-style-type: none"> <li>Staff will refer to and liaise with the Ministry of Health, Vancouver Coastal Health Authority, BC Housing, the Ministry of Social Development and Poverty Reduction, as well as agencies offering programs focussed on physical health, mental wellness and substance use.</li> <li>Atira will provide educational resources for tenants re: BC benefits, CPP, OAS, &amp; GIS, mental wellness, substance use, medical conditions, etc.</li> <li>Atira will maintain contact and work in partnership with other community agencies and support services.</li> <li>HAS will partner with Atira to support tenants.</li> </ul>
<b>Life skills</b>	<ul style="list-style-type: none"> <li>Staff will provide group or individual support, life skills education and training on such issues as: <ul style="list-style-type: none"> <li><i>household management and meal preparation</i></li> <li><i>conflict resolution skills</i></li> <li><i>budget management</i></li> <li><i>personal rights/empowerment/self-advocacy</i></li> <li><i>mentoring and peer support programming to complement existing staffing and support services</i></li> </ul> </li> </ul>
<b>Meal Services</b>	<ul style="list-style-type: none"> <li>Will be provided in a supportive/community kitchen capacity, as part of the life skills component of the program.</li> </ul>
<b>Cultural Program</b>	<ul style="list-style-type: none"> <li>HAS will collaborate with Atira to offer cultural support, cultural programming, and basic needs support.</li> </ul>



## 5. Community Relations

### Contact Information

#### *Primary Designated Contact*

The Program Manager is responsible for addressing any issues related to the ongoing operation of Nora Hendrix Place. Their contact information is as follows:

**Name:** Bongie Munjanja, Program Manager

**Phone:** 604.428.4569, during normal business hours (9:00 a.m. to 5:00 p.m.)  
778.828.0649, cell phone for afterhours calls (emergencies only)

**Email:** [norahendrixplace@atira.ca](mailto:norahendrixplace@atira.ca)

**Mail:** Nora Hendrix Place  
c/o Atira Property Management Inc.  
405 Powell Street, Vancouver, BC V6A 1G7

**Website:** [www.atira.ca](http://www.atira.ca)

#### *Secondary Designated Contact*

**Name:** Chauncey Carr, Director, Supportive Housing & Tenant Relations

**Phone:** 604.439.8848

**Email:** [chauncey\\_carr@atira.ca](mailto:chauncey_carr@atira.ca)

**Mail:** Atira Property Management Inc.  
405 Powell Street, Vancouver, BC V6A 1G7

604.428.4569 is a 24-hour cell-phone number available to community members who wish to contact staff at *Nora Hendrix Place* to report an emergency problem.

### Community Advisory Committee

The *Nora Hendrix Place* Community Advisory Committee (CAC), if required, will be a group of up to 15 individuals representing funding partners, partners, community agencies, neighbours and tenants formed to partner with Atira. It will have an advisory and referral role, not a decision-making role, and will fulfill its purpose by being solution-focused and responsive to community issues. Members will operate in agreement with Terms of Reference as they are established.

The *Nora Hendrix Place* CAC will meet on an as need basis. Regular meetings may be established at a later date, if necessary.

The purpose of the CAC is to provide HAS, Atira, the project team and a broad cross-section of the community with a mechanism to:

1. Build and maintain positive relationships amongst the community, tenants, Atira and program partners;
2. Facilitate information sharing and dialogue, and;
3. Identify and resolve any issues, opportunities and concerns related to building operations.

Membership on the *Nora Hendrix Place* CAC would be comprised of the following, each with a member and an alternate:

1. Atira (2)
  - Atira senior management representative (1)
  - *Nora Hendrix Place* Program Manager (1)
2. Hogan's Alley Society (2)
  1. Board Member (1)
  2. Executive Director (1)
3. Nora Hendrix Place Tenants (2)
4. Community Representation (5)
  - Neighbours, local area residents, community organizations, businesses (4)
  - Carnegie Outreach (1)
5. Local Government, Crown Corporations and Government Agencies (4)
  - City of Vancouver (1)
  - BC Housing (1)
  - Vancouver Coastal Health (1)
  - Vancouver Police Department (1)

## 6. Management Protocols

Atira is committed to the following management protocols to reduce the potential for harm or nuisance to the residents, neighbourhood individuals and property from the operation of *Nora Hendrix Place* and, where necessary, to take appropriate actions to address issues within its control.

