

DTES Information Hub Survey

Mapping the continuum of
income-generating opportunities
in Vancouver's Downtown Eastside

December 2015



The Downtown Eastside Information Hub Survey

*Mapping the continuum of income-generating opportunities
in Vancouver's Downtown Eastside*

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December 2015



This study was conducted on behalf of the Vancouver Urban Core Community Workers' Association and the University of British Columbia, with support from the Local Economic Development Lab, an initiative of Ecotrust Canada and RADIUS SFU.



Executive Summary

Vancouver Urban Core Community Workers Association (Urban Core) initiated the DTES Information Hub Survey project in order to understand and map the *income generation continuum* and to inform future strategic planning and advocacy decisions. This research study was undertaken in partnership with the UBC Learning Exchange, and the Local Economic Development Lab (LEDlab), an initiative of Ecotrust Canada and RADIUS SFU.

Twenty-seven DTES non-profit organizations and social enterprises were interviewed on their provision of income-generating opportunities. Results are categorized into the types of opportunities provided, recruitment and hiring practices, the benefits to DTES community members, challenges and barriers to income generation in the community, and local procurement practices. Based on these results, this research mapped an income-generation continuum that outlines the trajectory of community members from meeting basic needs to being engaged in the labour force.

There are many successes in Vancouver's DTES of positive community member labour force engagement through the provision of low-threshold income-generating opportunities. Low-threshold income-generating opportunities entail integrating flexibilities into the workplace that minimize the barriers to employment faced by DTES community members. Successful interventions include gradual entry into positions, on-job supports, flexible leave policies, and flexible work hours. Through the provision of low-threshold opportunities, participants reported instances of transition off income assistance and disability benefits, increased stability in housing and other aspects of life, and transition into high-threshold income generating opportunities.

Barriers to engaging DTES community members in the labour force include:

shortfalls in work readiness supports; government employment policies and funding requirements; lack of collaboration between community organizations, and government; and stigma.

Smooth transition through the income-generation continuum requires the provision of holistic supports and services through government and

DTES Information Hub Survey | Executive Summary

organizational policy innovation to ensure that life necessities are met and that incentives for gradual labour force re-entry exist.

As a neutral convener of community groups and organizations, Urban Core is in a position to facilitate dialogue and collective action for the improvement of access to income-generating opportunities and increased engagement in the labour force. Improvements to the well-being of community members and the local economy will only be achieved through community-centred policy innovation that invests in all aspects of the continuum. Through increased collaboration and the reduction of stigma, Urban Core and its community partners can contribute to the development of an inclusive local economy.



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Chapter 1

Introduction

Founded in 1973, the Vancouver Urban Core Community Workers Association (Urban Core) has been a key advocate and voice for Vancouver’s **Downtown Eastside (DTES)** community. Consisting of over 20 non-profit community organizations, including educational institutions, housing providers, community centers and social enterprises, Urban Core has been at the forefront of advocacy for affordable housing and transportation access for **DTES community members**. Following a recent

constitutional and strategic plan review, Urban Core identified income generation in Vancouver’s DTES as a focus of interest.

Urban Core initiated the DTES Information Hub Survey research study in order to find out about income generation in the DTES. Although some studies have explored informal mechanisms of income generation, particularly in the black- and grey markets, community members know little about available formal income-generating opportunities. Urban Core, in partnership with the UBC Learning Exchange, and the Local Economic Development (LED) Lab commissioned this research study in order to better understand the income-generation continuum in Vancouver’s DTES.

The research surveyed **non-profit organizations** and **social enterprises** in Vancouver’s DTES that provide income-generating opportunities to DTES community members. The intent was to understand the key stakeholders involved in the provision of income-generating opportunities, identify community organization partnership opportunities, and gather information to inform Urban Core’s future work. Urban Core drafted five research questions that guided the research study:

1. What income-generation provisions are non-profit organizations and social enterprises providing to Downtown Eastside (DTES) community members?
2. What are some of the challenges organizations face in recruiting, hiring, or training DTES community members?
3. What are some of the challenges that DTES organizations face in being involved in income-generating opportunities?
4. How important is **local procurement** to participating organizations and what benefits may that have for DTES community members?
5. What do organizational statistics look like?



