



Coast Foundation Society (1974)

Final Version

**OPERATIONS MANAGEMENT PLAN
DUNBAR STREET APARTMENTS**

Coast Foundation’s Mission & Vision and Values 2

Mission Statement: 2

Vision: 2

Coast Philosophy 2

The Building Manager & Operating Partners 3

Program Funding 3

The Building 3

Who Will Live Here 3

Program Support and Methodology 4

Programs 4

 1. Meal Program..... 4

 2. Group Programs..... 4

 3. Community Based Programs..... 4

 4. Assistance with medication..... 5

 5. Peer Support Programs 5

 6. Volunteer Programs..... 5

 7. Life Skills Programs 5

 8. Clean Start..... 5

 9. Employment preparation & support..... 5

Client Selection Process 5

Client Operating Rules and Regulations 6

Staffing and Support Services 6

Safety and Security 7

Good Neighbor Practices..... 8

Tenancy 8

Community Advisory Committee 9

Evaluation..... 9

Issue Resolution Process 9

Neighborhood Relations – Staff Liaisons with Community..... 10

Residential Tenancy Agreement Addendum 11

About Coast Mental Health

Coast provides housing and support to people with mental illnesses and other challenges. Currently, Coast provides a broad array of services for 3,000 people per year of which 700 people live in over 30 housing sites, 5 of which are on the West side of Vancouver. Coast has learned a great deal from its clients and gained a vast amount of knowledge through its decades of service.

Coast Mental Health is Accredited with Accreditation Canada (formerly CCHSA). “Accreditation Canada’s accreditation process is both rigorous and thorough. It consists of a self-assessment, an on-site survey, and follow-up action for improvements. Organizations examine all areas of their service, obtain advice from peers, increase credibility, and involve partners and clients during on-site interviews”. www.accreditation-canada.ca

This management plan outlines the basic operating parameters for this building and is based on the themes of safety & security, competence and trust. It incorporates protocols to manage various issues raised by the neighboring residents and business owners as well as ensuring an adequate and timely response from Coast staff. We look forward to working with the community to find ways to make this project one that Coast and the Dunbar community can be proud of.

The Operations Management Plan for the 3595 W. 17th Ave. Apartments is typical of plans for other similar facilities Coast operates.

Coast Foundation’s Mission & Vision and Values

Mission Statement:

Coast promotes recovery of persons with Mental Illness

Vision:

A society where possibilities become reality

A key value is excellence and Coast is committed to accountability, learning, quality improvement and measuring results.

Coast Philosophy

- ✦ People in any circumstance, with any condition, need hope – for affordable and stable housing, for a better life, for recovery, for people in the community to help, respect and support them.
- ✦ Lasting individual improvements in health, social functioning, community involvement, or obtaining employment are best obtained and maintained when a person has stable, supported housing as a foundation for moving towards a better life.
- ✦ Supported housing is the best option to address homelessness. Temporary or emergency housing is more expensive to provide and is not as effective.
- ✦ Secure supported housing helps stabilize a person so they can build upon their skill sets to live as an individual and participate in the community.

The Building Manager & Operating Partners

- ✦ Coast Foundation will manage the 51-unit apartments. Coast intends to operate this building in a manner that will exemplify its mission and values and enhance the neighborhood.
- ✦ Yaffa Housing Society
- ✦ St. George's Place Society
- ✦ Vancouver Coastal Health professionals will also provide individualized services to the mental health residents through their local mental health teams.

Program Funding

BC Housing will provide the general operating funds for the building and general tenant support.

City of Vancouver owns the land and will lease to Coast Foundation Society

Vancouver Coastal Health will provide funding for Mental Health Program Staff.

The Building

The building will be designed to LEED¹ Gold and Carbon Neutral standards as dictated by current policy and standards established by the Province of British Columbia.

The building will consist of:

- Approximate 4,000 sq. ft. of ground floor retail space owned by the City of Vancouver who in turn will lease the Commercial/Retail Units (CRU's) to retail business operators.
- 47 small self-contained studio residential units of approximately 350 +/- SF in size.
- 4 wheelchair accessible units of approximately 510 SF.
- Various amenities including a kitchen, a small kosher kitchenette, a lounge, meeting rooms, offices and other spaces designed to serve the residents' program and leisure needs.

