



LU'MA NATIVE HOUSING SOCIETY

Operations Management Plan

Lu'ma ("New Beginnings") Supportive Housing
Project

5077 & 5095 Heather Street, Vancouver, British
Columbia

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Introduction

The Operations Management Plan for the New Beginnings Housing Project located at 5077-5095 Heather Street in Vancouver provides an overview of Lu'ma Native Housing Society's commitment to operating a temporary supportive housing program for Indigenous Peoples and others who are living unsheltered, in shelters, or at risk of homelessness. Priority will be given to vulnerable people living in the local neighborhood. It is our intent to operate the New Beginnings Housing Project in a way that is culturally safe, secure, and stable and manages any and all impacts of the program on neighboring residents, businesses, local First Nations, as well as ensures the security of the people who live there.

This Operations Management Plan outlines the basic housing objectives and operating parameters for the New Beginnings Housing Project and incorporates protocols to manage various concerns, which may be raised by tenants, neighbors, business owners, and local First Nations as well as ensuring an adequate and timely response on the part of Lu'ma staff. This is the start of a new partnership with the Heather Land community and we look forward to working together to best respond to tenant, neighborhood, local First Nations, and community needs.

“Lu'ma” is a Coast Salish word that translates into “New Beginnings” in the English language. Lu'ma has provided many “New Beginnings” to literally thousands of clients/tenants both Indigenous and non-Indigenous over the past thirty eight (38) years.

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1. Overview

Who We Are

Lu'ma Native Housing Society was incorporated thirty eight (38) years ago and was the first Urban Native Housing Society in the Province of British Columbia. As a social housing provider Lu'ma has created many housing projects that meet the needs of Indigenous families, individuals, students, single moms, the working poor, youth, youth aging out of foster care, and those who struggle with homelessness, addictions, and mental health issues. Since the inception of Lu'ma many years ago the Society has morphed into a broad community based organization that provides many community wrap-around services for the many people we serve. The Society has been the host agency for Health Funding on behalf of the Province of British Columbia (prior to the current Health Authorities Structure) allocating and administering funds as a delegated authority for the Urban Indigenous community throughout the Province. Lu'ma also became the first Indigenous Community Entity responsible for the delivery of Homelessness Funds on behalf of the Aboriginal Community Advisory Board and the Federal Government, administered through Service Canada (a role we have enjoyed and continue to enjoy since 1999 when the HPS program was first implemented in Canada).

Lu'ma is a Best Practice award winning recipient from the UN Habitat for its development and ongoing work of the Art Zocale, Aboriginal Patients Lodge which provides a culturally safe place to stay and support services to Indigenous families and individuals who are sent to Vancouver from their remote communities and villages to receive medical treatment. Lu'ma has also created the Dave Pranteau, Aboriginal Children's Village which is a housing project dedicated to meeting the needs of Indigenous children in foster care. This unique project, a first of its kind in Canada, provides housing security and wrap-around services to children in care. Housing units in the Aboriginal Children's Village are allocated to the foster child and not the foster family. In this model the foster child builds permanency in the community, with teachers, friends, social workers and others so they have a sense of belonging in the community. If the foster family is not able to respond adequately to the foster child's needs it is the foster family who is moved and the foster child remains connected to his or her home.

Lu'ma is also the proprietor of Community Voice Mail a free community service that we offer to over 140 Indigenous and non-Indigenous service agencies and government departments throughout Metro Vancouver. To date we have provided services to over 6,000 clients and are located in Port Alberni, Prince George, Calgary, and Vancouver. Lu'ma also operates a Youth Mentorship Program which provides support services, housing, and housing supplements for youth aging out of foster care.

Lu'ma is the owner of Lu'ma Development Management LTD which offers development services for social purpose real estate throughout the Province of British and elsewhere in Canada. Lastly, Lu'ma owns and operates the Lu'ma Medical Services Society. Through Lu'ma Medical we offer medical and support services via First Nations Doctors, Indigenous Traditional Healers and Helpers, Nurse Practitioners, Social Workers, and a wide variety of health services using a "two eyed seeing model" of care offering the best of western medicine complimented with traditional medicine.

The service philosophy of the Lu'ma Medical Centre offers a place where Indigenous health professionals and allied practitioners can meet the needs of the urban First Nations and Aboriginal community in a holistic and caring way through culturally integrated services as a team. Patients that we serve, many who are our tenants and clients elsewhere, have complex

Mental Health and Addictions needs, Child and adolescent health needs, and Youth medical needs.

