

SPACES *to* **THRIVE**

VANCOUVER SOCIAL INFRASTRUCTURE STRATEGY

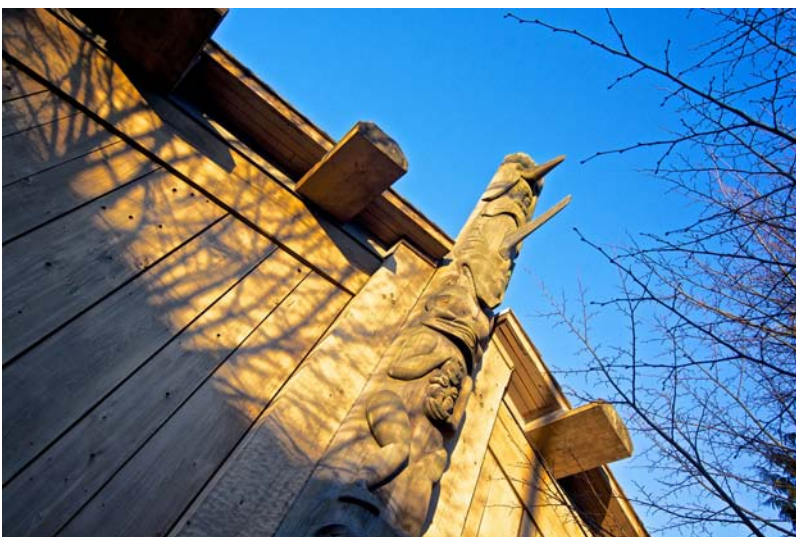
POLICY FRAMEWORK



A background image with a teal overlay showing several people wearing traditional woven hats, possibly in a rural or indigenous setting. The image is slightly blurred, focusing attention on the text.

“

As a City of Reconciliation, the City works within the Reconciliation Framework comprised of cultural competency, strengthened relations, and effective decision-making. ”



Northwest Coast Pole & Ceremonial Entryway at Native Education College
Photo: NEC

Cover Photo
Elder brushing off at Indigenous Peoples Day celebration
Photo: Erich Saide

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Indigenous women in ceremonial wear
Photo: Vancouver Archives VANOC

PREFACE

This place known as Vancouver is situated on the traditional, ancestral, and unceded homelands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətał (Tseil-Waututh) Nations

Since time immemorial, the host Nations have resided on and stewarded these lands with values of relationship, knowledge, responsibility, and reciprocity.

The City of Vancouver acknowledges the cultural, social and physical harm, and systemic violence that resulted from colonization, the process in which western European settlers sought to replace Indigenous laws and take land without consent to build wealth.

We acknowledge the ongoing and intentional work of decolonization, removal of systemic barriers, and relationship-building required to re-centre Indigenous laws, governance and relationships to these lands, and to honour the peoples, places and spaces that have been lost due to colonization and genocide.

We honour and acknowledge the people, culture and visions leading us towards a much different future.

The City recognizes Indigenous rights, self-determination, service delivery for the benefit of Indigenous people, and the end of violence against Indigenous women, by committing to: the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), United Nations Safe Cities, BC Declaration of Rights of Indigenous Peoples Agreement (DRIPA), the Truth and Reconciliation Commission (TRC) Calls to Action, the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice and the Red Women Rising report recommendations. City of Vancouver's dedication towards Reconciliation and equity through the Reconciliation Framework, Equity Framework, Healthy City Strategy, Culture Shift, Apology to the Chinese Community, and Hogan's Alley Working Group are further aligned with these commitments.

The implementation of the Vancouver Social Infrastructure Strategy will reflect and reinforce the responsibilities of being a City of Reconciliation, committing to work together with local First Nations and Urban Indigenous people. This includes seeking ways to advance UNDRIP's framework to guarantee the rights of Indigenous peoples to enjoy and practice their cultures and customs, their religions, and their languages, and to develop and strengthen their economics and their social and political institutions towards spaces to thrive.



EXECUTIVE SUMMARY

Spaces to Thrive: Vancouver Social Infrastructure Strategy is the City of Vancouver's first 10-year policy framework and implementation financial strategy. Over the next decade, strategic policies and intentional investments will be required to advance equity, reconciliation and resilience in partnership with the non-profit sector, senior governments and other community partners. *Spaces to Thrive* embodies a vision where all residents enjoy the highest level of connectedness and well-being through access to basic human needs and equitable, resilient social infrastructure.

Social infrastructure refers to the relationship between: 1) physical buildings and gathering spaces, 2) social activities, services or programs offered within these places, and 3) the interconnected networks within and across physical and social locations where people come together and enhance overall well-being. The strategy scope includes social service centers, but is not limited to Indigenous healing and wellness spaces, social enterprises, low-barrier vending markets, social cultural spaces, community centres, and local neighbourhood houses. As the City decolonizes practices, working with Cultural Services and Culture|Shift to increase social cultural spaces will also be an important partnership in delivering spaces to thrive.

Spaces to Thrive aims to address **four key challenges** facing Vancouver's social infrastructure ecosystem, which if not addressed, will continue and deepen:

- **Increasing inequity** – A lack of prioritization for Indigenous, Black and cultural community spaces, accessible, women and gender diverse and other equity social-serving spaces have limited the City's ability to meet Indigenous and human rights obligations.
- **Insufficient social and community serving spaces** – Vancouver lacked a plan to determine how community facilities would meet population growth and the changing needs of a diverse city.
- **Insufficient and unsustainable operational and capital funding** – Without strategic alignment and investment in all parts of the social infrastructure – programs and spaces – access to basic human needs and meaningful places for people cannot be sustained.
- **Loss of community-serving spaces** – The resiliency of service networks requires an immediate and long-term view for services and spaces, especially for non-profit owners and tenants in privately owned spaces and in high development areas.



Gardening the Healing Garden with food and native plants at Tenth Church
Photo: City of Vancouver



Broadway Youth Resource Centre
Photo: NSDA Architects

COVID-19 daylighted the ongoing and significant systemic barriers many residents have faced for decades, due to impacts of colonialism, racism, class and gender discrimination, ageism and ableism. The unique circumstance of intersectionality increases vulnerability factors for people including reduced access to spaces and services, social isolation, and cycles of poverty. Of note, within population groups, race is a significant predictor of unequal outcomes. Disproportionately impacted communities experience more challenges accessing social, cultural and economic opportunities, resulting in poorer health outcomes. Without access to these opportunities, more costly investments are needed in areas such as the criminal justice and health care systems, homelessness services, and many individual and societal costs for those experiencing ongoing trauma and violence.

Spaces to Thrive is grounded in four crosscutting principles and six policy directions that will ensure the City changes course quickly, guiding the City's directions, objectives and actions for social infrastructure to align with existing City priorities. The four principles include: **1) Reconciliation & Decolonization; 2) Equity & Social Impact; 3) Resilience & Adaptability; and 4) Collaboration & Stewardship.**

The **6 Key Policy Directions** will guide implementation and key investments for the next decade:

- **Partnerships and Capacity Support: Strengthen the City's role in partnerships and capacity support for the social sector** – The City will advocate for social infrastructure needs and better coordinate social spaces with partners. Capacity support for the social sector may be expanded in regards to planning, securing, managing of spaces and resources, making operational and capital grants more accessible, increasing access to affordable spaces for non-profits with limited capacity, and supporting community ownership.
- **Plan to Meet Priorities and Goals: Plan a network of the right type and supply of social infrastructure that meet reconciliation, equity, and resilience goals** – The City will demonstrate the value of investing in social infrastructure, and improve its data and metrics on social service provision in the community. We will establish and implement social infrastructure renewal and growth targets to meet current and future needs. To ensure the right type of social infrastructure, the City will incorporate reconciliation, equity, and resilience in priority setting and planning goals, support Indigenous-led and Black spaces and programs, and support cultural redress through addressing cultural community space needs.



Marpole Neighbourhood House exterior
Photo: Carscadden Stokes McDonald Architects

- **Support What Already Exists: Enable renewal, renovation, replacement, and expansion of existing social-serving facilities** - The City will work with partners to assess and determine social facility renewal needs that meet current and future service needs, focusing on equity priorities. We will develop policy, incentives and requirements to promote retention, replacement, and expansion of social infrastructure, and support non-profit applicants to renovate and maintain social-serving spaces.
- **Plan for the Future: Enable new social infrastructure to meet growth and equity priority needs** - The City will plan for new and expansion of City-owned social facilities where needed, considering population growth, shifts in demand and existing facility capacity. We will develop policy, incentives and requirements to promote creation of new social infrastructure, and support non-profit applicants to develop new social-serving spaces.
- **Innovate for Efficiency: Support transformation, adaptation, and optimization of social infrastructure** - The City will improve efficiency and effectiveness of private and non-profit owned space use and service delivery. We will continue to develop and maintain shared non-profit administration and program centres to support more service providers and residents, and design adaptable, functional, inclusive, and accessible social-serving spaces for the future.
- **Improve Ecosystem Health: Foster resilient, adaptable and sustainable social infrastructure** - The City will prioritize actions for social infrastructure recovery and resilience through its alignment with Resilient Vancouver Strategy. We will ensure City-owned social spaces are financially sustainable over the long term and able to operate throughout unexpected events.

When people cannot access the social spaces and programs they need, when and where they need most, everyone across Vancouver experiences the negative impacts. The City is committed to increasing access, resiliency and well-being across Vancouver, especially in the context of rising inequities, social isolation, and climate change. The upcoming ***Spaces to Thrive: Implementation Plan and Financial Strategy*** will provide directions for operations and capital to deliver the strategy detailing priority projects and processes, indicators and targets, and financial plan for the next 10 years. Innovation, growth, and partnerships will be key to achieving our vision of connectedness, well-being and belonging.



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Aboriginal Land Trust Housing and Healing Centre building exterior

Photo: Urban Arts Architecture Inc.



Three girls dressed up for a pow wow at Cedar Cottage Neighbourhood House

Photo: Cedar Cottage Neighbourhood House



INTRODUCTION

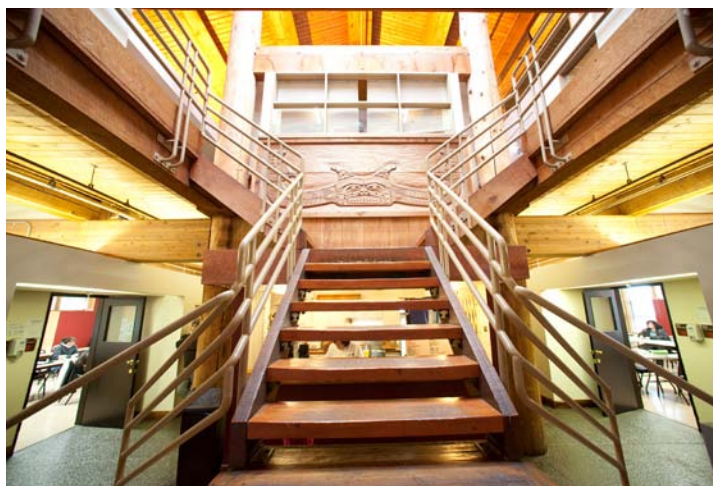
We gratefully acknowledge the feedback and contributions of internal and external stakeholders through engagement including community partners, non-profit organizations and places of worship. The important work of the social sector is key in meeting community needs on a day-to day basis and during crisis and beyond. Critical in delivering City objectives, the sector is responsive, adaptable and resourceful in fostering spaces to thrive. Further information can be found in the Engagement Summary and Acknowledgements section in Appendix B.

Spaces to Thrive: Vancouver Social Infrastructure Strategy provides the first 10-year framework and pathway for the City of Vancouver to support the social-serving non-profit sector and related spaces through the City's various roles as regulator, partner, investor, and advocate for social development. The Strategy is comprised of three books: Current State, Policy Framework, and Implementation and Finance Plan.

To achieve proposed objectives in this **Policy Framework**, it is important to understand current opportunities and challenges for residents disproportionately impacted by systemic barriers, the Vancouver social sector, the role of the City of Vancouver and social facility profiles. Read more in ***Spaces to Thrive: Current State Databook***.

Many Vancouver residents continue to face systemic barriers to access opportunities and resources due to social, cultural and economic conditions, resulting in poorer health outcomes. The unique circumstance of intersectionality increases exposure to impacts of oppressive systems including reduced access to services, social isolation, and poverty. Within population groups, race is a significant predictor of unequal outcomes.

Vancouver non-profits are dynamic, innovative, and essential in fostering social inclusion and connectedness. The non-profit sector is a significant contributor to the Gross Domestic Product (GDP) of this province, supports jobs and other socio-economic successes. However, challenges in the sector includes the lack of operational funding and the lack of or insufficient affordable, unsuitable and secure spaces. Displacement and loss of non-profit spaces is another challenge often resulting from development pressures and tenancy in privately owned facilities.



Food services canteen stairway at Native Education Centre
Photo: NEC

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A Latinx disabled woman and an Asian disabled genderfluid person on a couch, with an electric mobility scooter.
Photo: Disabled and Here

As our city changes, social services change as well. Non-profits are adaptive: “Don’t define us based on what we have now, we evolve.”

- Social Non-profit Participant

In the wake of a global pandemic, pre-existing systemic challenges have been exposed and deepened, especially for those disproportionately impacted by COVID-19. Challenges include employment, finances, food security, social isolation, overdose deaths, racism and stigmatization. The non-profit sector has also been negatively impacted amidst an increased demand for service and programs while facing a drop in revenues.

The City of Vancouver supports the social non-profits in its role as investor, regulator and partner. In its effort to invest, the City develops and renews City-owned community spaces, provides nominal lease for non-profit operators, provides core funding for programs and operators, capital grants for renovations, and major grants to support redevelopment of non-profit owned social facilities.

Two types of social facilities have been identified, **Broad-reach** organizations that include age-based services and local-serving multi-serving organizations such as neighbourhood houses, and **Specialized** organizations that provide services to specific populations or to address specific issues. Social service trends and gaps vary between six service areas called Network Areas that may inform the social infrastructure planning for the next 10 years.

In preparing for the decade ahead, the City has the opportunity to work with the social infrastructure sector to develop mutual aid and resilience plans – enabling them to connect, share, and thrive during normal operating conditions, and creating continuity, redundancy, and critical coordination during crises. This would allow for closer connection and collaboration of the sector with civic social infrastructure like community centres and libraries – as part of a broad ecosystem of social service providers – while also being financially prudent by planning proactively versus more costly reactive responses.

Next page
Two disabled and Black people cooking together
Photo: Disabled and Here



A photograph of a group of children and adults clapping their hands in a room. The image is overlaid with a semi-transparent green filter. The children are in the foreground, and adults are visible in the background. The overall mood is positive and celebratory.

“

Social infrastructure refers to the relationship of social and community spaces, programs and networks where people and communities come together and enhance well-being. ”

I. WHAT IS SOCIAL INFRASTRUCTURE?

Just as the operation of our city depends on infrastructure to meet basic needs such as our roadways, lighting, and water system, social infrastructure is fundamental for residents in our communities to meet basic needs and all the social determinants of health in order to connect and thrive.

Centred around **people and communities**, social infrastructure is comprised of programs and services delivered by operators (e.g., public, non-profit, community), and spaces and facilities (e.g., institutional, informal), and networks as part of a broader ecosystem working together to meet community needs to ensure resilience and well-being.



Children's World Daycare
Photo: VJLS-JH



**People and
Communities**



**Spaces and
Facilities**

+



**Programs and
Services**

=



**Services, Facilities & Networks
with Communities for People**

Photo in diagram
Left - Marpole Oakridge Family Place seniors
Right - Cooking together in Collingwood Neighbourhood House kitchen
Photo: Jimmy Jeong

The range of spaces meet diverse social needs. For instance, these are spaces for people **to play, learn and grow** (civic community centres, parks, schools, libraries, community gardens, art galleries), **to heal, connect and belong** (health centers, Indigenous wellness, aboriginal friendship centers, cultural centers, neighbourhood houses, social service centers, places of worship, online social platforms), and **to gather in the private sphere** (cafés, community kitchens, restaurants, stadiums, plazas & public space, markets).

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Kids in a dance class at Collingwood Neighbourhood House
Photo: Collingwood Neighbourhood House

Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls has Calls for Justice to ensure Indigenous women, girls, and 2SLGBTQIA people live in dignity

... Ensure that equitable access to basic rights such as employment, housing, education, safety, and health care is recognized as a fundamental means of protecting Indigenous and human rights...