Coast will operate the building under a 60 Year lease arrangement with the City of Vancouver. An operating agreement between Coast, City of Vancouver and BC Housing will be placed on title and will set out operating conditions and requirements.

Who Will Live Here

The Dunbar Apartment is intended to provide long-term tenancy, for low-income people, disabled people and individuals with mental health issues who currently reside in the Dunbar, West Point Grey and Kitsilano areas, or whose origins were these communities.

The tenants will be part of the Dunbar community and all opportunities to involve the tenants in the community and the community in events at the Dunbar Apartments will be supported.

¹ Leadership in Energy and Environmental Design (LEED) <http://www.cagbc.org/leed/initiative/index.htm>

The residence will provide housing as follows:

- 30 units will serve tenants with Mental Illness referred through Vancouver Coastal Health. These residents will be people with mental illness who are able to live independent, productive lives with support.
- 5 units will be referred through Yaffa Housing Society, a Jewish Faith-based society, will provide referral and supportive cultural services to people as part of the collaborative housing arrangement.
- 4 units will be referred through St. George's Place Housing Society who will provide referral and consultative services to residents in the 4 wheelchair accessible units in the building.
- BC Housing will refer low-income clientele from the BC Housing Access System waiting list for the remaining units.

Priority will be given to those living in Dunbar, West Point Grey and Kitsilano. Clients generally do not own cars and the location is ideal for its proximity to shopping, transit and other support services.

In the event that individuals who meet the above criteria cannot fill units, VCH and BC Housing will work with Coast to select individuals who will be best served by the accommodation in this environment.

Program Support and Methodology

Coast will operate within a Psychosocial Rehabilitation methodology² at the Dunbar Enhanced Housing Project. B.C.'s best practices³ indicate that PSR and a recovery model are critical underpinnings to the delivery of housing services. Coast uses these practices.

Programs

An array of staff support, programs and services will be made available to clients:

1. Meal Program
This will provide the tenants with the opportunity to enjoy one nutritious meal a day in a communal setting and will only be available to the tenants of the building, unless there is a special occasion. There will be no drop-in component of this program offered to non-tenants.
2. Group Programs
The staff of the program as well as community experts will be running educational groups and groups of interest, in which the tenants will have the opportunity to participate.
3. Community Based Programs

² PSR is broadly practiced strengths-based approach to supporting recovery of persons with mental illnesses.

³ Best practice refers to approaches where there is strong evidence of effectiveness. It's important to note that Best Practices evolve over time as new knowledge emerges (eg. Best practice for treatment of breast cancer is different in 2008 than 1988). http://www.llbc.leg.bc.ca/public/PubDocs/bcdocs/358210/mental_health_housing_rpt.pdf

The staff will work one on one with the tenants and connect them to programs and resources in the community. Examples of this could be the local Recreational Centers or Support Groups for individual needs.

4. Assistance with medication

A medication support program will be offered to the tenants. The goal of this will be to ensure that through staff support, tenants will be successful in taking all prescribed medication

5. Peer Support Programs

Coast values the contribution of Peer Support programs and will shortly be commencing a training program for Peer Support workers. Peer Support Workers are people who themselves, have a mental illness and have been successful on the continuum of recovery and are able to now offer support to others. Coast currently incorporates Peer Support Workers in other programs throughout Coast.

6. Volunteer Programs

Coast values the contribution of Volunteers at Coast. It is our experience that they bring unique contributions to our client's recovery. Volunteers will be incorporated at Dunbar, as they are throughout Coast's other programs.

7. Life Skills Programs

The staff at Dunbar will work individually to develop Life Skills with the tenants which will enable them to be more successful in their recovery. These could include: budgeting and cooking.

8. Clean Start

In 2002, Coast received private funding for a three-year period to dedicate a full-time staff person to develop an integrated approach to drug and alcohol treatment and other mental illnesses.