Chapter 2

Background

In 2012, the City of Vancouver started a community consultation process to plan the economic future of Vancouver’s DTES. By bringing community stakeholders together, the City sought to ensure DTES community members were included in all future economic development initiatives. The DTES Local Area Plan (LAP) outlines future considerations for organizations and businesses that exist in the DTES and calls for community members’ inclusion through social procurement and social hiring. Although the LAP represents an innovative approach to ensuring the inclusion of DTES community members, it does not describe current efforts or provide examples of promising practices.

In 2006, the City of Vancouver estimated that 10,755 or 60% of DTES community members were not considered part of the formal labour force, a number that has likely increased since the 2008 global recession. Of the 40% who reported engagement in the labour force, only 900 worked within the DTES. Data from 2012 suggests that approximately 20,000 people are employed in Vancouver’s DTES, most of whom commute from outside the area.

Being disengaged from the labour force and relying on low income assistance benefits, community members are most likely involved in the **semi- or fully informal economies**. Examples of semi-formal types of income generation are recycling and binning, street vending, self-employment, and stipend-based work. Examples of the informal economy include drug dealing, sex work, and theft. Besides the negative implications these activities may have for community members’ health and well-being, engagement in the semi-formal and informal labour force also impacts the local economy, the health care and justice systems, and social services, as well as other sectors of the economy.

This study seeks to understand the **income-generation continuum** and the income generating opportunities available to DTES community members. The intent is to gain insight into why labour force engagement remains low and to understand current efforts that have succeeded in engaging DTES community members in income-generating opportunities. The identification of barriers and supports will

inform future Urban Core strategic planning and advocacy decisions to increase available income-generating opportunities.



Methods

Community Consultation and the Terms of Reference

The DTES Information Hub Survey evolved through a series of consultations with Urban Core, who oversaw decisions about project scope, survey design and delivery. This process was important to ensure that the research was community-driven and sensitive to the context of Vancouver's DTES.

Terms of Reference for the study (Appendix 2) were drafted to clarify the roles and responsibilities of study partners, and to establish agreements about data and information sharing. The Terms of Reference were crucial in establishing a trustful relationship between Urban Core, the UBC Learning Exchange, and the Graduate Research Assistant, and guided the project through establishing project goals and deliverables.

Survey Design

The research questions were developed through a series of Urban Core Executive Committee meetings as part of its constitutional and strategic planning review and informed the design of a survey questionnaire. Questions asked about the types of income-generating opportunities provided by organizations, whether formal or semi formal; the proportion of each occupied by DTES community members; organizations' recruitment and hiring practices; challenges and barriers to organizations and DTES community members; and organizations' procurement practices. A separate, anonymized, part of the survey included questions about the wages paid to DTES community members and non-community members, annual budget totals and the proportion paid to DTES community members, and organizational staff demographics. The survey consisted of 21 qualitative and quantitative questions (Appendix 3).

Ethics approval

The study received ethical approval from the University of British Columbia Behavioral Research Ethics Board and Simon Fraser University Research Ethics Board. Before beginning data collection, participants reviewed the study procedures and the consent process was explained. Participants were informed that the

interviews would be recorded and subsequently transcribed, and that there was a separate anonymized component to the study. They were told that they could turn off the tape recorder and withdraw from the study at any time. Participants were also informed about the possibility of follow-up in the form of symposium or forum at a future date. These details were included in the consent form (Appendix 5).

Recruitment and Sampling techniques

Study participants were high-level administrators (Executive Directors, Human Resource Managers, Owners/Managers, etc.) in leadership positions in DTES organizations involved in income generation as these would be the people most knowledgeable about their organizations' activities. Urban Core assisted the Graduate Research Assistant in identifying potential participants through existing email directories. Snowball recruitment was also used, by asking study participants to identify additional potential participants. An email template was used to contact participants (Appendix 4).

Data collection

Semi-structured, one-on-one interviews were conducted with 27 high-level representatives from DTES non-profit organizations and social enterprises. Interviews were conducted at the UBC Learning Exchange, participants' place of employment, or any other location that they chose. All interviews were audio recorded and transcribed verbatim. Audio recordings were deleted once transcribed.

Analysis and coding

A random subset of five interview transcripts was selected for preliminary analysis. This involved examination of each question with response and category themes emerging for each question. These themes were then used to analyze the remaining interviews.

An online survey platform provided by UBC Information Technology was used to distribute the questions in the anonymized section of the survey. Participants were given the option of disclosing their organization's identity. The anonymized survey was sent to participants by email in mid-July and closed at the end of August.