Truly, as a broad based community service provider we take care of more than just the housing needs of those living in poverty or who are marginalized. Our mission is multi-faceted. Our mission is to house people safely then wrap them in services that are culturally safe and appropriate. Our vision is to ensure that the Urban Indigenous community is offered a safe place to stay, culturally appropriate services in health and other supports that will allow our clients the best possible outcomes. Our work is free of discrimination, supportive, and offers the highest level of respect and dignity to a community that is often marginalized. We are inclusive, community centered, and believe in a harm reduction model. And lastly we are innovative.

We anticipate that the New Beginnings Housing Project amenities will include:

- Shared community kitchen;
- Cultural gathering space;
- Free, shared laundry facilities;
- Landscaped grounds; and
- Secure parking.

2. Housing Objectives

Lu'ma will provide a supportive housing program that honors and validates its tenants. We will nurture belonging, influence and purpose in all people who live in the New Beginnings Housing Project. We will operate within an authentic engagement model of care where desired outcomes are achieved through culturally safe services, collaborative relationships, and where tenants and their support networks/families and allied professionals are at the center of our practice.

Relationship-Based Care Principles

- The essence of caring is human connections: harmony, healing and spirit;
- Informed caring is knowledge and skills;
- Everyone has a valuable contribution to make;
- Relationships between program participants, their support networks/families and staff are at the heart of service delivery;
- Knowledge of self and self-care are fundamental requirements for quality care and healthy interpersonal relationships;
- Healthy work relationships and environments result in high program participant and staff satisfaction;
- People are most satisfied when their roles and daily work practices are in alignment with their personal and professional values;
- Empowerment and ownership of work and practice are essential elements of Relationship-Based Care; and
- Transformational change happens one relationship at a time.

The New Beginnings Housing Project will house women and men who are marginalized by their experiences of homelessness, poverty, struggles with substance use, struggles with mental wellness and with chronic health issues. The New Beginnings Housing Project will also contribute to a healthier neighborhood by enhancing the quality of tenant's' lives and supporting them to more fully participate in their community, which will include an invitation for partner agencies, neighbors and neighborhood residents, faith groups, schools, businesses, First Nations, other groups and organizations to become involved in service delivery. We also provide culturally safe services.

3. Housing Goals

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

Belonging

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

Tenants will be encouraged and supported to form a group identity and view themselves as a critical piece of a larger Urban Indigenous community. They will be encouraged and supported to build meaningful relationships with each other, with staff, with neighbors and volunteers, making the New Beginnings Housing Project their home. They will be encouraged to support one another. The New Beginnings Housing Project will also support belonging by:

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

Influence

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

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

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

Purpose

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

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

- The small scale of the project coupled with the nurturing of a strong group identity, allowing all tenants to define and form a place for themselves;

- Encouraging tenants to acknowledge their appreciation for one another; and
- Supporting tenants to be involved fully in the service delivery in their home and through their contributions, be able to form a lasting legacy they can feel proud of.

4. Programs

Referrals	<ul style="list-style-type: none"> • Referrals for the New Beginnings Housing Project will be through a coordinated access process. Referrals will be coordinated by Lu'ma staff and flow through Coordinated Access at BCH. After a list is gathered and people are assessed Lu'ma will have final decision on referrals. Decisions will be made by the staff based on Lu'ma's mission, vision and mandate, and the New Beginnings Housing Project specific housing objectives.
Support	<ul style="list-style-type: none"> • Primary support will be provided by tenant support workers 24/7. • Support will also be provided by a defined group of partner agencies, all with expertise in specific areas including problematic substance use, health care, mental wellness, etc., and all of which are gender responsive.
Treatment	<ul style="list-style-type: none"> • Treatment for mental wellness and struggles with substance use will be provided by a part-time counsellor and will be voluntary. • Lu'ma will offer groups sessions to tenants who wish to participate through partnership with the Metro Vancouver Indigenous Services Society. • Referrals will be made to treatment programs and services, for those who request same.
Medications	<ul style="list-style-type: none"> • Medication regimes are primarily the responsibility of the tenants and may be supported by Lu'ma staff or through the Lu'ma Medical Centre when requested by tenants. Tenant wellness checks will be performed on all occupants every 48 hours where a tenant has not been seen for this period of time to ensure that they are safe and not left in a situation where their health may be compromised. • A medication support system will be available to tenants who require assistance to achieve independence in this area.
Liaison	<ul style="list-style-type: none"> • Staff will refer to and liaise with the Ministry of Health, Vancouver Coastal Health Authority, the First Nation's Health Authority, The Indigenous Primary Care Health Network, Vancouver Native Health Society, the Metro Vancouver Indigenous Services Society, B.C. Housing, the Ministry of Social Development and Poverty Reduction, as well as agencies offering programs focussed on physical health, mental wellness and substance use. • Lu'ma will provide educational resources for tenants re: BC benefits, CPP, OAS, & GIS, mental wellness, substance use, medical conditions, etc. • Lu'ma will maintain contact and work in partnership with other community agencies and support services. • Lu'ma staff will conduct exit interviews to assess where tenants are