A Social Infrastructure Strategy for the City of Vancouver

Spaces to Thrive: Vancouver Social Infrastructure Strategy focuses on **social spaces and services** and the various municipal roles available to support them. The Strategy provides a 10-year framework and pathway for the City of Vancouver to support the social-serving non-profit sector and related spaces through the City's various roles as regulator, partner, investor, and advocate for social development.

The overall vision of the strategy is that Vancouver residents, especially those disproportionately impacted by systemic barriers, can access spaces to thrive and help meet diverse needs in a dynamic and changing city. **The strategy uses a human and Indigenous rights based approach, focuses on ensuring fundamental provision of access to human rights for those facing ongoing systemic violence and exclusion.** This includes the right to access social services and a standard living for the health and well-being of individuals through meeting basic needs, and right to social security as part of the Universal Declaration of Human Rights and the distinct rights of Indigenous peoples, including Urban Indigenous peoples, as set out in the United Nations Declaration of Rights for Indigenous Peoples (UNDRIP).

While Europe has hosted 'Human Rights Cities' networks, Toronto, Montreal and Winnipeg have begun strengthening human rights policy infrastructure to better protect, promote and fulfill social and economic human rights within areas such as housing, food security, water and sanitation, and standards of living. Aligned to *The Equity Framework*, *Spaces to Thrive* envisions a city where those who are most disproportionately impacted by marginalization are systemically prioritized and disproportionately resourced.

Social infrastructure within the scope of the *Spaces to Thrive* serves a wide range of population groups (e.g., children, youth, families, seniors, newcomers, Urban Indigenous peoples), and provide a diversity of programs to support various social needs (e.g., food security, low-barrier employment, safety, social connections).

In Vancouver, there are a wide range of social infrastructure facilities, from City-owned buildings, to buildings under the jurisdiction of senior government, such as health and educational facilities. Non City-owned social and community-serving spaces include non-profit and faith-based owned buildings and spaces and commercially-owned spaces that lease space to non-profits and other community uses. Programs and services delivered at these sites complement those supported or provided by the City, and contribute to community health and well-being. All these programs and spaces form the social

Social infrastructure strategies and plans in other places vary from jurisdiction type, focus and scope.

While many are at a municipal level such as Toronto, Calgary, and London (UK), others are regional, including South East Queensland (Australia) or federal such as Canada's Social Infrastructure Investments.

Some focus on social and community facilities only, others focus on services only, while others focus on both programs and facilities. The scope ranges from comprehensive (arts and culture, recreation, schools, and hospitals), to specific.

All strategies show that social infrastructure needs and service level is complex with a range of approaches and methodologies to determine community needs and provision plans to meet demands.

infrastructure ecosystem that depend on reciprocity, collaboration, and distinct roles to foster spaces for residents to thrive.

Spaces to Thrive aims to address **four key challenges** facing Vancouver's social infrastructure ecosystem, which if not addressed, will continue and deepen, further eroding individual and community resilience for all of Vancouver:

- **Increasing inequity** – A lack of prioritization for Indigenous, Black and cultural community spaces, accessible, women and gender diverse and other equity social-serving spaces have limited the City's ability to meet Indigenous and human rights obligations.
- **Insufficient social and community serving spaces** – Vancouver lacked a plan to determine how community facilities would meet population growth and the changing needs of a diverse city.
- **Insufficient and unsustainable operational and capital funding** – Without strategic alignment and investment in all parts of the social infrastructure – programs and spaces – access to basic human needs and meaningful places for people cannot be sustained.
- **Loss of community-serving spaces** – The resiliency of service networks requires an immediate and long-term view for services and spaces, especially for non-profit owners and tenants in privately owned spaces and in high development areas.



“

A Neighbourhood House is a type of social service centre with a mandate to provide a range of programs that meet social development needs of local residents, originally established as hubs to serve newcomers.

”

A Social Service Centre is a facility used by non-profits in order to:

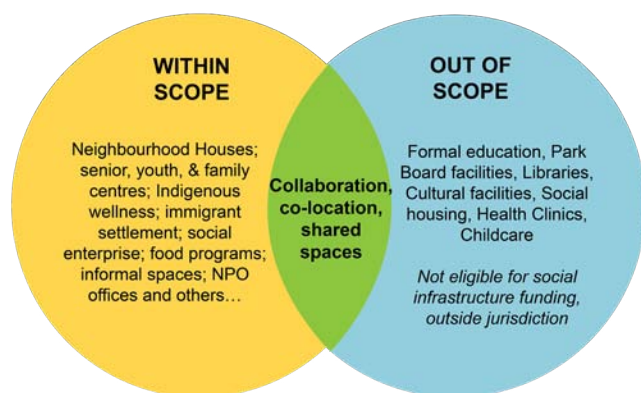
- a) Provide information, referral, counselling, advocacy or health care services; or
- b) Dispense aid in the nature of food or clothing; or
- c) Provide drop in or activity space, but does not include premises used for residential purposes or detoxification centre.

Examples of a social service centre include:

- Neighbourhood House
- Family Place/drop-in
- Youth Centre
- Senior Centre
- Food programs/meals
- Friendship Centre

A Social Enterprise refers to a revenue-generating organization with a social impact objective. Part of the business' revenue is to sell goods or services where the profits would go back to serving its mission. Often times, people facing barriers to traditional employment would be hired.

A Neighbourhood House is a type of social service centre with a mandate to provide a range of programs that meet social development needs of local residents, originally established as hubs to serve newcomers.



II. DETERMINING THE CITY'S SOCIAL INFRASTRUCTURE NEED & SCOPE

Spaces to Thrive is at the heart of a healthy social infrastructure ecosystem, comprised of spaces, programs and services to meet community need, especially those disproportionately impacted by systemic barriers. Spaces that are within the scope of the Strategy include social service centres (e.g., neighbourhood houses, Indigenous wellness, other social cultural centres in partnership with Cultural Services through *Culture /Shift* and *Making Space for Arts and Culture*), social enterprise, informal gathering spaces. Places of worship with social programs are also included.

Others in the social infrastructure ecosystem include formal education, Board of Parks and Recreation facilities, libraries, cultural facilities, social housing, health clinics and childcare. Still broader social infrastructure may be found in the public realm or private businesses such as cafes, restaurants, public spaces, theatres, and art galleries. All these spaces and programs may provide connections, belonging and well-being for Vancouver residents.

These facilities will not be directly included in the plan:

- Parks, plazas, community centres focused on recreation, affordable housing, libraries, galleries and museums. They are the focus of our other plans, such as *Places for People Downtown*, *Culture/Shift and Making Space for Art and Culture*, *VanPlay: Parks and Recreation Master Plan*, *Vancouver Public Library's Facilities Master Plan* and *Vancouver's Housing and Homelessness Strategy*, among others.
- Schools, health clinics, and hospitals, which are governed and funded by other jurisdictions or levels of government.

The above social infrastructure types have shared social impact objectives with the types of infrastructure this strategy will focus on. The aim is to create strong links between the strategies and *Spaces to Thrive* implementation through continued collaboration and partnerships including co-location, shared resources and approach.



III. SPACES TO THRIVE: POLICY FRAMEWORK

The Policy Framework will set the City's course for the next 10 years with a strong vision, four key principles, and six set directions. Each of the directions have objectives and actions to guide the implementation of social infrastructure. *Spaces to Thrive* sits within the City's policy family, strategically aligning and multiplying impact with existing City priorities at various stages of implementation and development.

The Policy Framework will strengthen and expand the City's roles to strategically support the development of new social infrastructure facilities, program space, and resilient networks, as well as ensure existing social infrastructure is not lost due to development and displacement or a lack of strategic planning and partnership.

During the strategy implementation phase, the City will continue to work with all partners to leverage shared priorities, assets, resources and innovations to accelerate positive change towards spaces for all Vancouver residents to thrive.

Vision

All Vancouver residents access and enjoy the highest level of health and well-being possible through self-determined, equitable, and resilient social infrastructure spaces, programs and networks.

Principles

The strategy commitments to the four principles, embedded within and across all directions, objectives and actions:

Reconciliation & Decolonization

We commit to decolonized practices, Indigenous rights, cultural redress and benefit for Indigenous people and Indigenous-led and social serving agencies for Black, racialized and cultural communities.

Equity & Social Impact

We prioritize human-rights based service-delivery with adequate resourcing and a relationship-centered



Reclaiming Power and Place Calls for Justice

... learn about Indigenous principles of relationship specific to those Nations or communities in your local area and work, and put them into practice in all of your relationships with Indigenous Peoples...

approach to create safe spaces to thrive for those experiencing disproportionate impacts from ongoing systemic barriers.

Resilience & Adaptability

We commit to supporting stability, sustainability and community leadership towards strategic capital and operational investments that support community resilience, response and recovery.

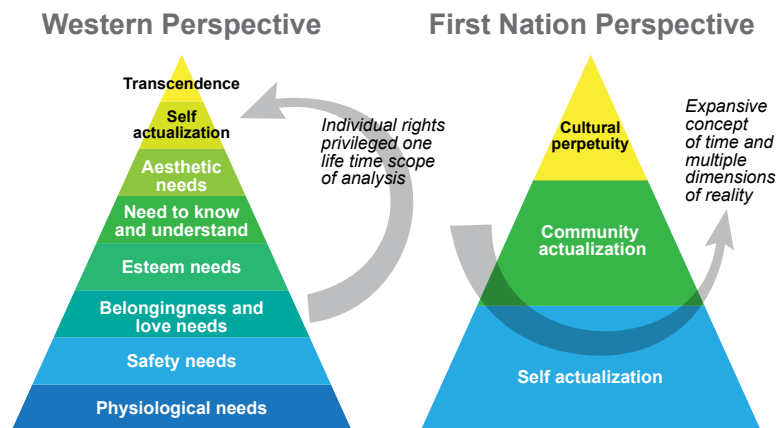
Collaboration & Stewardship

We will be strong partners with non-profits, neighbourhood houses and other levels of government to best serve a diversity of community residents, today and in the future.

Policy Directions & Objectives

Collaborative work with community and senior government partners across City departments will achieve *Spaces to Thrive* objectives. ‘How’ the City prioritizes equity, reconciliation and resilience goals through City policies, processes and decisions will shape the transformative and long-lasting change.

MASLOW'S HIERARCHY OF NEEDS Informed by the Blackfoot Nation (Siksiká)



Huitt, 2004; Blackstock, 2008; Wadsworth

Maslow's Hierarchy of Needs suggests that in order to truly thrive and flourish, all aspects of basic human needs must be met before belonging and self-actualization or 'thriving' may occur; however, the hierarchy approach has also been interpreted as a linear approach for cultural and holistic integration. Maslow's work was co-opted from the Blackfoot Nation model that begins with self-actualization and belonging as the basis for collective-actualization, the places and spaces we come to in community to eat together, be sheltered, clothed and protected.¹ *Spaces to Thrive* acknowledges the need to deepen partnerships and the integration of with x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish) and səliwətał (Tsleil-Waututh) Nations teachings on what it means to be in good relationship with community on their ancestral and unceded lands. *Spaces to Thrive* will seek to expand holistic, culturally appropriate and integrated approaches that values and plans for a diversity of spaces for cultural and social well-being with safety, belonging, trust in community at the forefront. By also acknowledging human rights and the distinct rights

¹ Cathy BlackStock, University of Alberta, 2014 Conference of the National Indian Welfare Association

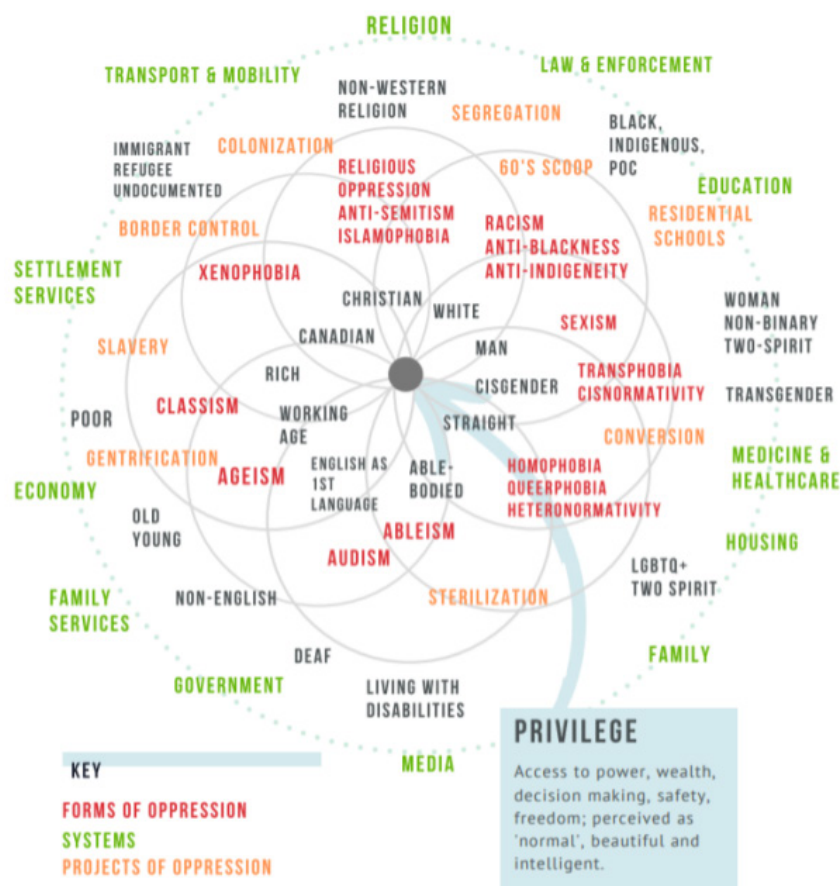


Diagram by Cicely Belle Blain based on concepts by Kimberle Crenshaw

of Indigenous peoples, *Spaces to Thrive* takes an all of government approach, looking to local partners and cities as frontline actors to prioritize investments where they should be prioritized most.

Priorities for Equity-denied Communities

The City currently supports social non-profits serving general and age-specific demographics and providing specialized services to equity-denied populations. Increased space support and investment will be given to social non-profits providing these specialized services for specific populations.

Spaces to Thrive embeds reconciliation and equity principles in the City's future approach to social infrastructure. In 2021, City Council approved the Equity Framework, which points to evidence of populations in Vancouver that continue to experience disproportionate adverse social impact, and have not been addressed through ample or additional City support. All non-profits work to address inequities that impact the groups they serve, but the City has not always taken an explicit equity approach to determine which organizations and facilities it supports.

Building a more equitable system of support for social non-profits and commitment to reconciliation means acknowledging these disproportionate impacts, and proactively identifying ways to better support organizations with programs, services and spaces for Indigenous Peoples, Black Peoples, People of Colour, newcomers, immigrants and refugees, 2SLGBTQIA identifying people, and People with Disabilities, especially those facing multiple barriers because of intersectional identities. The strategy aligns with these approaches to increase access to social infrastructure for populations facing multiple barriers and support to non-profits with limited capacity.

In addition to the intersections of social, economic and health inequities, it is important to acknowledge and recognize that Urban Indigenous peoples and organizations face distinct disparities. The legacy of colonization has left many Urban Indigenous people 'landless' with intergenerational social, economic and health inequalities that cross institutional government jurisdictions when it comes to accessing education, justice system and service funding.² Many reports show that access



Lu'ma Patient's Lodge
Photo: George Piece

Reclaiming Power and Place Calls for Justice

... Indigenous Peoples...are the experts in caring for and healing themselves, and that health and wellness services are most effective when they are designed and delivered by the Indigenous Peoples they are supposed to serve...

to services is disrupted by discrimination and anti-Indigenous racism, from health care to education to front-line services. Urban Indigenous non-profit agencies create a network of cultural well-being for off-reserve Indigenous people from local nations and communities across Canada. *Spaces to Thrive* offers a unique opportunity to build up support for Urban Indigenous people and to address key challenges for Urban Indigenous agencies finding service, program and facility space design innovation on the path to reconciliation through self-determination. Continuing to decolonize 'how' the City partners with Urban Indigenous agencies and 'where' resources are prioritized over the next 10 years will make meaningful and significant impacts.

New types of specialized programs and spaces are also required to meet the need of underserved populations and equity priorities. Many of these facilities are social-cultural facilities that provide a range of integrated community programs and spaces for intergenerational users, and may be co-located with other uses to meet community need.