Chapter 4

Results

Participating organizations' profile

Expert interviews were conducted with 33 participants from 27 DTES non-profit organizations and social enterprises (Appendix 6.1). 58% (n=19) were in executive level positions (e.g., Executive Directors, Directors, and Chief Executive Officers); 30% (n=10) were in managerial-level positions (e.g., Program Managers and Coordinators); and 12% (n=4) were in staff-level positions (e.g., front-line workers and general staff).

The average organizational age was 22 years, with a median age of 14 years. The oldest participating organization was 100 years old, and the youngest was 2 months old. 14 organizations were between the ages of 0 to 15 years, 6 organizations were between the ages of 16 to 30 years, and 6 organizations were more than 30 years old. One participant did not know the age of their organization.

Organization mandates fell into 8 categories (some participants reported more than one mandate):

- Service and support provision (n = 15)
- Income-generating opportunity provision (n = 12)
- Facilitating community connections & space (n = 10)
- Social justice and advocacy involvement (n = 8)
- Housing or shelter provision (n = 5)
 - Facilitating collaboration between community groups (n = 3)
- Promoting social procurement (n = 2)
- Culture and language revival (n = 1)

Recruitment & hiring practices

Three categories of recruitment and hiring practices were identified: recruitment methods; pre-participation requirements; and interview and screening procedures.

- **Recruitment methods** (Appendix 6.4). The commonest method of recruitment in the DTES was by word-of-mouth or referral through DTES community member or community organization networks. Online platforms and community outreach efforts such as canvassing and active recruitment were the next most frequent methods. Internally posted and sourced recruitment and print media were also reported.

- **Pre-participation requirements** (Appendix 6.5). These are defined as specific

characteristics, traits, or a population that an organization actively sought out. Most organizations have an open door policy, with no specific requirements in place. However, community members with multiple barriers to employment or lived experience were often preferred over others. Some organizations required non-sobriety or sobriety, depending on the nature and safety requirements of work. The need for stable housing and a driver's license were less frequent.

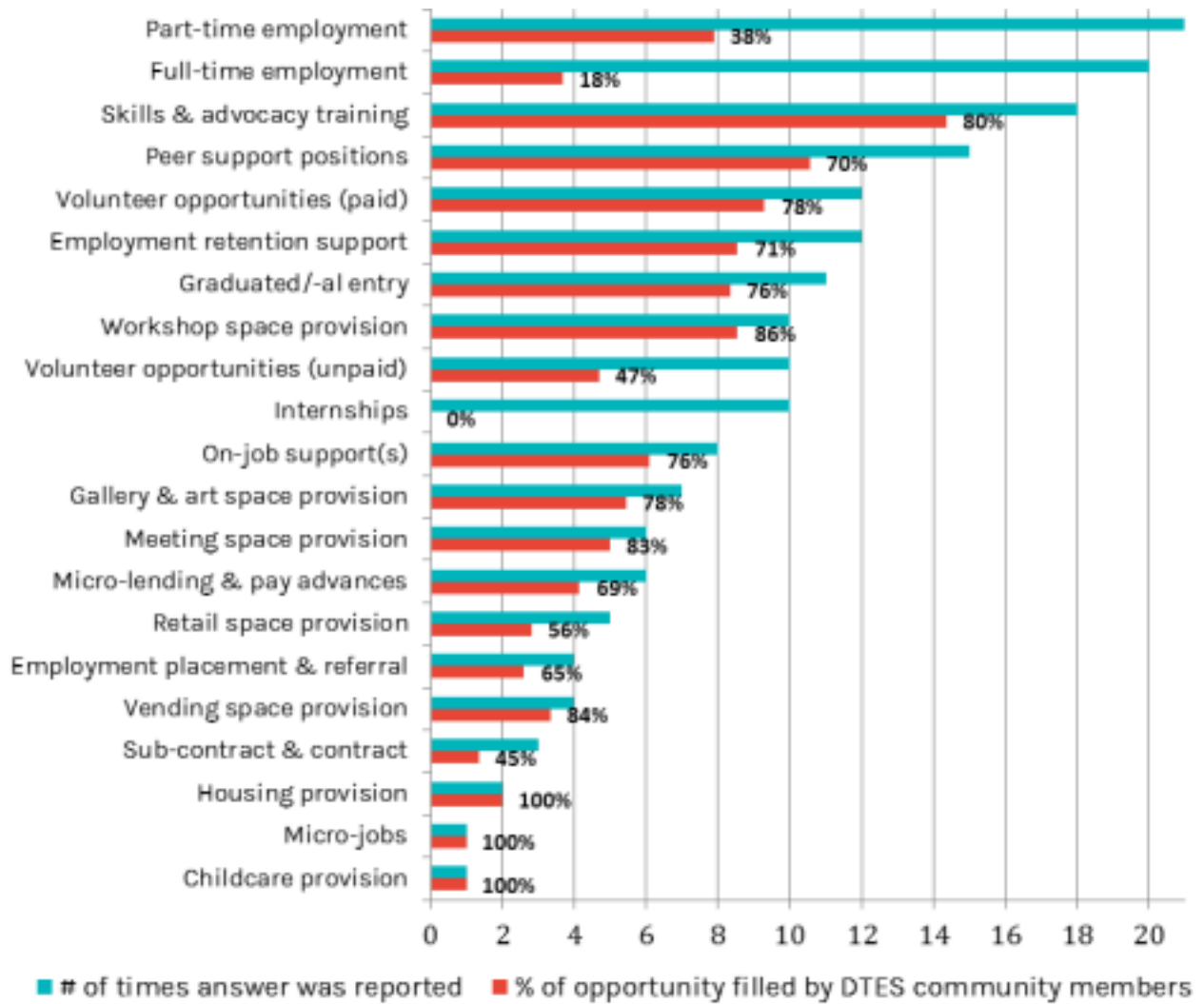
- **Interview and screening procedures** (Appendix 6.6). The commonest procedure was an orientation along with generic, non-skill testing intake questions. The use of competency-based questions was the next commonest screening procedure. A criminal record check requirement and a basic sign-up system, and the completion of a practical-interview or probationary period were least frequent.