Coast Concurrent Disorders Project "Clean Start" aims to provide members with support, knowledge, skills and resources necessary to facilitate successful recovery from both mental illness and substance misuse with the assistance of caring, understanding and knowledgeable staff.

Coast Mental Health Staff are trained through Clean Start, to work with clients who have Concurrent Disorders and for tenants who need support in this area, these resources will be available in – house.

9. Employment preparation & support

The staff at Dunbar will work individually with tenants who have a personal goal to return to employment. The tenant may also be referred to agencies who specialize in employment preparation e.g. Pact Employment Services and Gastown Vocational Services.

Client Selection Process

The predominant criteria for selection will be tenant need and within the selection process, there will be a mix of tenants based on need. Prior to acceptance tenants will be assessed for their

capability to live successfully in the building with the available supports. Tenants with active addictions⁴ to alcohol or illicit drugs will not be accepted.

30 Units will house referrals from Mental Health Housing Services, Vancouver Coastal Health. Potential residents will be assessed by professional staff at VCH for their appropriateness and ability to live in a supported apartment program. This process is one that Coast Mental Health is very familiar with and currently uses. Coast will have the final say in selection. All 30 tenants will be connected to mental health clinical supports and follow-up in the community.

The other 21 referrals will come from BC Housing with preference given to applicants of the Dunbar/Westside Community. Applicants will be placed on the list for Dunbar based on the criteria mandated for that building. Specifically people who have lived or have ties in that area that are currently unable to access affordable accommodations in their community. Yaffa and St. George's Place referrals will be processed through BC Housing's system.

Once a vacancy is determined and an individual has been waitlisted for the Dunbar building, a thorough screening and assessment will take place to ensure that the individual's identified needs are consistent with the supported housing program. All potential tenants will be screened by either Vancouver Coastal Health's or BC Housing's professional staff for eligibility. Coast as the operator of the building will have final say in who is selected for the building and tenants, who present an unreasonable, current risk, will not be accepted.

All clients will be required to sign a Residential Tenancy Agreement including the Addendum for Crime Free Housing prior to admission.

Client Operating Rules and Regulations

A Supported Housing Programs Service Agreement will be in place and apply to operators and residents. Coast Mental Health is committed to reducing the potential for harm or nuisance to individuals and property from the operation of the facility and agrees to abide by the basic standards of the community.

Smoking is generally not permitted in the building, but tenants can smoke in their suites if they wish. There is a designated outside smoking area which complies with the current smoking regulations.

The goal for persons living Dunbar Apartments will be "drug free".

Coast's property management arm enforces the tenancy agreements should problems occur. Tenant eviction is an option if all else fails – our goal is to enable success; if it is not possible, normally we would provide a supported referral to another, more appropriate, setting.

Staffing and Support Services

A staffing plan has been developed in writing that reflects the high level of support that will be given to residents of the 3212 Dunbar residence. The building will have staff on duty at all hours of the day, seven days a week.

⁴ Addiction – an illness in which a person seeks and consumes a substance, such as alcohol, tobacco or a drug, despite the fact that it causes harm. http://www.nationalpainfoundation.org/MyTreatment/MayoClinic_glossary.asp

The following staff positions are planned:

- Manager
- Residence Coordinator
- Community Mental Health Worker
- Custodial/Janitorial

The on site staff will be appropriately qualified and as a resource will be able to call in experts through BC Housing and Vancouver Coastal Health, if necessary. The staff will diligently respond to community concerns, through reporting processes at Coast Mental Health.

Coast Mental Health has a policy which requires all staff to have a Criminal Record Check completed prior to employment, as well as a medical exam and other mandatory employment requirement (e.g. First Aid). This information as well as the job descriptions for the above positions are available on the Coast Mental Health website at www.coastmentalhealth.com

Volunteers from the community will be encouraged to support the program and tenants and will be coordinated through Coast's Volunteer Program Coordinator.

Safety and Security

Coast is committed to providing a safe environment by being dedicated to continuous improvement in its health and safety program. This will include participation in a new program called "Partners in Action" and regular communication and consultation with the VPD, who will be invited to sit on the Community Advisory Committee and maintain some administrative space within the building. Coast Mental Health will work proactively with the VPD in developing safety and security initiatives.