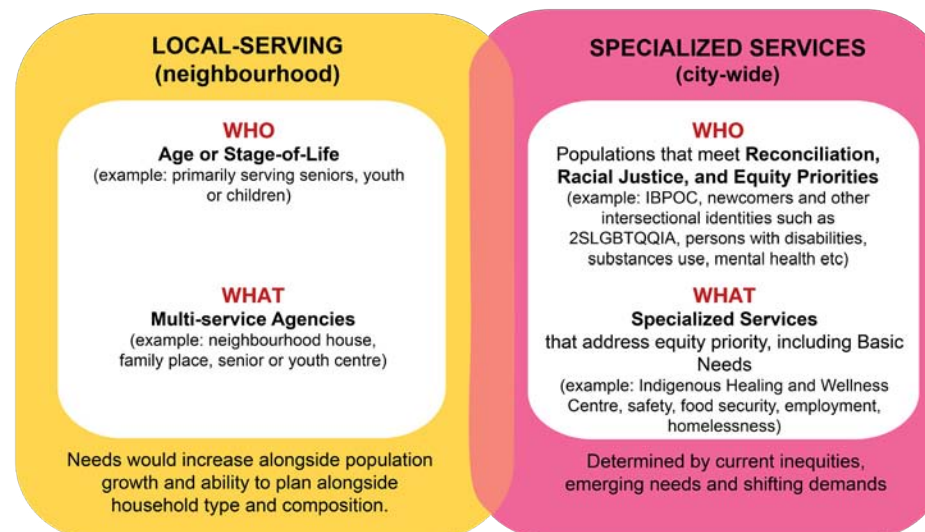
Priorities identified for social spaces that address the needs of disproportionately impacted population are as follows:

- Spaces for Indigenous healing, wellness and gathering
- Black and African diaspora spaces
- Cultural & civic community spaces
- Safe spaces for women, 2SLGBTQQIA
- Spaces for low barrier employment including spaces to vend/earn an Income
- Food security
- Neighbourhood houses – redevelopment & expansion

Spaces to Thrive provides direction to increase co-location of multiple non-profits, for complementary programs; but continue offering standalone spaces for programs that require increased security and privacy. An example of complementary programs are neighbourhood houses, family places, and childcares.

² Congress of Aboriginal Peoples (2019) Urban Indigenous People: 2019 Research Report <http://www.abo-peoples.org/wp-content/uploads/2019/09/Urban-Indigenous-Report-FINAL.pdf>

Applied Intersectionality, Deepening Equity



Right Type and Supply Approach

The Housing Vancouver Strategy changed the way the City set housing targets by ensuring the right type of housing supply was being delivered for the corresponding population and income level. For the next ten years, *Spaces to Thrive* will align with the 'right supply' approach so that both local-serving and specialized services will be accessible to Vancouver residents, especially those disproportionately impacted by systemic barriers. These are general categories with the intention to better plan for the right type and supply of social space. Local-serving facilities may also offer specialized services.

Local-serving organizations address needs in their catchment area, and should increase in proportion to **population growth**.

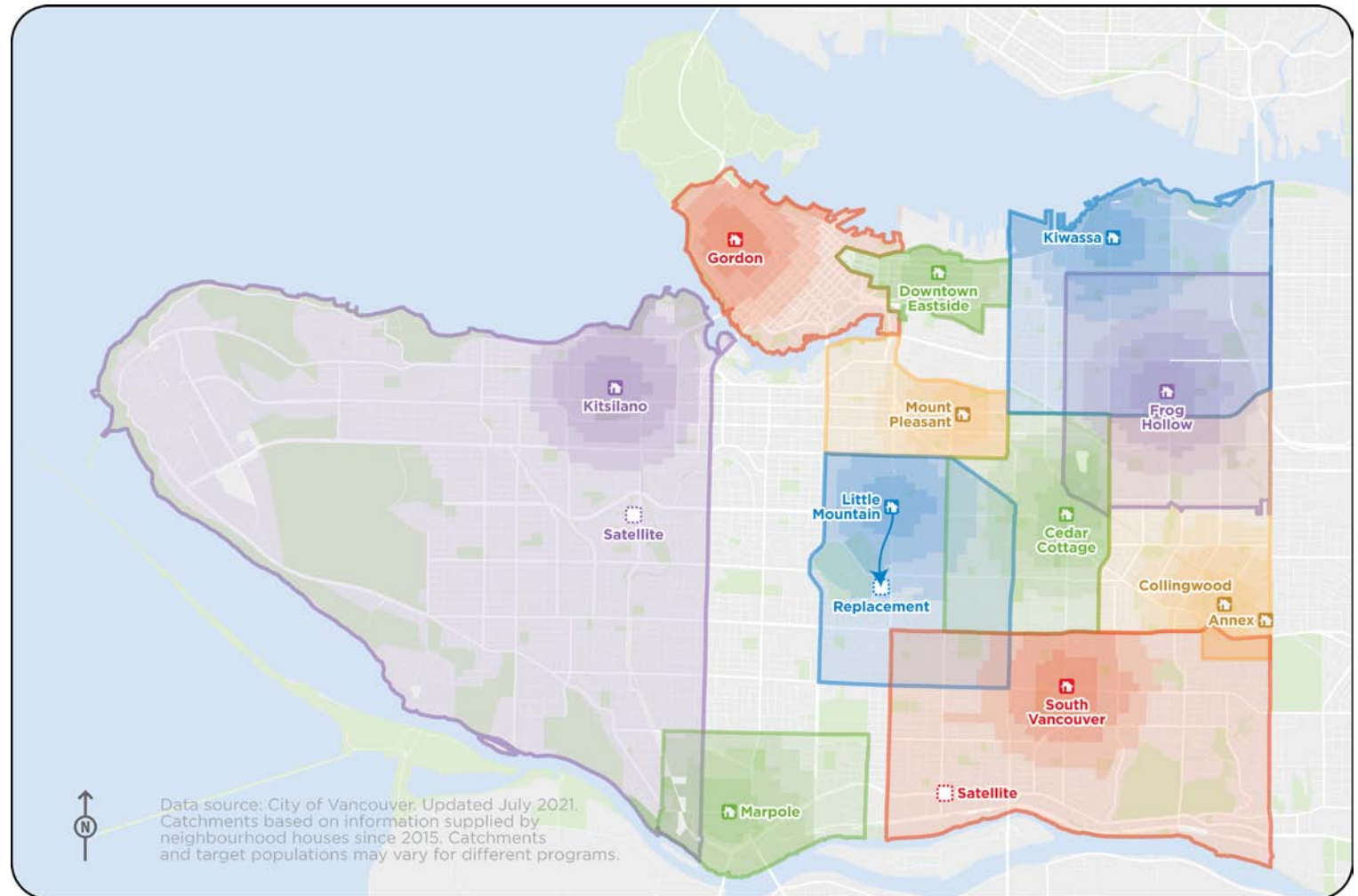
- **Location priorities:** equitable geographic distribution across the City, with consideration for current population, population growth, and accessibility for local residents (walkability and transit access)
- **Provision ratios:** A general ratio will be established for local-serving and broad-reach social services, tied to population served (e.g., number of resident seniors per seniors centre)

Specialized services respond to **equity priorities** and **shifting demands**. Organizations that respond to specific needs of disproportionately impacted populations may not be related to population numbers or growth.

- **Location priorities:** These non-profits may serve local residents and employees but more often have a wider geographic focus, serving one or more Network Area, citywide, or beyond.

- **Provision ratios:** No ratio can be determined in advance of planning with non-profits and potential service users. Services may be offered in response to emergent issues (e.g., opioid response), and previously unmet or under-served needs.

An example of local-serving and neighbourhood-building organizations are neighbourhood houses, which should be distributed across the City. The Strategy will look at ways to support underserved areas that are not part of an existing catchment:



Non-profit Spotlight: South Vancouver Neighbourhood House (SVNH)

SVNH is a community-based organization that focuses on connecting people and strengthening the neighbourhoods of Killarney, Victoria-Fraserview, and Sunset in South Vancouver. When you walk through the doors of SVNH, you find a unique and vibrant place where people can build their social connections by participating in wellness or cultural activities, or improve their personal capacity through volunteering, workshops, courses and employment counselling.

Story of Change:

The Youth Action Project (YAP) addresses the social issues of mental health, civic engagement among preteens and youth ages 9-19, and employment among youth ages 13- 19. The YAP program has connected with approximately 200 preteens and 200 youth per year, including V:

V enrolled in YAP's preteen programs when she was in grade 6. In a program where she had positive youth volunteer mentors, V transitioned into the youth leadership program when she entered high school. As a youth volunteer, V was active in multiple youth volunteer programs and collaborated with other youth leaders to deliver multiple community engagement projects and events. V was able to join as a preteen, continue throughout high school, and become an empowered young adult who is aware of social issues and rising concerns in her community and city.

Towards Complete Communities

1. To ensure the right type and supply of social infrastructure, different types of social facilities must be prioritized and planned across the city:
 - Local-serving multi-service and age-based or 'stage of life' facilities should be available across neighbourhoods.
 - More specialized services and spaces in locations where it is most needed to meet shifting demands and equity priorities.
2. Prioritize population-serving social infrastructure in underserved areas and for disproportionately impacted populations.
3. Need for anti-displacement and tenant protection policies to address space loss for priority social and community-serving spaces.

Planning and delivery of social infrastructure**Location**

1. Locate close to transit for easy access and along or within close proximity to arterials/commercial areas.
2. Locate close to existing clusters of social-serving spaces as part of social infrastructure network:
 - Ensure priority in underserved areas with identified service gaps (i.e., South East Network Area); and/or
 - Locate in proximity to housing.

Approach

1. On large development sites, prioritize built forms to accommodate large-scale non-profit administrative and program hubs.
2. In areas envisioned for low and medium density, identify opportunities to deliver medium or large-scale social facilities.
3. Identify co-location opportunities with multiple non-profit tenants, in civic facilities with social and cultural spaces (non-profit hub), and in mixed-use projects.
4. Identify community-serving opportunities within non-profit and housing developments.
5. Specialized facilities may need to be standalone.
6. Identify opportunities for shared spaces or temporary community use of underused or vacant commercial, retail and/or institutional spaces.

Spaces to Thrive : Policy Directions & Objectives

DIRECTION 1: Strengthen City role in partnerships and capacity support for the social sector	A	Develop and strengthen partnerships to advocate for social infrastructure needs
	B	Better coordinate social serving spaces across City departments and partners to serve residents
	C	Support capacity of social non-profits to plan, secure, and manage spaces and resources
	D	Make City processes for grants and spaces more accessible to non-profits
	E	Increase access to affordable, suitable, and secure spaces for non-profits with limited capacity
	F	Support community ownership
DIRECTION 2: Plan a network of the right type and supply of social infrastructure that meet reconciliation, equity, and resilience goals	A	Demonstrate and acknowledge the value of investing in social infrastructure that support Vancouver residents and meet City objectives
	B	Improve City's quantitative and qualitative data and metrics on social service provision in the community
	C	Implement social infrastructure renewal and growth targets, to meet current and future needs
	D	Incorporate reconciliation, equity and resilience in priority setting and planning goals
	E	Support Indigenous-led and Indigenous-serving spaces and programs
	F	Support cultural redress through addressing community space needs
DIRECTION 3: Enable renewal, renovation, replacement and expansion of social-serving facilities to meet current and future service needs, focusing on equity priorities	A	Assess and determine social facility renewal needs
	B	Develop policy, incentives and requirements to promote retention, replacement and expansion of social infrastructure
	C	Support non-profit applicants to renovate and maintain social-serving spaces
DIRECTION 4: Enable new social infrastructure to meet growth and equity priority needs	A	Plan for new and expansion of City-owned social facilities where needed, considering population growth, shifts in demand and existing facility capacity
	B	Develop policy, incentives and requirements to promote creation of social infrastructure
	C	Support non-profit applicants to develop new social-serving spaces
DIRECTION 5: Support transformation, flexibility, and optimization of social infrastructure	A	Improve efficiency and effectiveness of private and non-profit owned space use and service delivery
	B	Continue to develop and maintain shared non-profit administration and program centres to support more service providers and residents
	C	Design adaptable, functional, inclusive, and accessible social-serving spaces for the future
DIRECTION 6: Foster resilient, adaptable, and sustainable social infrastructure	A	Prioritize actions for social infrastructure operations recovery and resilience
	B	Ensure City-owned social spaces are financially sustainable over the long term and through unexpected events





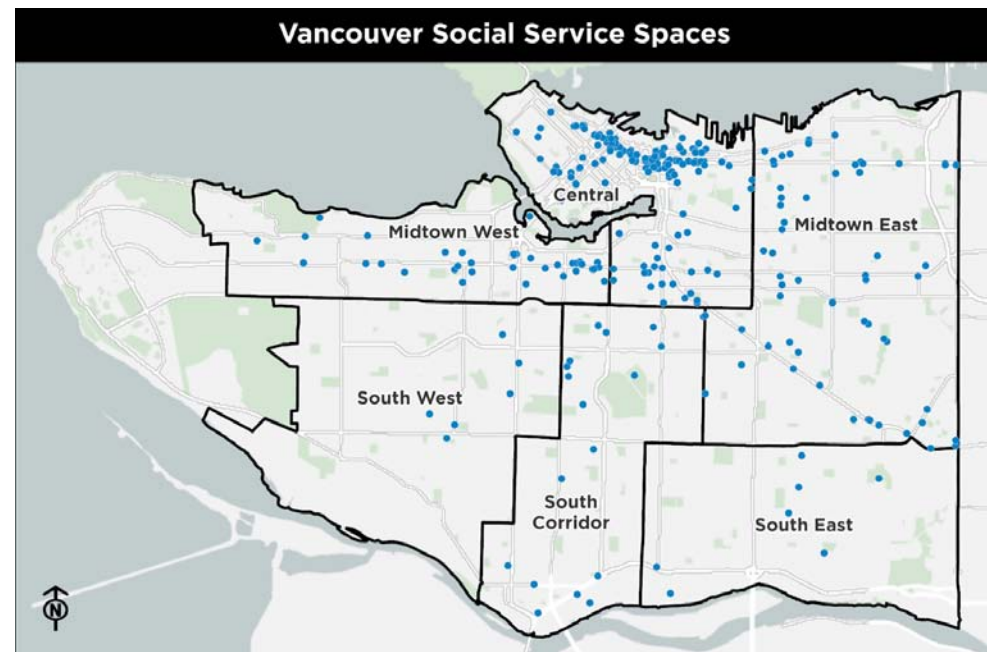
“

**We outgrew out space within a year of moving in.
Turn down people all the time for weekend events.
Space use is often relational, who you know and
have connection with. ”**

- Social Non-profit Participant

DIRECTION 1: STRENGTHEN CITY ROLE IN PARTNERSHIPS AND CAPACITY SUPPORT FOR THE SOCIAL SECTOR

The City of Vancouver will continue and strengthen its role to support major facilities through renewal and creation of new City-owned spaces (See Direction 3 & 4 for details), support non-profits through grants, and continue delivering programs at City's three social-serving community centres (i.e., Carnegie Community Centre, Evelyne Saller Centre, and Gathering Place). Steps towards increased support for non-profits include changes to the small capital grant program starting 2022 that will make the program more accessible.



Based on data from BC211's comprehensive directory of social service agencies and other sources, approximately 400 social-serving organizations provide over 2,000 social programs and services within Vancouver.



Children's craft time at Cedar Cottage Neighbourhood House
Photo: Cedar Cottage Neighbourhood House

Page 29
Killarney Seniors Centre
Photo: Andrew Doran, TKA+D Architecture and Design

Previous Page
Cooking together at Collingwood Neighbourhood House
Photo: Jimmy Jeong

In the next ten years, the City will focus its work on fostering and developing new partnerships. This includes coordinating social and community serving spaces across City departments and civic bodies including Parks and Recreation, and the Vancouver Public Library. It will also focus partnerships with the Vancouver Board of Education.

With limited funding and tools to maintain existing, upgrade or secure new social infrastructure on the municipal level, the City will also strengthen relationships with senior government and private and non-profit partners to deliver space needs to meet social infrastructure objectives. This is key to enable and incentivize social infrastructure beyond housing. There is currently no single funding stream at either provincial or federal levels where social non-profits can access capital funding. Typically senior government provides funding on a ‘one off’ basis, not dissimilar to the City’s current practice. The City also needs to prioritize resources to develop relationships with senior government.