Income-generating opportunities in the DTES

Figure 1 shows the types of income-generating opportunities that organizations provide to DTES community members. Opportunities with highest DTES community member involvement are skill building & advocacy training opportunities, peer support positions, volunteer opportunities with honorarium, employment retention supports, graduated or gradual entry opportunities, on-job supports, workshop, meeting space, gallery & art space provision, micro lending & pay advances, housing provision, employment placement and referrals, micro-jobs, and childcare provision.

Income-generating opportunities with the lowest DTES community member involvement are full-time employment, part-time employment, unpaid volunteer opportunities, contract and subcontract work, and internships.

Figure 1: Opportunities reported, percent filled by DTES community members



Red bars represent the number of times a specific income-generating opportunity or support was reported. Participants were able to choose more than one option. Blue bars represent the percentage of each position filled by DTES community members. For example, part-time employment was reported 21 times and DTES community members fill 38% of these opportunities on average.

The benefits of income-generating opportunities

Eight categories of benefits associated with income-generating opportunity involvement were identified (Appendix 6.8):

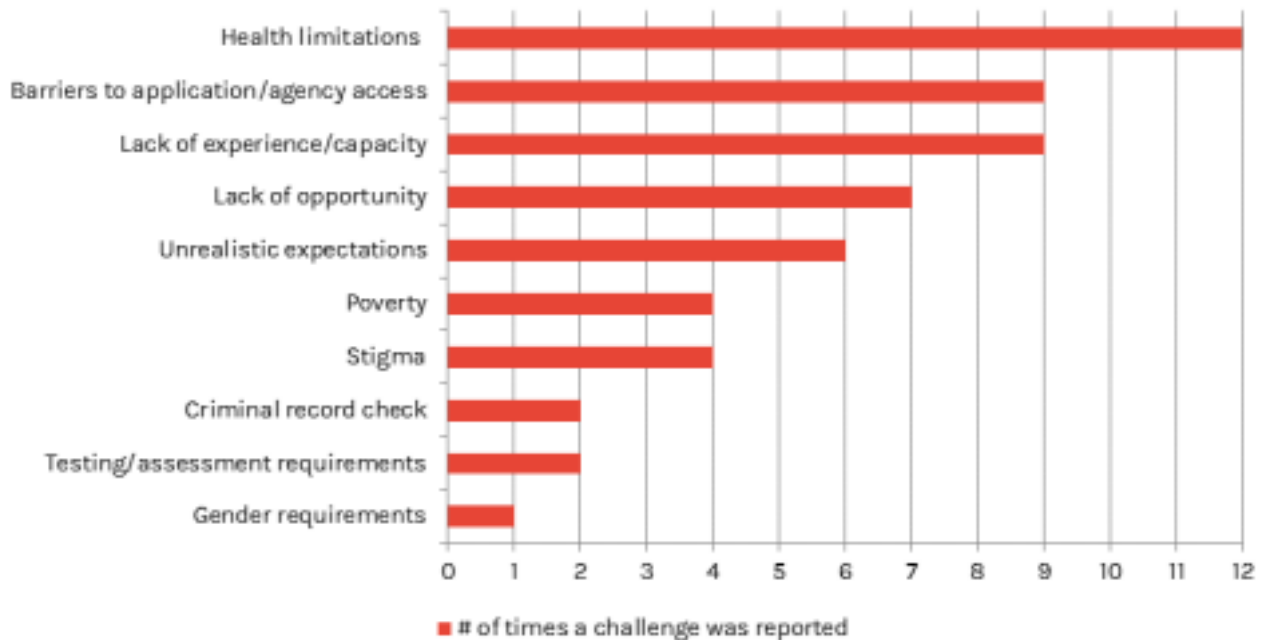
- Personal and self-esteem development
- Financial independence
- Health improvements (physical, mental, emotional)
- Professional and education advancement