	moving to after leaving the project.
Life skills	<ul style="list-style-type: none">• Staff will provide group or individual support, life skills education and training on such issues as:<ul style="list-style-type: none">○ <i>household management and meal preparation;</i>○ <i>conflict resolution skills;</i>○ <i>budget management;</i>○ <i>personal rights /empowerment/self-advocacy through their partner agencies the Vancouver Aboriginal Transformative Justice Services Society and the Native Court Workers; and</i>○ <i>mentoring and peer support programming to complement existing staffing and support services.</i>
Meal Services	<ul style="list-style-type: none">• Will be provided in a supportive/community kitchen capacity, as part of the life skills component of the program.

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5. Community Relations

Contact Information

The Program Manager is responsible for addressing any issues related to the ongoing operation of the New Beginnings Housing Project. Their contact information is as follows:

Name: Doreen Mayer, Tenant Relations Supervisor

Phone: 604.876-0811, during normal business hours (9:00 a.m. to 5:00 p.m.)
604.999-0502, cell phone for afterhours calls (emergencies only)

Email: Doreen@lnhs.ca

Mail: New Beginnings Housing Project
c/o Lu'ma Native Housing Society
2960 Nanaimo, Vancouver, BC V5N 5G3

Website: www.lnhs.ca

The secondary designated contact is:

Name: Mary Uljevic, Executive Director

Phone: 604-876-0811

Email: Maryu@lnhs.ca

Mail: New Beginnings Housing Project
c/o Lu'ma Native Housing Society
2960 Nanaimo, Vancouver, BC V5N 5G3

604-876-0811 is a 24-hour phone number available to community members who wish to contact staff at the New Beginnings Housing Project to report an emergency or security problem.

Community Advisory Committee

The New Beginnings Housing Project community advisory committee (CAC) will be a group of fifteen (15) members representing funding partners, the neighborhood, community agencies, First Nations and tenants formed to partner with Lu'ma. It will have an advisory and referral role, not a decision-making role, and will fulfill its purpose by being solution-focused and responsive

to community issues. Members will operate in agreement with Terms of Reference as they are established.

The New Beginnings Housing Project CAC will meet regularly. Meeting frequency may change from time-to-time, based on the advice of the New Beginnings Housing Project CAC, but would meet no less frequently than semi-annually.

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

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

6. Management Protocols

Lu'ma is committed to the following management protocols to reduce the potential for harm or nuisance to the residents, neighborhood individuals and property from the operation of New Beginnings Housing Project and, where necessary, to take appropriate actions to address issues within its control.

Staffing

- Regular operating staff numbers will include program managers, tenant support workers on duty at all times (24/7), community kitchen coordinators, community outreach worker and building custodians, allowing for an immediate response to any issues as they arise;
- Staff responsibilities: include receiving referrals; managing all tenant issues, including incoming and outgoing tenants; liaising with mental health and addiction services, as well as other relevant community services; working with tenants to achieve their goals; coordinating and delivering recreational opportunities; and medication support duties as requested;
- Staff experience and educational level requirements will be as follows:
 - Experience with a population similar to New Beginnings Housing Project tenants;
 - All staff have undergone a reference and background check including a criminal record check;
 - All staff members are trained in Lu'ma's established risk management procedures; and
 - All staff members are oriented to protocols within The Operations Management Plan, including responsiveness to tenant safety and community concerns and pursuant to the minimum training and experience requirements expected under Operators Agreement.

Tenants’ Terms of Residency Agreement

Tenants will be required to sign an RTA agreement, which outline specific information about the New Beginnings Housing Project program, tenants’ rights and obligations, and a “good neighbor” agreement.

Safety and Security

As part of its commitment to operating this project, Lu’ma has established the following set of protocols to ensure the safety and security of tenants, staff and the community. In case of immediate danger inside or outside of New Beginnings Housing Project, 9-1-1 must be called.

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

7. Community Responsiveness

Lu'ma will ensure that careful consideration is given to any concerns or issues expressed by tenants and members of the community about New Beginnings Housing Project, and will take appropriate actions to address problems within its control.

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

Safety and Security

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

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

Complaints Resolution Process

In addition to the preceding protocols to address issues regarding safety, security and nuisances, occasionally, there may be other types of concerns that arise from members of the community. While the intent is to address these concerns through dialogue, if the individual feels the situation warrants an official complaint, Lu'ma's complaint's resolution mechanism will ensure that an objective and thorough response is provided.