City as Investor and Partner:

- City to continue working with developers and enhance relationships with senior government to develop new non-profit or City-owned facilities;
- City to provide capital funding and support for non-profit partners to expand and develop priority spaces and services in a planned way, based on a ten year approach;
- City to build on a relationship centred approach to grants, informing how to work with non-profit partners, identifying their needs, and connecting them with other partners.

Objectives

1A. Develop and strengthen partnerships to advocate for social infrastructure needs

1A1. Strengthen intergovernmental and private sector partnerships and advocacy to retain, expand, and create new social community spaces.

Includes exploring social impact investment analysis.



Marpole Oakridge Family Place
Photo: Marpole Oakridge Family Place

Non-profit Spotlight: Marpole Oakridge Family Place (MOFP)

The MOFP Drop-In is a full-service resource program that provides daily support, resources and education that benefit the families with young children aged 0-6 in the Marpole Oakridge community. Families include parents, grandparents and caregivers. The program is family-driven, involving parents in design, planning, implementation and evaluation.

Family Places act as a bridge for families to the community. The MOFP Seniors Outreach Coordinator is co-lead of the South Vancouver Seniors Network that offers weekly webinars for seniors and monthly meetings for agencies supporting seniors and vulnerable adults.

Story of Change:

MOFP programs serve multiple generations. Take 'C' for example, after fleeing an abusive relationship in her country of origin C, who communicates using sign language, was able to bring her mother and daughter to attend programs at MOFP on a regular basis. C's daughter attends the drop-in, C attends parenting education classes, and the grandmother attends seniors' programs where her English language skills increased and she has grown more confident.

- 1B. Improve coordination of social and community serving spaces across City departments and partners to serve Vancouver residents**
- 1B1. Cultivate innovative partnerships across City departments to ensure residents have access to affordable and inclusive social-serving spaces and programs.**
- 1B2. Explore an integrative approach in the long term to deliver social programs across City departments and partners where suitable.**
Examples including accelerating and integrating social facilities in mixed-use NMHDO (Non-Market Housing Development & Operations) projects.

1C. Expand social purpose real estate options to support social non-profits to plan for, secure, and manage spaces and resources

To support non-profits' essential role to deliver services and programs to meet community needs, the City may convene and invest in social purpose real estate models to align with the shared priority to plan for, secure, and manage spaces, strengthen leadership, and increase sustainability to help address community needs.



Artistic rendering of new development with QMUNITY
Photo: ZGF Architects

Building on Successes: Supporting Equity Priorities and Co-location

QMUNITY is a queer, trans, and Two-Spirit resource centre, working to improve the lives of the 2SLGBTQIA community through support, connection and leadership. A relocation and expansion of the QMUNITY facility is underway through a City-led development opportunity that will co-locate a social service centre (approximately 13,500 sq.ft.) with 154 units of social housing at 1190 Burrard St. QMUNITY was identified in the West End Community Plan (2013) as urgently requiring a new and larger facility to replace their current space at Davie and Bute. The new centre is intended to provide office administration and multi-purpose space to accommodate gatherings, workshops, counselling and education events.

This co-location opportunity was made possible in part by the collection of cash Community Amenity Contributions (CACs) to fund the social-service component of the project. The social housing component was developed through NMHDO, the development agency of the City. As part of the City's Social Housing or Rental Tenure (SHORT) program, the development approval process is being fast tracked to deliver this high impact multi-family housing and social service project sooner. This model offers complementary delivery of social housing and much-needed specialized social services, optimizing the use of City owned land to address multiple priorities and increasing opportunities for community connection and mutual support.

- 1C1. Work with social purpose real estate and other partners to develop and implement workshops or programs for Non-profits on real estate related topics.**
- 1C2. Invest in community-led knowledge sharing models and platforms, partnerships, and capacity building around operation and management of their spaces.**

1D. Make City processes for grants and spaces more accessible to non-profits with facility needs

The City will focus its efforts on reducing any barriers to granting and operator selection processes and to allow for a greater range of non-profit applicants offering programs that align with City objectives.

- 1D1. Improve granting processes for non-profits to have easier and equitable access to funds and spaces to meet shared priorities.**
- 1D2. Engage with potential non-profit operators of City-owned facilities by sharing information on City-owned space priorities, opportunities, and processes.**

Reclaiming Power and Place Calls for Justice

... pursue prioritization and resourcing of the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls, and 2SLGBTQIA people when developing budgets and determining government activities and priorities...

“The cost of rental space (including property taxes) for non-profits means that most of the revenue earned by the non-profit is given to landlord rather than being used to increase the scope of the non-profit, augment operations, increase programming and expand the operation.”

- Social Non-profit Participant

1E. Increase access to affordable, suitable and secure spaces for non-profit with limited capacity

Most non-profits with more financial and governance capacity have had easier access to become operators in City-owned space. The City will look into new models to provide more support for non-profits with limited capacity to access affordable, suitable, and secure spaces.

1E1. Explore ways to support non-profits with limited capacity to access space as users, tenants, operators or owners.

1E2. Encourage and support new social service hub models to include and co-locate with smaller organizations with limited capacity.

1F. Support community ownership

While City-owned and non-profit owned spaces offers more secure and stable tenure for operators, non-profit ownership of spaces and facilities tend to be low. The City will continue to support those facilities that are owned by non-profits that wish to maintain existing ownership through larger capital grants using innovative models, including partnership with senior government and donors.

1F1. Identify opportunities to support non-profit-owned social infrastructure through City contributions and other sources for funding.

1F2. Explore feasibility and undertake further review of community ownership and other ownership models that may be supported by the City.

Building on Successes: Supporting Community Ownership

The renewal and expansion of the Non-profit-owned Kitsilano Neighbourhood House (KNH) was completed in 2014. KNH meets a variety of community needs in Vancouver's west side through a range of programs and services for persons on low incomes, children, youth, families, seniors and newcomers. KNH also operates childcare and affordable seniors housing. While the redevelopment was led by the neighbourhood house, the City of Vancouver provided a capital grant of \$1.6 million to support its expansion. The City's contribution to this project leverage funding from other levels of government and private donors and it aligns with City objectives to enhance the City's livability and the development of social capital for residents.



“

We need culture. This is a basic need for Indigenous folks. If space is carved out for them to talk about culture then, folks will come. Connection to culture, access to culture, is a core need. ”

- Indigenous Participant, Indigenous-led Organization

DIRECTION 2: PLAN A NETWORK OF THE RIGHT TYPE AND SUPPLY OF SOCIAL INFRASTRUCTURE THAT MEET RECONCILIATION, EQUITY, AND RESILIENCE GOALS

Currently service gaps exist in underserved areas in the City and for disproportionately impacted populations. *Spaces to Thrive* aims to plan a network of the right type and supply of social infrastructure that meet reconciliation, equity, and resilience goals.

Objectives

2A. Demonstrate the value of investing in social infrastructure that support Vancouver residents and meet City objectives

Quantitative and qualitative social and economic contributions of social-serving non-profits and infrastructure that support Vancouver residents and meet City objectives will inform social return on investment and existing service levels that create equitable and resilient neighbourhoods and city. This will provide rationale to advocate for social infrastructure that meet City objectives across City departments and to external stakeholders and partners.

2A1. Explore ways to quantify and qualify the community and economic impacts that social non-profits have in neighbourhoods and citywide.

2B. Improve City's quantitative and qualitative data and metrics on social service provision in the community

Ongoing collection and analysis of data to update an inventory of social-serving spaces, and analysis will increase the City's understanding of social service provision in the community, as statistical data about the non-profit sector is limited. Additional and improved data is needed to identify and monitor social service level metrics to determine existing facility capacity and shifts in demand. Data will use a racial justice and intersectional lens including the use of Indigenous equity data. The City will have a better understanding of where additional support may be needed to optimize service delivery and space use.

Reclaiming Power and Place Calls for Justice

... ensure that all Indigenous women, girls, and 2SLGBTQQIA people are provided with safe, no barrier, permanent, and meaning full access to their cultures and languages in order to restore, reclaim, and revitalize their cultures and identities...

2B1. Compile and update an inventory of social and community-serving spaces and organizations using internal and external data.

2B2. Identify and monitor social service level metrics across multiple populations (i.e., children, youth, families, seniors, women, persons with disabilities) to inform planning and implementation.

- Incorporate findings from internal and external consultation, reporting data, and research to determine existing facility capacity and shifts in demand.
- Monitor existing facility capacity and shifts in demand.
- Respond to equity, and Missing and Murdered Indigenous Women and Girls (MMIWG) priorities with racial justice and Indigenous equity lens

2C. Implement social infrastructure renewal and growth targets to meet current and future needs

Spaces to Thrive targets and approach will be implemented to meet current and future community space needs. Current service levels may be compared with targets to determine service gaps and needs.

2C1. Identify renewal and growth targets and priorities for an optimal mix of social infrastructure based on Network Areas and neighbourhoods.

- Local-serving multi-service and age-based facilities should be available across neighbourhoods.
- Prioritize specialized services and spaces in locations most needed to meet shifting demands and equity priorities.
- Prioritize local-serving social infrastructure in underserved areas and for disproportionately impacted populations.

2C2. Compare current City service levels with targets to determine service gaps.

2D. Incorporate reconciliation, equity, and resilience in priority setting and planning goals

2D1. Continue to build on engagement with Indigenous and other disproportionately impacted communities to inform social infrastructure policies and projects.

- City to work with a relationship-based approach with community partners



Student in classroom at Native Education College
Photo: Native Education College

2E. Support Indigenous-led and Indigenous-serving spaces and programs

Through ongoing community, engagement and consultation with non-profit provider, a need for dedicated Indigenous gathering spaces and Indigenous-led non-profit spaces have been identified to foster community and cultural identity, ceremony and healing. Priorities identified include Indigenous women-led spaces for Indigenous women, health and wellness centres, treatment centres, and low-barrier employment.

2E1. Support self-determined xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətał (Tsleil-Waututh), and Urban Indigenous spaces.

2E2. Support the upcoming Urban Indigenous Strategy to ensure space-related needs are met.

Partner with Metro Vancouver Aboriginal Executive Council (MVAEC) that represent member agencies serving Urban Indigenous populations to develop strategy for service delivery.

2E3. Continue and prioritize the provision of grants to support key Indigenous-serving spaces.

2E4. Work with Indigenous-serving groups to incorporate Indigenous health and wellness spaces in upcoming community centres.

Non-profit Spotlight: Urban Native Youth Association (UNYA)

UNYA serves Indigenous youth that are facing complex trauma from colonization and the intergenerational impacts of residential schools. Indigenous youth and their families largely benefit from services where they feel welcome, safe, and supported. UNYA works hard to provide non-judgemental and unconditional support in working with their clients, which helps empower and reconnect Indigenous youth with their culture.

Story of Change

J was introduced to UNYA's Aboriginal Youth Worker program (AYW). J had expressed that she was lacking a sense of belonging, connection, and stability and was struggling both at home and in school.

The AYW met with J where she was at in her life (including out in the community when requested) to explore with her which of UNYA's programs would best meet her needs. Eventually she was matched with a Mentor through one of UNYA's mentorship programs, and they began to attend some of UNYA's drop-ins together.

When the AYW learned that J loved to cook, she invited her to the Bannock & Jam cooking program, which she now attends weekly. Since her introduction to the AYW over a year ago, J has been thriving and developed new friendships, and continues to learn how to positively navigate difficult situations she encounters.

“Social Facilities aren’t just about crisis services, communities need to connect through social and cultural spaces too.”

- Social Non-profit Participant

Next page
International Women's Day at Progressive
Intercultural Community Service Society
Photo: Progressive Intercultural Community
Service Society

2F. Support cultural redress through addressing community space needs

The City continues to support communities seeking redress through ongoing engagement to identify and address social-serving space needs. Identified priorities include supporting spaces needs for the Chinatown community, the Black and African diaspora communities in planning for Hogan’s Alley area and through the upcoming Anti-Black racism plan, and Pauru-gai Powell Street objectives in support of the Japanese Canadian community were identified through the Downtown Eastside Neighbourhood Plan. Upcoming work in the Punjabi Market and related support through the South Asian Apology provide opportunities to support community spaces. Many of these spaces have both social and cultural components and will be supported inter-departmentally and through the implementation of strategies like *Culture Shift* and *Spaces to Thrive*.

Retaining non-City owned community-serving spaces of racialized and cultural communities, and supporting the development of new spaces is important. Racialized populations have historically had unequal access to government supports to help realize buildings. Additionally, due to space unaffordability, many disproportionately impacted groups from systemic barriers are being pushed out of the City.

The City will also support and facilitate other emerging space needs of other cultural communities including racialized communities. Space needs for Indigenous and ethno cultural groups include flexible programming facilities that are used for a range of social and cultural uses. These community spaces have a holistic purpose to bring people together for social connections. Design considerations for these facilities will enable shared and multi-purposes uses for a range of uses that meet community space needs.

2F1. Support and facilitate social infrastructure for Black and African diaspora communities, including Hogan’s Alley.

2F2. Support improvements to existing, and creation of new and repurposed social and community spaces in Chinatown to meet community need.

Social gathering spaces needed for underserved Chinatown residents.

2F3. Support South Asian community identified needs for commercial and social spaces, including the Punjabi Market.

2F4. Support the Japanese Canadian community to identify, preserve and improve places with social and cultural meaning, including Paueru Gai (Powell Street area).

2F5. Support other emerging social cultural space needs for ethno cultural communities.



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LANGUAGE
LITERACY



VOLUNTEER



Oakridge Lutheran Church
5680 Ash Street

“

Church space is becoming more multipurpose and used outside of Sundays. Spaces are reconfigured with sound proofing to be multi-use”

- Place of Worship Participant

OAKRIDGE
SENIORS'
CENTER

★ ★ ★

Mon. - Fri.
9AM - 4PM

DIRECTION 3: ENABLE RENEWAL, RENOVATION, REPLACEMENT, AND EXPANSION OF SOCIAL-SERVING FACILITIES TO MEET CURRENT AND FUTURE SERVICE NEEDS, FOCUSING ON EQUITY PRIORITIES

While social-serving organizations and programs provide valuable community connections and basic needs, spaces and facilities where they deliver services may be in need of renewal, replacement or maintenance.

To ensure that these facilities focus on equity priorities and continue to meet current and future service demands, the condition and service level contribution of City-owned social facilities will be assessed to determine renewal needs. The City will also develop policy, incentives and requirements for retaining existing social infrastructure and support non-profit applicants to renovate and maintain social-serving spaces especially those at risk of displacement. This could also include mutual aid and resilience plans – enabling Vancouver to connect, share, and thrive during normal operating conditions, and creating continuity, redundancy, and critical coordination during crises.

Objectives

3A. Assess and determine social facility renewal needs

City of Vancouver regularly assesses the condition of City-owned social facilities. Renewal priority is given to facilities providing services and programs that meet equity objectives and are in need of upgrades.

3A1. Consider City-owned social facility condition and service level contribution to determine renewal needs.

3A2. Prioritize renewal needs and retention of partner-owned amenities.

3A3. Consider the renewal and management of City-owned social facilities through the development of a Land Acquisition and Management Strategy.



First United Church interior
Photo: NSDA Architects

3B. Develop policy, incentives and requirements to promote retention, replacement, and expansion of social infrastructure

Community-serving spaces owned by places of worship, and non-profit organizations (non-profits), may be at risk of change or loss due to factors including high land values and aging infrastructure. Non-profit and charities who are tenants are also at risk especially in commercial spaces in high development areas of Vancouver.

An analysis of community-serving spaces included those owned by places of worship, and non-profits, specifically, community halls, legions cultural centres, and non-city owned community centres. These spaces have a long history and mandate of providing community-serving space for social, cultural, and recreational programs and services, and have been a key part of faith, cultural and community life.

Some of the critical community services and programs on-site are provided by the owners themselves, while many are delivered by their tenants or rental clients, including numerous non-profit and community groups who rely on these sites to access affordable spaces to offer community building services. Among community uses are approximately 1,500 childcare spaces and over 60 kitchen permits, which allow them to serve the greater community.





Collingwood Neighbourhood House Annex - studio dancers (top)
and reception area (bottom)
Photos: Provoke Studios

Sixty-one percent of places of worship and non-profit owned sites were built before 1960. Due to high land values and aging infrastructure, these buildings require high maintenance costs and increasingly look towards redevelopment as an attractive option. These sites and community uses may be at risk of change or loss due to such factors. The trend of redeveloping aging places of worship sites may result from declining congregations and limited capacity. Many are cash poor, some face high taxes and have limited funding to secure new, upgrade, or maintain spaces. Between 2019 and 2021, places of worship sites had a loss of 400 childcare spaces, for various reason including redevelopment.