Coast has been monitoring the safety of its programs for many years and is able to determine if something is amiss at a site and take appropriate action.

Coast staff, management and operating policies ensure a safe and secure environment for clients. This is achieved through design and management initiatives:

- The building environment will be monitored at all times by 24/7 staff who will assure a timely response to any safety or security issue
- Cameras will be installed in the lobby and other strategic areas to protect the building and staff will monitor activities through the use of security cameras
- Elevators to each floor and entry to the building will be equipped with modern key coding to limit access and provide better security for clients.
- Clients will have a key fob to enter the building. This system will be deactivated from 11:00pm until 7:00 am daily. The clients can still come and go but will have to access staff to let them in during these hours. This policy will be reviewed annually to see if it is still necessary.
- Staff will be alerted to "unwanted persons" i.e. people who have a known history of unacceptable behavior
- Coast Mental Health has a response plan with protocols for staff to follow in respect to potential safety related events that could occur and staff are trained in these procedures
- Any incidents will be discussed at the CAC

- Coast Mental Health will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to the police

Coast has well-established on-call systems to address safety and security and these include:

Ongoing 24 Hour emergency response:

- Coast Mental Health provides a clinical on call system 24 hours a day via telephone.
- The pharmacy has a pharmacist available to the Manager on Call, 24 hours a day.
- The Properties department at Coast Mental Health provides a 24-hour on call service to deal with any property issues that may arise.

Coast Mental Health current practices also address safety and security and include:

1. An established Infection Control Program and dedicated Infection Control Manager
2. Established Safety Committee that complies with all Worksafe BC and other legislation. This Committee is active in doing site inspections that promote safety.
3. Established Quality Improvement and Risk Management Committee with a dedicated Director of Quality Improvement and Safety. This Committee responds to Risk and Safety issues and reports directly to a Board Committee of Coast Mental Health.
4. An efficient reporting system that ensures any risk/safety/security issues are documented and reported immediately and responded to in a timely manner.
5. A Properties Division is responsible for managing the building, including maintenance.
6. Building design will incorporate Crime Prevention through Environmental Design principles to assure tenant safety.

Tenants from the Dunbar Apartment building will have the opportunity to be elected to take part in the Planning and Partnership Committee, at this committee there is representation from each program area as well as senior management and Safety issues are a recurring agenda item.

Good Neighbor Practices

Coast Mental Health endeavours to be good neighbours in every community.

1. Maintaining the exterior of the building.
2. Regular maintenance of the grounds
3. Pro-active Snow removal
4. Community watch program
5. Being responsive to any concerns that may arise

In response to the Community's needs, careful consideration will be given by Coast Mental Health to any concerns or issues expressed by the members of the community about this facility and will take appropriate actions to deal with the complaints in their control in a timely manner. The ultimate goal is the integration of the Dunbar Apartments in the community, meaning that the community has a positive experience with the Dunbar Apartments and that continuous quality improvement issues are made evident, so that they can be addressed.

Tenancy

All tenants are protected under the provisions of the Residential Tenancy Act. In addition to the standard tenancy agreement, Coast requires all tenants to sign a Crime Free Housing Addendum. The addendum identifies specific provisions related to any behaviour that is criminal

or which may endanger any tenant or community member. and which may be cause for eviction. This addendum functions as a safeguard for all tenants and staff, and for the community.

Community Advisory Committee

As part of Coast Mental Health's commitment to responding to the needs of the residents and businesses in the vicinity of 3595 W. 17th Ave. a Community Advisory Committee will be established to ensure there is open communication and to address community concerns. It will meet at least 2 times a year during construction and 4 times a year once the building is completed.

A 24 hr. phone number will be made available to community members who wish to contact staff at the facility to report a problem or discuss a situation.

Minutes of the CAC meetings will be available on Coast Mental Health's website as well as posted in community locations (eg. Library, Community Centres, etc.).

Evaluation

Coast monitors the performance of all of its programs. Goals and Objectives will be established for the Dunbar project and indicators selected in order to monitor the program's success in meeting these goals. These goals and objectives and indicators will be discussed with the project partners and the Community Advisory Committee.