### Staffing

- Regular operating staff numbers will include a program manager, two tenant support workers on duty at all times (24/7), a community kitchen coordinator, community outreach worker and building custodians, allowing for an immediate response to any issues as they arise. Staffing levels will be reviewed regularly to determine if adjustments are warranted;
- Staffing support may also be provided by partner agencies, each of which will undertake a Memorandum of Understanding, outlining their commitment and specific services to be provided;
- Staff responsibilities include:
  - receiving referrals;
  - managing all tenant issues, including incoming and outgoing tenants;
  - liaising with mental health and addiction services, as well as other relevant community services;
  - working with tenants to achieve their goals;
  - coordinating and delivering recreational opportunities; and
  - medication support duties as requested.
- Staff experience and educational level requirements will be as follows:
  - experience with a population similar to *Nora Hendrix Place* tenants;
  - All staff have undergone a reference and background check including a criminal record check;
  - All staff members are trained in Atira's established risk management procedures;
  - All staff members are oriented to protocols within The Operations Management Plan, including responsiveness to tenant safety and community concerns.

### Tenants' Terms of Residency Agreement

Tenants will be required to sign a Residential Tenancy Agreement (RTA), which will include specific information about the *Nora Hendrix Place* program, tenants' rights and obligations, and a "good neighbour". The tenancy agreement will give both tenants and the operator clarity on building rules and expectations.

## Safety and Security

As part of its commitment to operating this project, Atira has established the following set of protocols to ensure the safety and security of tenants, staff and the community. In case of immediate danger inside or outside of Nora Hendrix Place, 9-1-1 must be called.

<p><b>Exterior Perimeter Security</b></p>	<ul style="list-style-type: none"> <li>• 24-hour on-duty staff will allow the monitoring of all activity in and around Nora Hendrix Place, responding as necessary.</li> <li>• Atira will remotely monitor activities at Nora Hendrix Place through the use of security cameras at all exits. Any suspicious activity will be immediately reported to the on-site staff and only when necessary, to the Vancouver Police Department.</li> </ul>
<p><b>Interior Security</b></p>	<ul style="list-style-type: none"> <li>• all exits are alarmed and monitored by security cameras.</li> <li>• there is a monitored magnetic entrance card system for tenants (room doors, offices, lounge, storage).</li> <li>• Atira’s visitor policy will apply, which requires all visitors to provide Government-issued ID, sign in, and which requires visitors to enter with a tenant between the hours of 10 p.m. and 7 a.m.</li> <li>• staff will be alerted to “unwanted” persons – e.g. people who have a known history of unacceptable behaviour – through its existing internal processes, advice from partner agencies and community alerts.</li> <li>• Atira has a breach-of-security response plan with protocols for staff to follow in respect to potential safety-related events that could occur. Staff are trained in these procedures.</li> </ul>
<p><b>Police Liaison</b></p>	<ul style="list-style-type: none"> <li>• Atira will maintain regular communication and consultation with the Vancouver Police Department through a designated liaison.</li> <li>• The 911 and Mental Health Emergency Services systems will be used in all situations involving potentially volatile situations or violence.</li> </ul>
<p><b>Criminal Activity</b></p>	<ul style="list-style-type: none"> <li>• Atira will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to police.</li> </ul>
<p><b>Neighbouring properties</b></p>	<ul style="list-style-type: none"> <li>• Atira will work in partnership with neighbours, community agencies and others to monitor and improve safety and security in the surrounding area /green space.</li> </ul>

## 7. Community Responsiveness

Atira will ensure that careful consideration is given to any concerns or issues expressed by tenants and members of the community about Nora Hendrix Place and will take appropriate actions to address problems within its control.

The goal of being responsive to the tenants and community is to ensure, as much as possible, that tenants are safe and respected and that the community has positive and helpful experiences with *Nora Hendrix Place*. The secondary goal is to ensure that continuous quality improvement issues are made evident, so they can be addressed.

### Safety, Security and Nuisances

Any situation that affects the safety and security of tenants, staff or a member of the community will be dealt with immediately, following the protocols set out in the “Safety and Security” section of this document. The procedures below will be followed to address community concerns:

1. When a complaint comes in, the appropriate staff will acknowledge the question or concern with a rapid response.
2. In cases where staff cannot respond to the question or concern to the satisfaction of the complainant, the issue will be brought to Atira senior staff to address. Senior staff will contact the complainant within seven days of being notified of such a complaint.
3. In most cases, *Nora Hendrix Place* staff should be able to resolve the issue to the satisfaction of the complainant. Where the issue is not resolved satisfactorily, the individual has the option of launching a complaint, following Atira Complaints Resolution process.
4. All complaints or incidents will be logged and regardless of the severity of the complaint or whether it has been resolved, this information will be shared with the Community Advisory Committee at the next advisory committee meeting, where a community advisory committee exists.

### Complaints Resolution Process

In addition to the preceding protocols to address issues regarding safety, security and nuisances, occasionally, there may be other types of concerns that arise from members of the community. While the intent is to address these concerns through dialogue, if the individual feels the situation warrants an official complaint, Atira’s complaints resolution mechanism (available on our website: <https://atira.ca/contact-us/>) will ensure that an objective and thorough response is provide.