Incentive and policies to promote retention

Currently incentives, policies, and bylaws are limited to encourage retention, expansion and creation of social infrastructure. Strengthening existing and exploring new policies, incentives and municipal tools can help to retain existing priority social and community spaces. Working closely with industry, staff would provide options to achieve this objective and enhance key community space to avoid unintended consequences.

Making Space for Arts and Culture, articulates the need to “develop policies and tools to prevent the loss of space and secure arts and cultural spaces, including developing supportive policy for the retention and enhancement of existing arts and cultural spaces in places of worship, legions, cultural centres, community halls and others.” *Spaces to Thrive* will continue this work for other priority social-serving spaces.

To ensure the continuity of priority social and community-serving uses in the city, policy and supports would be explored for social tenants facing eviction from community-serving spaces through redevelopment.

Building on Successes: Replacement Policy in Richmond

City of Richmond recently passed a Non-profit Replacement and Accommodation Policy. Under this policy, non-profit tenants displaced through development are provided with replacement space at 50% of market rent in perpetuity, assistance with securing a temporary location and related moving costs and the first right of refusal to return as a tenant in the new development. If the original non-profit tenant declines their first right of refusal, the space may only be occupied by a non-profit acceptable to the City of Richmond. Additionally, the policy proposes three months free rent for non-profit tenants that have leased the space for longer than one year. Overall, this process is secured with legal agreements registered on title prior to rezoning bylaw adoption or issuance of a development permit.

“Increased flexibility and options for non-profit building adjustment and renewal without imposing excess financial burdens to match current code would be beneficial to the local community.”

- Social Non-profit Participant

3B1. Strengthen existing and explore new incentive tools, policies, and programs for the replacement and expansion of priority social and community spaces.

3B2. Support Heritage to implement the Vancouver Heritage Program to protect social and intangible heritage.

3B3. Explore policy and supports for social tenants facing eviction from community-serving spaces through redevelopment.

- Elements of this policy may include the development of a community-serving tenant relocation process and policy, and explore options to support administration and programs in swing transition spaces during redevelopment.
- This work will be aligned with broader work to support all commercial tenants through the redevelopment process being led by Planning, Urban Design and Sustainability. The emerging Commercial Tenant Assistance Program (CTAP) is being developed in close consultation with industry experts and will focus on provision of education and resources to assist a wide range of commercial tenants with relocation planning and decision making.

3C. Support non-profit applicants to renovate and maintain social-serving spaces

City of Vancouver will assist non-profit applicants to improve the development process as part of the improved and expanded Commercial Renovation Centre (CRC). In addition, the development of a new capital grant program will support non-profits in the planning of renovations or maintenance of existing social-serving spaces.

3C1. Improve development process and support for non-profit organizations and spaces as part of the improved and expanded Commercial Renovation Centre (CRC).

3C2. Implement new Capital Grant Programs to better support non-profits in the planning of renovations or maintenance of their spaces.

Grants for existing spaces includes renovations with a focus on accessibility, maintenance, and emergency and critical funding.

3C3. Establish a Capital Grant to contribute to ongoing maintenance of social-serving spaces.



A woman with glasses is sitting on the left, reading a book to a group of children sitting on the floor. The children are looking at the book with interest. The background shows a classroom setting with a window and some furniture.

“

Accessibility of services have to be revisited and considered especially with changing demographics and understanding of current uses ”

- Social Non-profit Participant

Reclaiming Power and Place Calls for Justice

... Social infrastructure must be expanded and service capacity built to meet the anticipated needs of the host communities in advance of the start of projects...

DIRECTION 4: ENABLE NEW SOCIAL INFRASTRUCTURE TO MEET GROWTH AND EQUITY PRIORITY NEEDS

The City will plan for new and expansion of City-owned social facilities where needed, considering population growth, changes in demand, equity priorities and the capacity of existing facilities. The City will also need to develop policy, incentives and requirements for creating new social infrastructure and support non-profit applicants to develop new social-serving spaces.

Objectives

4A. Plan for new and expansion of City-owned social facilities where needed, considering population growth, shifts in demand and existing facility capacity

The City will also partner with other funders to develop new facilities to address the gap in equity services and spaces, and continue to maintain or grow levels of service for existing core work supporting neighbourhood houses and age-focused social services.

A forthcoming land acquisition and management strategy will provide a more comprehensive strategy to determine which acquisition for social purpose would enable the City to provide the most support within its means. The City's acquisition of property has occurred through different processes and opportunities over the years including facilitating the construction of new social facilities in private developments, strategically purchased property, acquisition of property through public benefit contributions of adjacent developments, and transfer titles of property from federal government.

4A1. Articulate City priorities for new social facilities and capital grants as part of the 10-year outlook, 4-year plan and annual budget.

4A2. Consider the space growth needs of City-owned social facilities through the development of a Land Acquisition and Management Strategy.



Interior look at Mel Lehan Hall
Photo: St. James Community Square

Building on Successes: Facility Acquisition

St. James Community Square model of operation is unique, and complements and works with other City facilities and service providers. Operated and maintained by the St. James Community Square Society for 26 years, it offers affordable facilities for many community uses including: sport programs for youth, music lessons, art classes, support groups, childcare, Japanese language preschool, Vancouver Youth Symphony, and regular musical performances. The 18,000sq.ft. building hosts approximately 500,000 user visits per year and there are about 5,000 people registered in or regularly attending one or more programs a week.

The City of Vancouver acquired the former St. James United Church site in 2016 at a cost of \$6.8M through the Property Endowment Fund, after Council identified the need for the City to be proactive in preserving Vancouver's social, arts and culture spaces and resources for community benefit. Through a 20-year lease/operating agreement with the society, the City is ensuring the venue will maintain existing and future uses of the building for community use.

4B. Develop policy, incentives and requirements to promote creation of new social infrastructure

Incentives and regulations may address challenges with decreased opportunities to secure development contributions with competing City objectives. The City can encourage the development of new social- and community-serving spaces by strengthening its current policies for social infrastructure as well as exploring new tools and incentives to enable these uses. For example, the Sustainable Large Sites Policy could have an expanded scope, such as considering social and land-based food assets as Community Amenity Contributions (CAC).

4B1. Strengthen existing and explore new incentive tools, policies, and programs for the development of priority social and community spaces, including density bonusing.

4C. Support non-profit applicants to develop new social-serving spaces

Non-profits, places of worship and other charities encounter difficulty navigating City systems like the development and permitting process, as they are perceived to be lengthy and confusing. Non-profit applicants need improved communication and transparency when dealing with the City of Vancouver.



Seniors chatting with staff
Photo: South Granville Seniors Centre

Non-profit Spotlight: South Granville Seniors Centre (SGSC)

SGSC is a community based non-profit that provides low cost programs and services to seniors 55 years and older. Offering more than 40 responsive programs a month and embracing both in-person and virtual program and service delivery, staff and volunteers work with seniors to support their health and independence through programs that promote friendship and recognize diversity and individual worth. Programs promote the physical, social, mental and emotional well-being of seniors while also addressing food insecurity, need for information and referrals, issues stemming from social isolation, and the reduction of disposable income.

Story of Change:

“Initially, I heard of the benefits of Tai Chi when I was diagnosed with Meniere’s Syndrome, a balance and dizziness disorder. I was pleased to hear that SGSC (where my Dad enjoyed playing Bridge) offered Tai Chi classes. My friend encouraged me to attend the classes many years back now. That was probably the most important decision for my healthy aging routine, not only limited to turning up for a weekly exercise class... but a decision that truly did change my course of aging! Not only from a perspective of exercise – but from a most comfortable gathering of like-minded individuals.” – SGSC user

- 4C1. Develop program for prospective applicants with general resources, City process improvements, and opportunities for funding to support redevelopment of existing and new community-serving spaces projects.**
 - 4C2. Embed and formalize partner liaison position and protocols into development process.**
 - 4C3. Improve clarity and usability of land use policies, regulations, and process for all users. Where possible, work to streamline processes.**
 - 4C4. Develop new Capital Grant Programs to support non-profits in the planning of new social spaces to meet immediate and long-term priorities.**
- The development of a new capital grant program will support non-profits in the planning of new social-serving spaces. This includes pre-planning, planning, process pre-development loans, and functional plans.

A group of people, mostly women, are seated around a round table in a community center. They are all wearing face masks. On the table are various items including a jar, a cup, and some food. In the background, a banner for the 'Saa-ust Centre' is visible, listing services for families and survivors affected by missing and murdered Indigenous women and girls. The banner also lists various support services like safety workshops, elders support, and cultural programming. The overall atmosphere is one of a supportive community gathering.

Saa-ust Centre

A safe space for families
& survivors affected by
the issue of Missing &
Murdered Indigenous
Women & Girls

2SLGBTQIA+ Safe Space
Healing, Wellness & Sharing C
Safety Workshops
Elders Support
Cultural Programming
An Informed Course
Art Therapy
Medicines Ave

“

Thinking about space needs should include Indigenous friendly design principles: a policy to support cultural practices, and spaces that accommodate family (intergenerational). ”

- Social Non-profit Participant

DIRECTION 5: SUPPORT TRANSFORMATION, ADAPTATION, AND OPTIMIZATION OF SOCIAL INFRASTRUCTURE

The City has a unique role to provide affordable, secure, and suitable spaces for social non-profit uses that are not provided by the market. These spaces should be able to maximize its use and be safe and welcoming for disproportionately impacted communities.

To increase facility capacity for social purpose, the City will increase social and community uses through co-location, shared spaces and use of underutilized or vacant spaces for community. It will improve efficiency and effectiveness of private and non-profit owned space use and service delivery, and continue to develop and maintain shared non-profit administration and program centres to support more service providers and residents. Spaces would be made available for community use, and are designed to be accessible, flexible, and adaptive with the potential to accommodate diverse programming uses and needs.

Objectives

5A. Improve efficiency and effectiveness of private and non-profit owned space use and service delivery

While demand for affordable, secure and suitable spaces for social-serving non-profits and uses are high, some spaces in the City are underused or vacant for a range of reasons. These spaces may be owned by the private sector or other non-profits that lack capacity and resources to manage and operate these spaces. The City may facilitate, support, or partner with property owners with vacant or underused spaces for social and community uses. Having access to additional part-time space (32%) and shared space arrangement (24%) may help sustain operations (Vantage Point Survey, 2020)

Social non-profits of all types have a spectrum of space needs that may be supported or facilitated by the City ranging from nominal long-term leases, swing spaces, satellite spaces, and part-time shared spaces.

5A1. Facilitate access to affordable and underused vacant spaces in private sector and non-profit-owned facilities for non-profits needing space.



Seniors meeting at 411 Seniors Centre
Photo: 411 Seniors Centre

- 5A2. Explore partnerships or agreements with non-profit owners and social housing operators to include community spaces in new mixed-use developments.**
- 5A3. Partner with non-profits and places of worship to increase use and improve management in existing underused and new community-serving spaces.**
- 5A4. Review community use agreements to develop new policy and refine approach to secure new non-City owned spaces for shared community use.**

5B. Continue to develop and maintain shared non-profit administration and program centres to support more service providers and residents

Co-location and shared space for non-profits that are amenable to this delivery model can improve operation efficiency by accommodating multiple tenants and can encourage shared resources and collaboration between complementary programs and organizations. However, the City continues to deliver stand-alone facilities for non-profits that deliver programs for populations that require increased privacy, security or have safety concerns. These shared centres or hubs can include a range of multipurpose programming spaces and offices and can be co-located and shared with other complementary uses such as culture and recreation to provide holistic programming and spaces for community. Multi-tenant social and cultural non-profit hubs meet objectives for both *Spaces to Thrive* and *Making Space for Arts and Culture*.



ISS Welcome House
Photo: Henriquez Partners Architects

Building on Successes: Non-profit Hubs

In 2016, Immigrant Settlement Services of BC (ISSofBC) opened the Welcome Centre, a 58,000 sq.ft. facility owned and operated by the organization on land leased from the City of Vancouver. The Welcome Centre is a co-located facility with short-term housing units, support services delivered by ISSofBC, and additional immigrant-serving programs provided by social non-profits that tenant the space. The Centre is a unique model, providing streamlined access to care for newcomer immigrants and refugees seeking looking to get settled, learn English and find employment in Canada.

For users, the Centre delivers wraparound services under one roof, such as childcare, youth programs, settlement based English language learning, employment services and healthcare. For the non-profit tenants, co-location fosters collaboration, knowledge sharing of services needs, and sharing of resources, such as meeting room space. Notably, smaller non-profits are able to secure offices for their organizations through the shared benefits and opportunity that a co-located model provides.

“We all have aspirations to co-work more in order to engage better with community, but it is a lot of pressure for non-profits to coordinate and participate in co-working activities when we are already stretched so thin.”

- Social Non-profit Participant



Person in wheelchair at Kerrisdale community garden
Photo: Disability Foundation

5B1. Develop a resource guide for purpose-built multi-tenanted non-profit administrative and program hubs.

5B2. Develop basic typologies, design principles, and guidelines for multi-tenanted City-owned non-profit administrative and program spaces.

5B3. Pilot a non-profit hub model in a City-owned facility with a focus on shared resources, governance, and collaboration opportunities.

5B4. Co-locate social facilities and community-serving spaces with civic buildings including civic centres, community centres, and libraries.

5C. Design adaptable, functional, inclusive, and accessible social-serving spaces for the future

Inclusive, flexible and adaptable design includes:

- Universal design to ensure social and community spaces meet the needs of all abilities, in particular persons with disabilities.
- Incorporation of culturally appropriate Indigenous design principles that is safe, and welcoming including spaces for and by Indigenous peoples for daily uses, cultural practices, and ceremony, such as brushing off and smudging.
- Washroom and facility design for non-binary uses ensures inclusion of all genders and identities.
- Consideration of flexible design allows spaces to be used in different ways over time including co-location and shared used with multiple groups. Design elements may include increased storage and flexible, expandable, and dividable rooms.

5C1. Develop adaptable, functional, and flexible social amenity standards, including typologies, design principles, and guidelines, to facilitate the efficient and effective incorporation of social infrastructure in regulations, policies, and plans to address future needs.

5C2. Expand and implement guidelines for universal design to increase accessibility to social spaces for all abilities, particularly persons with disabilities.

Support space-related work under the emerging Accessibility Strategy.

5C3. Expand and implement guidelines for inclusive design for safer and more welcoming spaces for all identities, genders, and cultures (i.e., non-binary, overdose prevention washrooms, cultural practices such as brushing off smudging).

5C4. Develop design guidelines for long-term care facilities and adult day care facilities

5C5. Increase opportunities for welcoming and inclusive public spaces and plazas for social and community uses.



“

On-Leash
Area

Land based practices in city should be holistic, and this includes food systems. There should be a focus to build more resilience for communities.”

- Social Non-profit Participant

DIRECTION 6: FOSTER RESILIENT, ADAPTABLE, AND SUSTAINABLE SOCIAL INFRASTRUCTURE

Resilient social services and spaces are adaptable enough to continue meeting community needs through crisis situations. One of the impacts of COVID-19 is how it highlighted and deepened existing challenges to continuous service delivery and need for space in the social non-profit sector.

Stability and safety of facilities must also include considerations related to risks such as earthquakes, heatwaves, air quality advisories, and other environmental conditions. Not only can these events potentially damage facilities beyond repair, triggering disaster displacement, but these facilities must also be able to function as a safe space for community members during these crises. Current examples include cooling centres, clean air shelters, and warming centres.

The operational resilience of social infrastructure will also depend on financial sustainability throughout time. The City will need to prioritize actions for social infrastructure recovery and resilience and ensure City-owned social spaces are financially sustainable over the long-term and through unexpected events.

The City will need to work strategically to strengthen intergovernmental relationships for a more streamlined approach to support social infrastructure.

Building on Successes: Facility Reserves

In 2011, the City secured two on-site amenity spaces, each on a separate rezoning site. Through a procurement process, these spaces are leased at nominal rents to social non-profits. MOSAIC and the Collingwood Neighbourhood House Annex were the successful non-profits that tenant the spaces through a five-year lease with two five-year renewal options.