Indicators may include:

- ✦ Tenant Satisfaction
- ✦ Health status changes in tenants
- ✦ Tenant Goal attainment
- ✦ Vocational Achievement

An annual summary of the program's performance will be presented to the partners and available on the website.

Issue 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, Coast has an established issue resolution mechanism to ensure that an objective and thorough response is provided.

1. When there is an issue or concern arises the first step is to attempt to resolve the issue informally with the program director or program staff before proceeding with a formal written complaint.
2. An individual wishing to make a formal complaint should do so in writing to the Housing Director as soon as possible, but no later than 30 days of the situation that resulted in the concern. The Housing staff will log all concerns that reach this level and will be reported to the Community Advisory Committee (CAC) at each advisory committee meeting.

3. The Housing Director, or appropriate designate, will discuss with the individual how the complaint is to be addressed, and the individual will be informed as to the action to be taken regarding the complaint, as soon as possible, but no later than 15 days of the written statement.
4. If the individual is not sufficiently satisfied as to the outcome of this procedure, they may write to the Executive Director of Coast Mental Health and should do so as soon as possible, but no later than 15 days of being notified of the outcome of the initial dispute procedure.
5. The Executive Director will inform the individual, in writing, of the response to the complaint, as soon as possible, but no later than 15 days of the receipt of the letter.
6. If the individual is not sufficiently satisfied, the complaint can be brought to the attention of the Coast Board of Directors.
7. All complaints will be brought to the attention of the CAC, who may then recommend further action to resolve the issue.

Neighborhood Relations – Staff Liaisons with Community

The Executive Director of Coast Mental Health, as the designated community liaison, is responsible for addressing any issues related to the ongoing operation of this facility. His Contact information is:

Darrell Burnham, Executive Director

Phone: 604-675-2324 (direct) or 604-872-3502 (general line)

Fax: 604-675-2312

Email: darrellb@coastmentalhealth.com

The secondary designated liaison is:

Renay Bajkay, RPN, Director of Residential Services

Phone: 604-675-2304 (direct) or 604-872-3502 (general line)

Fax: 604-879-2363

Email: renayb@coastmentalhealth.com

Once available, the site telephone number will be made available to the community.



Residential Tenancy Agreement Addendum For Crime Free Housing

In consideration of the execution or renewal of a Residential Tenancy Agreement of the residential property identified in the Residential Tenancy Agreement, Landlord and Tenant agree as follows:

The tenant (s), any occupant of the tenants (s) household, and any persons invited onto the residential property or residential premise by the tenants (s) or any member of the tenant's family shall not engage in any criminal activity on the premises, the grounds or in the neighbourhood including, but not limited to:

1. Any drug-related criminal activity
2. Solicitation (sex trade workers and related nuisance activity)
3. Street gang activity
4. Assault or threatened assault
5. Unlawful use of a firearm or weapon of any kind
6. Any criminal activity that threatens the health, safety or welfare of the landlord, other tenants or persons on the residential property or residential premises or the neighbourhood.

VIOLATION OF THE ABOVE PROVISIONS, WHICH FORM A REASONABLE AND MATERIAL TERM OF THE RESIDENTIAL TENANCY AGREEMENT, SHALL BE GOOD CAUSE FOR A NOTICE TO END A TENANCY.

A single violation of any provisions of this addendum shall be deemed a serious violation and material non-compliance with the Residential Tenancy Agreement. It is understood and agreed that a single violation shall be good cause for notice to end a Residential Tenancy Agreement. Unless otherwise provided by law, proof of violation shall not require criminal conviction, but shall be predominant of the evidence.

In case of conflict between the provisions of this addendum and any other provisions of the Residential Tenancy Agreement, the provisions of this addendum shall govern.

This Residential Tenancy Agreement addendum is incorporated into the Residential Tenancy Agreement executed or renewed this day between Landlord and Tenant.

(TENANT SIGNATURE) (DATE)

(LANDLORD OR AUTHORIZED AGENT SIGNATURE) (DATE)

Property Address: _____

Property Ref.#: _____