As part of the rezonings, a cash contribution of \$1.5M was provided to the City for a Facility Reserve Fund (FCF), a temporary fund to support and cover the direct maintenance and common area maintenance for approximately 10-15 years for both spaces. The non-profit tenants are responsible for their own utilities, insurance and maintenance of interior spaces. With this reserve, the City eases the financial and capacity-related transition for the tenants to operate and program their new spaces.

While MOSAIC operates a 23,000 sq.ft. facility, focusing on multi-service programs for recent immigrants and refugees, the Collingwood Neighbourhood House (CNH) Annex operates a 10,250 sq.ft. facility that includes a large multi-purpose gathering space with an adjoining commercial-grade kitchen, and provides local-serving art and cultural activities and community celebrations.



Food packing at South Vancouver Neighbourhood House Food Hub
Photo Source: South Vancouver Neighbourhood House Food Hub



Youth cooking class at South Vancouver Neighbourhood House
Photo: South Vancouver Neighbourhood House

Objectives

6A. Prioritize actions for social infrastructure recovery and resilience

Spaces to Thrive is aligned with the *Vancouver Resilience Strategy*.

6A1. Support non-profits by developing tools, training, and resources to prepare for emergency situations, including developing service continuity plans to ensure that services remain open and accessible in the event of disruptions.

6A2. Identify, retain and build on spaces, amenities or infrastructure that could strengthen networks and support community response to and recovery from emergencies or disasters.

- Based on determined critical attributes for community response infrastructure, including food assets, indoor and outdoor gathering spaces, alternative power, water, and communication sources.
- Retain and build on local networks of social services for resilience social infrastructure ecosystem.

6A3. Strengthen the non-profit network of food infrastructure, including spaces for growing, preparation and distribution of food in day-to-day programming by community organizations and during disaster response recovery, and beyond.

Non-profit Spotlight: Kiwassa Neighbourhood House

Kiwassa Food Programs operate from Kiwassa Neighbourhood House, a 15,000 sq.ft. social facility in Hastings-Sunrise. There, programs can access a commercial kitchen, cold storage, a community garden, and an urban food forest in development. The high quality, accessible programs support participants from preschool age to seniors and include low cost produce markets, meal programs, garden and kitchen literacy workshops, and food rescue.

These programs are responsive to immediate and emerging food insecurity in the community, while also creating opportunities to learn and share, and increase community capacity to build neighbourhood food security, strengthen neighbourhood and city-wide food networks, and address systemic food system issues. With their knowledge of community members, needs, and their strong community relationships, Kiwassa food programmers were able to respond during COVID-19 with food supports ranging from outreach, providing grocery vouchers and delivery of culturally appropriate food hampers, wayfinding, and volunteer matching.



Winter holiday event at 411 Seniors centre
Photo: 411 Seniors Centre

6A4. Explore ways to support retrofitting and upgrading existing and new community-serving spaces to improve retention and capacity to provide service in all operating conditions.

- Buildings that are new, retrofits or require upgrades should minimize or reduce carbon footprint of facilities, and bolster adaptation and resilience in the face of climate impacts and seismic events.
- Spaces should be designed to provide comfort and safety, considering cooling and clean air shelters during heat wave events.

6B. Ensure City-owned social spaces are financially sustainable over the long term and through unexpected events

Social non-profits have concerns about the stability and predictability of current funding, as there is extremely limited operation and core funding for non-profits to ensure sustainable operations over the long-term and through unexpected events. Centralized senior government operational funding to cover maintenance and facility costs, and funding to deliver a range of social services and programs are absent. Innovative financial tools may provide operational funding to support non-profits.

6B1. Explore financial options to stabilize and increase funding and service levels for social programming and facility needs.

6B2. Develop an improved approach for operating and systems funding.



IV. IMPLEMENTATION AND MEASURING PROGRESS

The overall approach to implement *Spaces to Thrive* to meet objectives is to evaluate service delivery decisions through ways the City supports social infrastructure.

The upcoming *Spaces to Thrive: Implementation Plan and Financial Strategy* will provide directions for operations and capital to deliver the strategy by detailing priority projects and processes, indicators and attainable targets, and financial plan.

City-wide Approach to Public Amenities

With the range of City objectives that comprise healthy and complete communities, a more holistic approach will be required to consider trade-offs in the context of other public amenities including housing, culture, and other infrastructure. The Public Investment Framework to be delivered by the Vancouver Plan and a City-wide Land Acquisition and Management Strategy aim to address this challenge.

Working Toward Targets

As the city grows, social infrastructure should keep pace with changes and consider types of spaces to meet specific community needs.

The approach towards setting 10-year social infrastructure targets needs to consider flexibility to determine which types and where social and community spaces are needed. These may be addressed through the provision of space and other innovative service delivery models that may optimize use of social-serving and community spaces.

Social infrastructure targets need to be feasible and involve active roles of senior government as investor and partner to meet human and Indigenous rights obligations.

The four principles that will include:

1. Move the Dial

Increase social impact to decrease inequities and support population growth with optimal 10-year targets

2. Feasibility and Practical Delivery Model

Achievable and measurable investment strategy and outcomes for first 4 years

3. Clear City Roles – City and senior government roles and commitments on delivery is clear, with increased opportunities to attract and partner with funders



Artistic rendering of 124 Dunlevy Avenue, home of the new Evelyn Saller Centre
Image: DYS Architecture

4. Bright Innovation – New models and collaborative partnership to increase resilience, reconciliation and equity goals, bringing light to bold action needed that responds to truth-telling, relationship centering and partnership.

Target breakdown will include:

- New City-owned facilities
- Renewal: City-owned facilities
- Support of non-City owned facilities
- Space matching
- Non-profit and charity sector

Space targets to be confirmed in the upcoming *Spaces to Thrive: Implementation Plan and Financial Strategy* to meet objectives and goals of *Spaces to Thrive*.

1. New City-owned facilities: City as Owner

Increase the number of social facilities to address inequities, geographic service gaps, and population growth.

- Ensure good distribution of local-serving multi-serving facilities to maximize accessibility for residents.
- Ensure right supply and type of specialized facilities to meet reconciliation, equity and resilience priorities.

City Role: Investor and Partner with other funders

2. Renewal of City-owned facilities: City as Owner

- Maintain / renew existing social facilities, minimizing those in poor condition.
- Ensure social facilities are safe, welcoming, and physically accessible for populations disproportionately impacted by systemic barriers.
- Ensure high quality of accessibility, safety and maintenance to three City-owned community centres: Carnegie, Gathering Place, and Evelyn Saller.

City Role: Investor and Partner with other funders

3. Support of non-City owned facilities: City as Partner

The City will continue to support non-profit owned sites that offer services to deliver City objectives through major capital grants to renew, replace, or create facilities with funding partners.

- Priority will be for the City to support retention, expansion, and creation of non-City owned social and community spaces in neighbourhoods that are underserved.
- Support non-profit ownership especially for priority facilities including Indigenous-led and –serving non-profits. Much of the major capital grants will be dedicated to facilitate population-serving non-profit owned facilities.

City Role: Investor and Partner with other funders

4. Space Matching: City as Partner and Match Maker

Another City role to support partners is to facilitate social-serving spaces through space matching and security of spaces for community uses through legal agreements in non-City owned spaces to contribute to this target (See *Direction 5*).

City Role: Partner with other funders

5. Non-profit and charitable sector: City as Regulator and Liaison

A multi-pronged approach is needed that includes incentives, policies, and tools that are clear, achievable, economically viable, and based on community need to promote, guide, and inform increased new and redevelopment of community-owned social facilities.

City Role: Regulator and Partner

Retention and Replacement

Due to development pressures, especially in areas of high growth, social and community-serving spaces and facilities have been lost due to redevelopment.

Spaces to Thrive will promote the retention or replacement of inclusive spaces for priority social programs that meet community needs. This includes non-profit, places of worship, and commercially owned sites that provide community-serving services such as food programs, community-building and cultural activities. Planning in high growth areas should also include considerations to prevent or mitigate the loss of key social non-profit services



Mount Pleasant Neighbourhood House
Photo: Vivian Wong

and spaces, especially if they are located close to each other in a cluster forming a local network. Non-profits often collaborate with each other in delivering programs and services. The retention of key social infrastructure is important as the City works towards targets for spaces to thrive in the next 10 years.

The *Spaces to Thrive Implementation Plan and Financial Strategy* will include:

A. Senior Government, Public & Private Sector Partnerships

A focus on intergovernmental relations to partner with senior government and other funders is key to achieve social infrastructure project funding and programs. An intergovernmental relations strategy will also help accelerate NMHDO projects that include social facilities.

B. Efficiency & Innovation (Design)

Using innovation and space optimization to achieve efficiency will relieve pressure to rely mostly on acquisition of additional City-owned assets to enable community and social uses. Actions include determining and implementing best practices to co-locate and design social, cultural and community through operational and space feasibility.

C. Growth & Development (Policy & Funds)

Implementation of actions will enable the right type and supply of social infrastructure to meet population growth, shifting demands and equity priorities. Actions include ensuring that social infrastructure needs are reflected in current and upcoming City policies including Vancouver Plan, and BroadwayPlan and ways to better support partners through: City-owned non-profit office spaces, support of neighbourhood houses, strategic location of social infrastructure equity and growth projects, and community-serving spaces in places of worship.

D. Capital Plan Integration (4-Yr Plan)

Alignment with capital plan to deliver on social infrastructure targets is key including the 4-year capital plan (2023-2026). Actions include accelerating NMHDO projects with social infrastructure, prioritizing social infrastructure equity projects, and renewal of City-owned projects.

To ensure that the Vancouver Social Infrastructure Strategy implementation is meeting strategy objectives, Staff will report back to Council in to track the progress towards objectives and related actions.

Next page
Kitsilano Neighbourhood House
building exterior
Photo: Kindred Construction





APPENDIX A: GLOSSARY & TERMS



QMUNITY staff
Image: Video still City of Vancouver

2SLGBTQIA - Two-Spirit, lesbian, gay, bisexual, transgender, queer and questioning, intersex and asexual people.

Adult Day Centre or Services - Provides a range of health, social and therapeutic recreational day programs to help improve and maintain the well-being of older adults in the community. The program includes health status monitoring, medication support, therapeutic activities, respite for family and caregivers, and access to health education.¹

Brushing Off Ceremonies - Cedar Brushing is a traditional cleansing ceremony that helps heal the mind, and clears body of negativity. It also purifies and restores the spirit. The ceremony involves brushing an individual with cedar bows dipped in water from a sacred area.^{2 3}

Child Day Care Facility (Childcare Facility) - The use of premises to provide care, supervision, social or educational training to children as defined by the Community Care and Assisted Living Act (British Columbia) and the Child Care Licensing Regulation made pursuant to that Act. It includes but is not limited to group day care, preschool, special needs day care, out of school care, emergency care, child minding or overnight care.⁴

Community Amenity Contributions (CACs) - In-kind or cash contributions provided by property developers when City Council grants development rights through rezoning. CACs lessen the impacts of additional demand on City facilities and the community as a result of development and the increase in the population of an area. CAC contributions could go towards building and expanding facilities such as affordable housing, parks, childcare, community facilities (example: community centres and libraries), transportation, public realm, and arts and culture spaces.⁵

¹ “Adult Day Services”, Government of British Columbia, last accessed September 2021, <https://www2.gov.bc.ca/gov/content/health/accessing-health-care/home-community-care/care-options-and-cost/adult-day-services>

² Hamilton, Wawmeesh G. “An Ancient Coast Salish Ceremony Comes to City Hall,” The Tyee, December 17, 2014, <https://thetyee.ca/News/2014/12/17/Coast-Salish-Ceremony-City-Hall/>

³ “Teachings (ʔəms toʔow)”, Salish Sea Sentinel: The Voice of the Naut’sa Mawt Tribal Council, last accessed August 2021, <https://salishseasentinel.ca/2015/02/written-as-i-remember-it-teachings-%CA%94%C9%99ms-ta%CA%94aw-from-the-life-of-a-sliammon-elder/>

⁴ Zoning and Development By-law: Section 2 Definitions,” City of Vancouver, last modified July 2021, <https://bvlaws.vancouver.ca/zoning/zoning-by-law-section-2.pdf>

⁵ “Community Amenity Contributions,” City of Vancouver, last accessed August 2021, <https://vancouver.ca/home-property-development/community-amenity-contributions.aspx>



Hut Family drop-in program at Thunderbird Community Centre
Photo: Thunderbird Community Centre

Community Kitchens - Kitchens available for public or non-profit use to prepare and share food together, supporting: food literacy and leadership programming, social connection, food access, social enterprises, and/or emergency response. Community kitchens are typically, but not always, located in or managed by neighbourhood houses, community centres, housing providers, cultural centres, places of worship, or other social service centres.

Community Non-Profit Organizations - Operate for the public good, reinvest and retain assets in the public domain for public good, demonstrate the value of care and service to others as a core value, help drive the economic strength and stability of communities, and play an active role in public policy through channeling community voices and ensuring accountability. The term community-based non-profits is an administrative economic-based categorization set by the Federal Government to differentiate from business or government non-profit institutions, such as schools, hospitals or universities.⁶

Community Serving Spaces (CSS) - Community Serving Spaces are flexible and multi-use spaces within non-City-owned buildings that support social, cultural, recreational, and community programs and services. Some examples of CSS include places of worship, and non-profit owned gathering spaces such as legions, cultural centres, and community halls. They are often affordable spaces for activities and uses such as childcare and community kitchens, and complement social service centres, and other social infrastructure provided by the City.

Development Contribution Levies (DCLs) - DCLs are paid by property developers as part of development. The purpose is to assist the City in paying the capital cost of providing, constructing, altering, or expanding infrastructure like parks, childcare facilities, social and non-profit housing, and engineering projects. While they can be waived, DCLs generally apply to all development, whether or not rezoning is required.⁷

Equity - Equity is both a process and an outcome that names and addresses systemic inequities that benefit and favour some groups and often disproportionately impact cultural communities, Indigenous, Black and other racialized groups. Individuals and communities with intersecting identities of Indigeneity, race, gender, gender expression and sexual orientation, ability and class can be, and often are, negatively affected by favoured social systems.

⁶ Profile of Sector: Non-profit Organizations,” Factsheet, Employment Lands and Economy Review, City of Vancouver, <https://vancouver.ca/files/cov/other-sectors-non-profit.pdf>

⁷ “Bulletin: Development Cost Levies,” City of Vancouver, last modified September 30, 2021, <https://bylaws.vancouver.ca/bulletin/bulletin-development-cost-levies.pdf>



Mother and child attending a ceremony
Photo: Mark Montgomery

Equity commitments seek ways to transform current structures, policies, and processes in order to balance power and influence, expand access, and create new ways of walking together that nourish all people by embedding intersectionality in institutional and sectoral change.

Equity amplifies and affirms the dignity and rights of all people by centering the diverse voices of Indigenous and racialized peoples and communities in creative and resilient processes, informed by Indigenous knowledge and different world views across the ways we do our work.⁸

Multi-purpose room - Type of room with open space and ample storage that is compatible for various social-serving uses and programming set-up. Some rooms may also include modular walls to divide the space. Due to its flexible function, it supports shared uses compared to dedicated spaces that are intended for a specific function.

Non-profit Hub or Centre - Nonprofit hubs are multi-tenant facilities shared by non-profits or groups with a common mission of supporting communities in their quest for equity, social justice and inclusion. Typologies for hubs or centres are diverse, which usually includes a shared aspect ranging from space-sharing to sharing of administration or operations.

Public Benefits Strategy (PBS) - Provides municipalities with strategic direction for future capital investments in a community over the long term. A PBS covers six key areas: community facilities, parks and open spaces, affordable housing, public safety, transportation and utilities. Each public benefits strategy takes into account the existing network of amenities within the community, as well as district serving and city-serving infrastructure located beyond the community boundaries.⁹

Reconciliation - Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour.¹⁰

⁸ "Equity Framework Report," City of Vancouver, last modified July 20, 2020, <https://council.vancouver.ca/20210720/documents/p1.pdf>

⁹ "Community Amenity Contributions Implementation Procedures", City of Vancouver, last modified March 11, 2021, <https://vancouver.ca/files/cov/community-amenity-contributions-implementation-procedures.pdf>

¹⁰ Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada, Truth and Reconciliation Commission of Canada (2015), 6. https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf



Seniors attending a musical performance at 411 Seniors Centre
Photo: 411 Seniors

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Lobby of 312 Main non-profit hub
Photo: Sarah Race Photography

Resilience – Resilience is about our ability to survive, adapt, and thrive in the face of challenges and changes.

Smudge Ceremony - Smudging is to purify a person's body and spirit as well as a home or area. Smudging is ceremony where certain herbs are burned, and the smoke is taken in one's hands to rub over the body. Usually a stone or shell is used as a contained to hold the smudge while burning. A feather is used to guide the smoke in the direction desired.¹¹

Social Enterprise - A revenue generating organization that:

1. Have at least 50% of the business' revenue comes from selling goods and/or services in the marketplace.
2. Is an entity that has an embedded mission to achieve social, cultural or environmental aims through the sale of goods and services.
3. Have at least 50% of the business' profits go back into executing its social, cultural or environmental mission; and
4. Often includes the hiring of people with barriers to traditional employment.

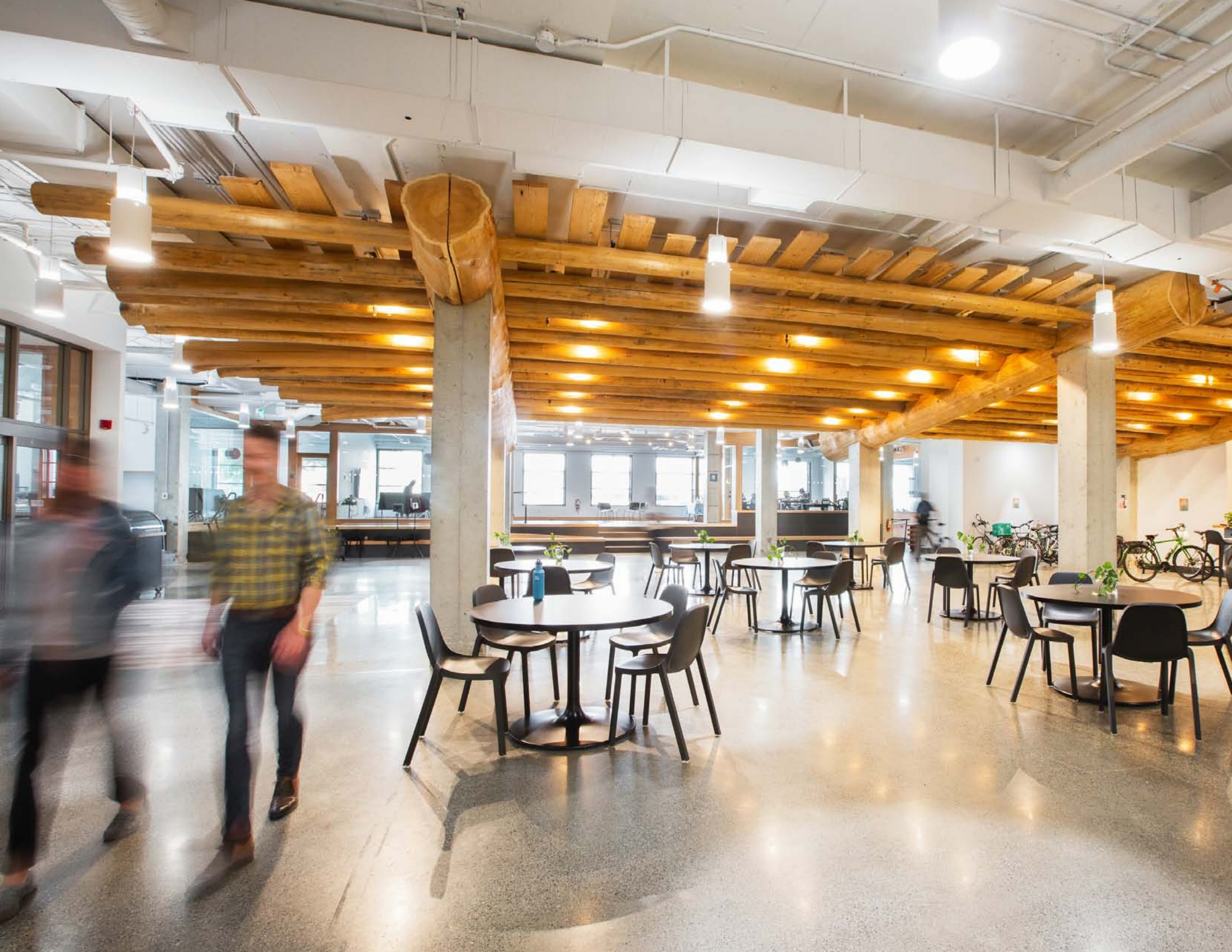
Social Infrastructure - Social Infrastructure is made up of the facilities and services that help individuals, families, groups, and communities meet their social needs, maximize their potential for development, and enhance community well-being. Social infrastructure is an essential ingredient in building strong, resilient communities, and some examples include senior centres, youth centres, multi-purpose rooms, community kitchens, childcare facilities, neighbourhood houses, family places, social enterprises, social service centres, and non-profit office space.

Social Return On Investment (SROI) - A method of measuring values that are not traditionally reflected in financial statements including social and economic factors. This can evaluate service level impact and determine how to allocate resources to create value for the community.

Social Service Centre - The use of premises by a non-profit society:

1. provides information, referral, counselling, advocacy or health care services; or
2. dispenses aid in the nature of food or clothing; or
3. provides drop in or activity space, but does not include premises used for residential purposes or detoxification centre.

¹¹ "The Smudge Ceremony," Squamish Lil'wat Cultural Centre, last modified 2019, <https://shop.slcc.ca/learn/the-smudge-ceremony/>



Listening and Shareback Phase:

285

Unique **non-profit organizations** and **community groups**

505

Individuals engaged from organizations and community groups

51

Total **engagement opportunities**

APPENDIX B: ENGAGEMENT SUMMARY & ACKNOWLEDGEMENTS

As part of the development of *Spaces to Thrive*, staff reached out to and engaged with stakeholders to inform the policy framework and actions for the City of Vancouver to better support the social-serving non-profit sector and related spaces through the City's various roles for the next ten years. The engagement process included a general listening phase and a share-back phase.

Listening Phase

A needs assessment and gap analysis were conducted based on baseline research, comparative case study research, survey results, and targeted engagement findings. The needs assessment and gap analysis identified four main categories of concern: (1) Facilities and spaces; (2) City policies and processes; (3) Funding and finance; and (4) Capacity support. Within these four categories, a number of common themes emerged:

1. Facilities & Spaces

- Spaces are unaffordable
- Spaces are not suitable (e.g., due to space itself, proximity to target populations, proximity to transit)
- Spaces are not available
- Tenure is insecure
- The rate of non-profit ownership of space is low
- Shortage of space appropriate for Indigenous programs and cultural practices
- Shortage of office space and program space
- Shortage of opportunities for hubs/co-location/integrated services/non-profit centres

2. City Policies & Processes

- Non-profits encounter difficulty navigating City system
- Need to ensure equity, diversity and inclusion in planning and implementation of social infrastructure goals
- There is a need to ensure integration with other City departments including Culture, Parks, Libraries, and Planning

Spaces to Thrive* Listening Phase:*259**Unique **non-profit organizations** and **community groups****416****Individuals** engaged from organizations and community groups**40**Total **engagement opportunities**

- Stakeholder forums (2)
- Online surveys (2)
- Key informant interviews (19)
- Focus groups (3)
- Community stakeholders & Neighbourhood house workshops (9)
- Open House (1)
- Presentations (4)

3. Funding & Finance

- City mechanisms are needed to support non-profit operational costs
- City mechanisms are needed to support non-profit expansion and renewal
- No dedicated provincial or federal social infrastructure funding
- Difficult for non-profits to secure financing to purchase or renovate their facilities

4. Reconciliation, Equity, and Balancing of Priorities

- Need equity embedded throughout
- Social infrastructure low priority
- Social impact of non-profits should be valued
- Groups with lower capacity may be unable to access and navigate resources, resulting in being further marginalized
- Need for informed participation

5. Capacity Support

- External partners (non-profits): Financial and technical tools/mechanisms are needed to support non-profits from concept to reality in their real estate projects (e.g., organizational readiness; vision, strategy, concept development; feasibility and business planning; pre-development, pre-construction)
- Internal (COV): Need for education and awareness on supporting non-profits, using tools in the toolbox
- Internal (COV): Need for education and awareness on the role of social infrastructure in building complete, resilient communities

Engagement for the strategy started in May 2017. The goal was to share the scope of work for the strategy and capture the emerging context and issues organizations face about social facilities and spaces. These insights were foundational to forming the themes for the strategy. Organizations shared their infrastructure needs and facility gaps and to establish strategic and sustainable short, medium and long-term recommendations to address City frameworks for decision making, service delivery models and potential financial/operational partnerships.

Engagement method were primarily large workshop formats, open houses and an in-depth online survey. Stakeholders involved general included social and community organizations, City Advisory Committees, Social Purpose Real Estate (SPRE) Collaborative. From 2018 to early 2020, strategy themes continued to be refined and adjusted. The scope was expanded to

Shareback Phase:

67

Unique **non-profit organizations** and **community groups**

89

Individuals engaged from organizations and community groups

11

Total **engagement opportunities**

- Stakeholder sessions (2)
- City Advisory Committee Presentations (4)
- Key Informant Interviews (5)

include directions and objectives that address ways the City may support non City-owned facilities, such as community-serving spaces. Additional engagements were held with community organizations that own their facilities, community-serving spaces such as places of worship and non-profits, complementing the outreach to existing stakeholders.

Share-back Phase

After further research, consideration of findings from the listening phase, staff proposed draft policy directions to share back to stakeholders for input from September – November 2020.

Stakeholders included social non-profit organizations, equity-serving groups, community-serving spaces, SPRE Collaborative, Advisory Committees, Community Centre Associations, and the Urban Development Institute (UDI). Generally, stakeholders liked the directions and framework for the strategy. In most sessions, participants showed strong interest in the implementation phase, noting the proposed framework and direction is much-needed first step to approach the needs and gaps to social-serving facilities.

Internally, *Spaces to Thrive* has been informed by an inter-departmental Staff Working Group, and focused engagement with numerous City departments including Housing, Corporate Communications, Finance, City-wide and Regional Planning, and others.

A cross-departmental director-level committee was established as part of the governance structure, providing updates on the progress of the strategy and feedback throughout its development at key milestones.

Acknowledgements**City of Vancouver Internal Stakeholders**

- Planning and Development Services
- Development Building and Licensing
- Financial Services
- Real Estate and Facilities Management
- Board of Parks and Recreation
- Cultural Services
- Housing Policy
- Social Policy and Projects

City of Vancouver Advisory Committees

Thank you to the advisory committees or advisory members that have engaged with the development of the strategy:

- 2SLGBTQ+ Advisory Committee
- Children, Youth and Families Advisory Committee
- Chinatown Historic Area Planning Committee
- Persons with Disabilities Advisory Committee (PDAC)
- Seniors Advisory Committee
- Urban Indigenous Peoples' Advisory Committee (UIPAC)
- Vancouver Food Policy Council (VFPC)

Partners, Connectors, Facilitators and Presenters

- Irene Gannitsos, Vancity Community Foundation
- Jacqueline Gijssen, Social Purpose Real Estate
- Jonathan Bird, Union Gospel Mission
- Kari Bergrud, Union Gospel Mission
- Robert Brown, (formerly with Catalyst Community Developments Society)

THANK-YOU!

We would like to thank the 285 organizations we have engaged with for the development of the strategy. We acknowledge the time and generosity of the organizations and groups to have shared their insights and experiences, which reflects the diverse mandate, work and commitment to the communities they serve.

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • 211 British Columbia Services Society (bc211) • 411 Seniors Centre Society • A Better Life Foundation • Aboriginal Front Door Society • Aboriginal Life In Vancouver Enhancement society • All Nations Outreach Society • ANAF Unit 100 | <ul style="list-style-type: none"> • Anglican Diocese of New Westminster • Association of Neighbourhood Houses of BC • Atira Women's Resource Society • Aunt Leah's Place • Battered Women's Support Services • BC Conference of United Church of Canada • BC Crisis Centre • Bethany Indonesian Church | <ul style="list-style-type: none"> • Big Brothers of Greater Vancouver • Big Sisters of BC Lower Mainland • Billy Bishop Legion (Royal Canadian Legion Branch 176) • Binnars' Project • Blessed Sacrament Parish • Boys and Girls Clubs of South Coast BC - Fraserview, Grandview, Kimount & Kivan Clubs • Britannia Community Services Centre |
|---|---|---|

- Broadway Church
- Broadway Youth Resource Centre (Pacific Community Resources Society)
- Buy Social Canada
- Canadian Memorial United Church
- Canadian Mental Health Association, Vancouver-Fraser Branch
- Capri Hall
- Carnegie Community Centre
- Catalyst Community Developments Society
- Cedar Cottage Neighbourhood House
- Central Presbyterian Church
- Cerebral Palsy Association of BC
- Check Your Head: Youth Global Education Network
- Children of the Street Society
- Chinatown BIA
- Chinatown Peace Church
- Chinese Benevolent Association of Vancouver Chinese Community Policing Centre
- Chinese Cultural Centre of Greater Vancouver
- Christ Church Cathedral
- Church of the Good Shepherd
- City Gate Leadership Forum
- City Life Church
- Citygate Leadership Forum
- CityReach Care Society - "The Warehouse"
- CleanStart BC
- Co:Here Housing
- Coast Mental Health
- Colliers
- Collingwood Neighbourhood House Society
- Committee for Domestic Workers and Caregivers Rights -Vancouver (CDWCR)
- Community Builders Foundation
- Community Food Centres Canada
- Concert Properties
- Congregation Beth Israel
- CPA Development Consultants
- Crisis Intervention & Suicide Prevention Centre of BC
- Disability Alliance BC
- Disability Foundation DIGA program
- Douglas Park Community Association
- Downtown Eastside Women's Centre
- DTES Neighbourhood House
- Dugout Drop-in Centre Society
- Dunbar Community Centre Association
- Eastside Culture Crawl Society
- Eastside Family Place
- Ecotrust Canada
- Exchange Inner City
- Fairview Baptist Church
- Fairview Church
- Fairview Presbyterian Church
- Faith Fellowship Baptist Church
- False Creek Community Association
- Family Services of Greater Vancouver
- Fantastic Space Enterprises
- First Christian Reformed Church of Vancouver
- First Church of the Nazarene
- Forest and the Femme
- Fresh Roots Urban Farm
- Frog Hollow Neighbourhood House
- Gallery Gachet Society
- Glasshouse Capacity Services Society
- Gold Buddha Sagely Monastery
- Gordon Neighbourhood House
- Grace Vancouver Church
- Grandview Calvary Baptist Church
- Grandview Church
- Granville Chapel
- Greater Vancouver Baptist Church
- Greater Vancouver Law Students Legal Advice Society
- Greek Orthodox Community of East Vancouver
- Hastings Community Association
- Hastings Crossing Business Improvement Association
- Hastings North BIA
- Hastings Sunrise Community Policing Centre
- Health Initiative for Men
- Helping Spirit Lodge Society
- Hives for Humanity Society
- Hon Hsing Athletic Club of Vancouver
- Hope Action Values Ethics Culinary Training Society
- Hoy Ping Benevolent Association
- Hua Foundation
- I-Kuan Tao Ming Hwa Temple
- Il Centro Italian Cultural Centre Society
- Immanuel Baptist Church
- Inland Refugee Society of BC
- Inner City Safety Society
- Intersections Media Opportunities for Youth Society
- ISSofBC
- Japanese Community Volunteer Association - Tonari Gumi
- Jewish Community Centre of Greater Vancouver

- Jewish Family Services Agency
- Jewish Seniors Alliance
- Justice for Girls Outreach Society
- JustWork Economic Initiative
- Kerrisdale Community Centre Society
- Kerrisdale Presbyterian Church
- Kids Up Front Foundation (Vancouver)
- Killarney Community Centre Society
- Killarney Lutheran Church
- Kinbrace Community Society
- King's Gate Community Church
- Kitsilano Community Centre Association
- Kitsilano Neighbourhood House
- Kiwassa Neighbourhood House
- Le Centre culturel francophone de Vancouver
- Learning Disabilities Association of Vancouver
- Leave Out Violence (LOVE) BC
- Little Mountain Neighbourhood House
- Lookout Society
- Lord's Grace Church
- Lu'ma Native Housing Society
- Marpole Neighbourhood House
- Marpole Oakridge Family Place
- Marpole-Oakridge Community Association
- Megaphone
- Mennonite Central Committee Legacy Trust
- Meta Communities
- Metro Vancouver Aboriginal Executive Council (MVAEC)
- Metro Vancouver Alliance (Faith Caucus)
- Migrante BC
- Mom2Mom Child Poverty Initiative
- MOSAIC
- Mosaic Church
- Mount Pleasant Community Association
- Mount Pleasant Family Centre
- Mount Pleasant Neighbourhood House
- MPA Society
- Multicultural Helping House Society
- Native Education College (NEC)
- Network of Inner City Community Services Society
- Oakridge Adventist Church
- Oakridge Lutheran Church
- Ohel Ya'akov Community Kollel
- Our Social Fabric
- PACE Society
- Pacific Association of First Nations Women
- Pacific Community Resources Society
- Pacific Grace MB Church Vancouver
- Pacific Immigrant Resources Society (PIRS)
- Parish of Holy Trinity Anglican Church
- Peace Church on 52nd
- PeerNet Association of BC
- Peretz Centre for Secular Jewish Culture
- PHS Community Services Society
- Pilgrim Church
- Pinoy Pride Vancouver Society
- PLEA Community Services Society of BC
- Point Grey Inter-Mennonite Fellowship
- Potluck Cafe Society
- PovNet
- PTT Buddhist Society
- Punjabi Market Regeneration Collective
- QMUNITY
- RayCam Cooperative Centre
- Reach Community Health Centre
- Red Fox Healthy Living Society
- Redemption Church
- Regent College
- Renfrew Park Community Association
- Renfrew-Collingwood Seniors' Society
- Roman Catholic Archdiocese of Vancouver
- Roundhouse Community Arts and Recreation Society
- S.U.C.C.E.S.S.
- Sanctuary Mental Health Society
- Scottish Cultural Centre
- Shaughnessy Heights United Church
- Shon Yee Benevolent Association
- Slavic Evangelical Baptist Church
- Social Justice Action Committee Presbytery of Westminster
- Social Purpose Real Estate Collaborative (SPRE)
- Social Venture Partners
- South Granville Seniors Centre
- South Vancouver Family Place
- South Vancouver Neighbourhood House
- SpencerCreo Foundation
- Spinal Cord Injury Organization of BC (SCI BC)
- Spirit of Life Lutheran Church
- Sri Ganesh Temple Society of BC
- St. Andrew's Hall (UBC)
- St. Andrew's-Wesley United Church
- St. Augustine's Anglican Church
- St. Chad's Anglican Church
- St. Columba Presbyterian Church

- St. Faith's Anglican Church
- St. James' Anglican Church
- St. Mary's Church
- St. Mary's Kerrisdale Church
- St. Peter's Fireside Church
- St. Thomas Anglican Church
- Strathcona Business Improvement Association
- Strathcona Community Centre Association
- Street Church
- Subud Vancouver
- Supporting Women's Alternatives Network (SWAN)
- Vancouver Taiwanese Cultural Centre
- Tenant Resource & Advisory Centre Society (TRAC)
- Tenth Church
- The Elizabeth Fry Society of Greater Vancouver
- The John Howard Society of the Lower Mainland of BC
- The Kettle Friendship Society
- The KidSafe Project Society
- The Lord's Love Church Society
- The Old Catholic Church of BC & Society
- The Salvation Army
- The Writers' Exchange Society
- Theatre for Living
- Thunderbird Community Centre
- Trinity-Grace United Church
- Trout Lake Community Centre Association
- Tulayan Filipinx Diaspora Society
- Ukranian Cultural Centre
- United Church of Canada in BC
- United Gospel Mission
- University Chapel
- Urban Development Institute
- Urban Native Youth Association
- Vancity (Community Investment)
- Vancouver Aboriginal Community Policing Centre
- Vancouver Aboriginal Friendship Centre Society
- Vancouver Alpen Club
- Vancouver Association for Survivors of Torture (VAST)
- Vancouver Buddhist Temple
- Vancouver Chinese Alliance Church
- Vancouver Chinese Presbyterian Church
- Vancouver Coastal Health, Healthy Built Environment Table
- Vancouver Community Network
- Vancouver Eastside Vineyard Christian Fellowship
- Vancouver First Christian Reformed Church
- Vancouver Monthly Meeting of the Religious Society of Friends
- Vancouver Neighbourhood Food Networks
- Vancouver Odd Fellows
- Vancouver Rape Relief and Women's Shelter
- Vancouver Rape Relief Society
- Vancouver Recovery Club
- Vancouver Second Mile Society
- Vancouver Taiwanese Presbyterian Church
- Vancouver Welsh Society
- Vancouver Yuan Yung Buddhism Centre Society
- Vantage Point
- Victoria Drive Gospel Hall
- Warriors Against Violence Society
- Watari Counselling and Support Services
- WAVAW Rape Crisis Centre
- Welsh Society of Vancouver
- WePress Community Arts Space Society
- West Coast Christian Fellowship
- West Coast Christian School
- West End Community Centre Association
- West End Seniors' Network
- West Point Grey Presbyterian Church
- Westcoast Family Centres
- Western Institute for the Deaf and Hard of Hearing
- Westside Baptist Church
- Wilson Heights United Church
- WISH Drop-In Centre Society
- Wongs' Benevolent Association
- Yarrow Intergenerational Society for Justice
- Yo Bro | Yo Girl Youth Initiative
- Youth Collaborative for Chinatown
- Yue Shan Society
- YWCA Metro Vancouver



APPENDIX C: RECLAIMING POWER AND PLACE: CALLS FOR JUSTICE

Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (2019) contains Calls for Justice to ensure Indigenous women, girls, and 2SLGBTQIA people live in dignity. These Calls for Justice require a decolonizing approach, include family and survivors, require Indigenous-led solutions and services, require interpretation and implementation in an equitable and non-discriminatory way, include the necessity for cultural safety, and incorporate knowledge of trauma.

As part of the City of Vancouver’s fulfillment of governmental obligation for human and Indigenous rights, *Spaces to Thrive* have identified opportunities to respond to the following Calls for Justice, in advance of the report back on the full analysis of the Calls for Justice. Staff will work with the MMIWG Steering Committee during the development of the implementation strategy (and the development of the City’s responses to the ‘Calls for Justice’ and Red Women Rising report recommendations) to strongly align and detail investment strategies for the City of Vancouver.

Calls for Justice	Connection to <i>Spaces to Thrive</i>
<p>Main Text - The National Inquiry heard many truths connected with the deliberate actions and inactions of all levels of government. In addition, the evidence makes clear that changing the structures and the systems that sustain violence in daily encounters is not only necessary to combat violence, but is an essential legal obligation of all governments in Canada. We target many of our Calls for Justice at governments for this reason, and identify how governments can work to honour Indigenous women, girls, and 2SLGBTQIA people, and to protect their human and Indigenous rights, in the thematic areas examined within the Final Report.</p>	<p><i>Spaces to Thrive</i> uses a human and Indigenous rights approach including principles of Reconciliation & Decolonization, Equity and Social Impact, Resilience and Adaptability, and Collaboration and Stewardship</p>
<p>Human and Indigenous Rights and Governmental Obligations: 1.3 We call upon all governments, in meeting human and Indigenous rights obligations, to pursue prioritization and resourcing of the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls, and 2SLGBTQIA people when developing budgets and determining government activities and priorities.</p>	<p>Supporting culturally safe and relevant spaces (i.e., priority in capital granting support and space) specific to Indigenous women, girls and 2SLGBTQIA people, inter-governmental relations.</p> <p>Prioritize barrier elimination and highlight importance for capital planning for Indigenous Healing & Wellness and other self-determined projects, land-use plans (e.g., Jericho, Heather Lands) and programs.</p>

<p>Human and Indigenous Rights and Governmental Obligations:</p> <p>1.4 We call upon all governments, and in particular Indigenous governments and Indigenous representative organizations, to take urgent and special measures to ensure that Indigenous women, girls, and 2SLGBTQQIA people are represented in governance and that their political rights are respected and upheld. We call upon all governments to equitably support and promote the role of Indigenous women, girls, and 2SLGBTQQIA people in governance and leadership. These efforts must include the development of policies and procedures to protect Indigenous women, girls, and 2SLGBTQQIA people against sexism, homophobia, transphobia, and racism within political life.</p>	<p>Diversity of non-profit and neighbourhood house volunteer boards in addition to City of Vancouver advisory boards.</p> <p>Alignment with Red Women Rising - include Indigenous women, girls, 2SLGBTQQIA voices in processes (e.g., advisory group) Allow for representative decision-making.</p>
<p>Human and Indigenous Rights and Governmental Obligations:</p> <p>1.6 We call upon all governments to eliminate jurisdictional gaps and neglect that result in the denial of services, or improperly regulated and delivered services, that address the social, economic, political, and cultural marginalization of, and violence against, Indigenous women, girls, and 2SLGBTQQIA people.</p>	<p>Social spaces, services, & programs should have clear ways of addressing service denial stemming from intersectional marginalization & violence, to be accessible and prioritize disproportionately impacted communities facing systemic barriers.</p>
<p>Culture:</p> <p>2.3 We call upon all governments to ensure that all Indigenous women, girls, and 2SLGBTQQIA people are provided with safe, no-barrier, permanent, and meaningful access to their cultures and languages in order to restore, reclaim, and revitalize their cultures and identities. These are rights held by all segments of Indigenous communities, from young children to Elders. The programs and services that provide such access should not be tied exclusively to government-run cultural or educational institutions. All governments must further ensure that the rights of Indigenous children to retain and be educated in their Indigenous language are upheld and protected. All governments must ensure access to immersion programs for children from preschool into post-secondary education.</p>	<p>Need to provide safe spaces to enable cultural safety in social facilities, especially in social cultural centres that are Indigenous-led, to celebrate and revitalize Indigenous culture and for Black women, and gender diverse people.</p>

<p>Health and Wellness:</p> <p>3.1 We call upon all governments to ensure that the rights to health and wellness of Indigenous Peoples, and specifically of Indigenous women, girls, and 2SLGBTQQIA people, are recognized and protected on an equitable basis.</p>	<p>Continue to support the growth & development of Indigenous-led Health & Wellness centres and prioritize investment in cultural safety and service design for Indigenous people in non-Indigenous-led projects and programs.</p>
<p>Human Security:</p> <p>4.1 We call upon all governments to uphold the social and economic rights of Indigenous women, girls, and 2SLGBTQQIA people by ensuring that Indigenous Peoples have services and infrastructure that meet their social and economic needs. All governments must immediately ensure that Indigenous Peoples have access to safe housing, clean drinking water, and adequate food.</p> <p>*Also relates to rec 4.2</p>	<p>Priority for community economic development hubs, food hubs, social enterprise spaces and community resiliency.</p> <p>Basic human needs and rights, access to washroom and water.</p>
<p>Industries, Institutions, Services, and Partnerships: Health and Wellness Service Providers</p> <p>7.1 We call upon all governments and health service providers to recognize that Indigenous Peoples – First Nations, Inuit, and Métis, including 2SLGBTQQIA people – are the experts in caring for and healing themselves, and that health and wellness services are most effective when they are designed and delivered by the Indigenous Peoples they are supposed to serve, in a manner consistent with and grounded in the practices, world views, cultures, languages, and values of the diverse Inuit, Métis, and First Nations communities they serve.</p>	<p>Health & wellness services designed, delivered, & led by Indigenous non-profits and communities.</p> <p>Establish Community Use Agreements (CUAs) in non-Indigenous projects (e.g., New St. Paul's Hospital).</p>
<p>Industries, Institutions, Services, and Partnerships Extractive and Development Industries:</p> <p>13.2 We call upon all governments and bodies mandated to evaluate, approve, and/or monitor development projects to complete gender-based socio-economic impact assessments on all proposed projects as part of their decision-making and ongoing monitoring of projects. Project proposals must include provisions and plans to mitigate risks and impacts identified in the impact assessments prior to being approved.</p>	<p>Continue impact assessment for community plans, including consideration of gender-based socio-economic elements for Indigenous women, girls, and 2SLGBTQQIA people.</p> <p>Alignment with <i>Spaces to Thrive</i> objective to set clear goals and develop metrics for monitoring and evaluation through data. Mitigate risks to vulnerable groups in social infrastructure spaces & programming.</p>

<p>Industries, Institutions, Services, and Partnerships Extractive and Development Industries:</p> <p>13.5 We call upon resource-extraction and development industries and all governments and service providers to anticipate and recognize increased demand on social infrastructure because of development projects and resource extraction, and for mitigation measures to be identified as part of the planning and approval process. Social infrastructure must be expanded and service capacity built to meet the anticipated needs of the host communities in advance of the start of projects. This includes but is not limited to ensuring that policing, social services, and health services are adequately staffed and resourced.</p>	<p>The pace of development in Vancouver is outpacing social infrastructure development. Existing spaces are insufficient to serve increasing population across the city.</p> <p>Spaces, programs, & services must keep up with population growth and changing demands.</p>
<p>Value Statement - All Canadians: As the Final Report has shown, and within every encounter, each person has a role to play in order to combat violence against Indigenous women, girls, and 2SLGBTQQIA people. Beyond those Calls aimed at governments or at specific industries or service providers, we encourage every Canadian to consider how they can give life to these Calls for Justice.</p>	<p>Work in direct partnership with Indigenous, women-serving and gender-diverse organizations to identify system and project-level issues and solutions.</p>
<p>All Canadians. We call on all Canadians to:</p> <p>15.7 Create time and space for relationships based on respect as human beings, supporting and embracing differences with kindness, love, and respect. Learn about Indigenous principles of relationship specific to those Nations or communities in your local area and work, and put them into practice in all of your relationships with Indigenous Peoples.</p>	<p>An overarching approach to better understand Indigenous communities and embed this to our work. Key is to re-enforce importance of relationship building between communities, operators, and local government. <i>Spaces to Thrive</i> can serve as a vessel to move towards this.</p>
<p>2SLGBTQQIA-Specific Calls for Justice:</p> <p>18.1 We call upon all governments and service providers to fund and support greater awareness of 2SLGBTQQIA issues, and to implement programs, services, and practical supports for 2SLGBTQQIA people that include distinctions-based approaches that take into account the unique challenges to safety for 2SLGBTQQIA individuals and groups.</p>	<p>Provide funding and support to non-profits led and serving 2SLGBTQQIA community.</p>

<p>2SLGBTQQIA-Specific Calls for Justice:</p> <p>18.4 We call upon all governments, service providers, and those involved in research to modify data collection methods to</p> <ul style="list-style-type: none"> i. Increase accurate, comprehensive statistical data on 2SLGBTQQIA individuals, especially to record the experiences of trans-identified individuals and individuals with non-binary gender identities. ii. Eliminate “either-or” gender options and include gender-inclusive, gender neutral, or non-binary options – for example, an “X-option” – on reporting gender in all contexts, such as application and intake forms, surveys, Status cards, census data and other data collection. iii. Increase precision in data collection to recognize and capture the diversity of 2SLGBTQQIA communities: for example, the experiences of Two-Spirit women/ lesbians, and differentiations between Two-Spirit and trans identified individuals and between trans-masculine and trans-feminine experiences. 	<p>Work with staff and MMIWG Steering Committee partners to identify and monitor social service level metrics across multiple populations to inform space planning and implementation. Data to more representatively consider the historical exclusion, diversity, & intersections. Specifically look to embedded unique identities to satisfy diverse needs responding to equity, and Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA community.</p>
<p>2SLGBTQQIA-Specific Calls for Justice:</p> <p>18.7 We call upon all governments and service providers to increase support for existing successful grassroots initiatives, including consistent core funding.</p>	<p>City of Vancouver to improve provision of core funding using a sustainable and relationship-based approach to better support non-profits groups with limited capacity (e.g., DTES Women’s Coalition).</p>



The 10-year **Social Infrastructure Strategy** provides a framework and pathway for the City to support social infrastructure - the social-serving and community non-profit organizations (NPO) sector and spaces through its various roles as investor, regulator, and advocate, and working together with our partners. The Strategy allows for flexibility and adaptability to build on as it strives to meet changing needs through to the next 30 years.

The overall vision of the strategy is that Vancouver residents, especially those that face systemic barriers, can access spaces to gather and participate in programs and services to meet their diverse needs in a dynamic and changing city.

www.vancouver.ca/spaceto thrive