- Community and societal belonging
- Opportunity for self-expression and advocacy
- Able to leave unsafe living conditions
- Sensitive and flexible employment

Key challenges reported

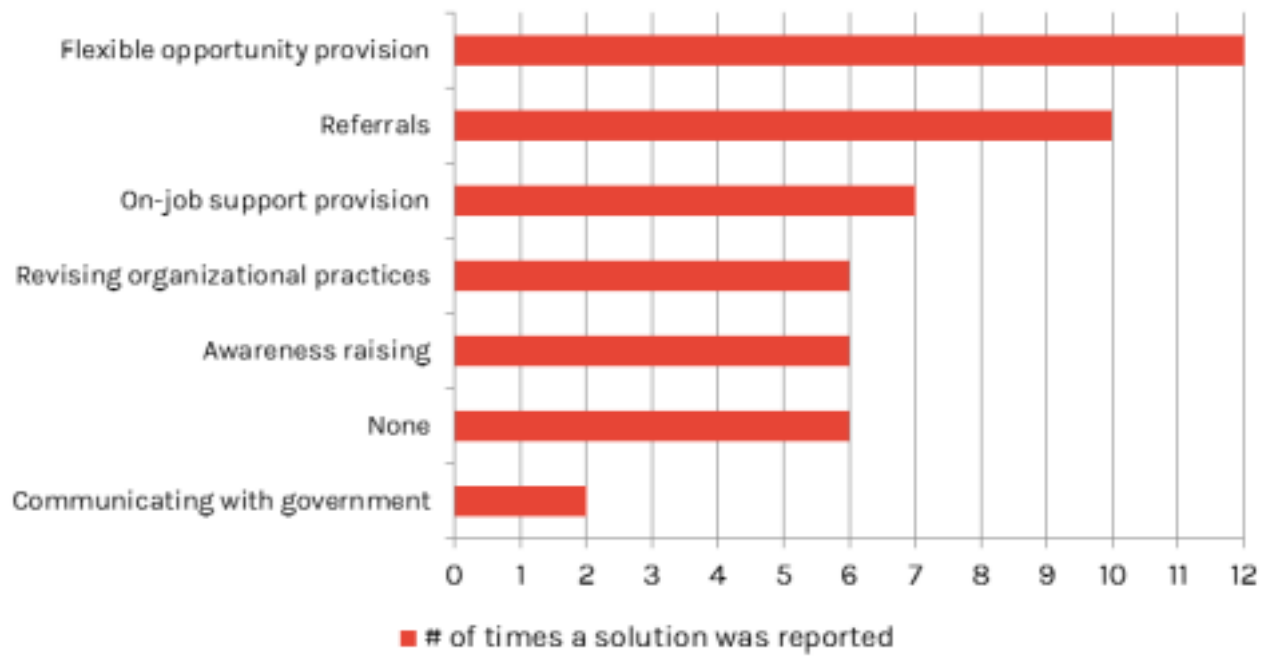
Challenges that DTES community members face in seeking income-generating opportunities (Figure 2), that organizations face in providing opportunities (Figure 4), and systemic or policy barriers (Figure 6) were identified, along with potential solutions to each (Figures 3, 5 and 7).

Figure 2: Challenges faced by DTES community members



These bars represent the number of times each challenge was reported. Participants were allowed to provide multiple responses.

Figure 3: Proposed solutions to community member challenges



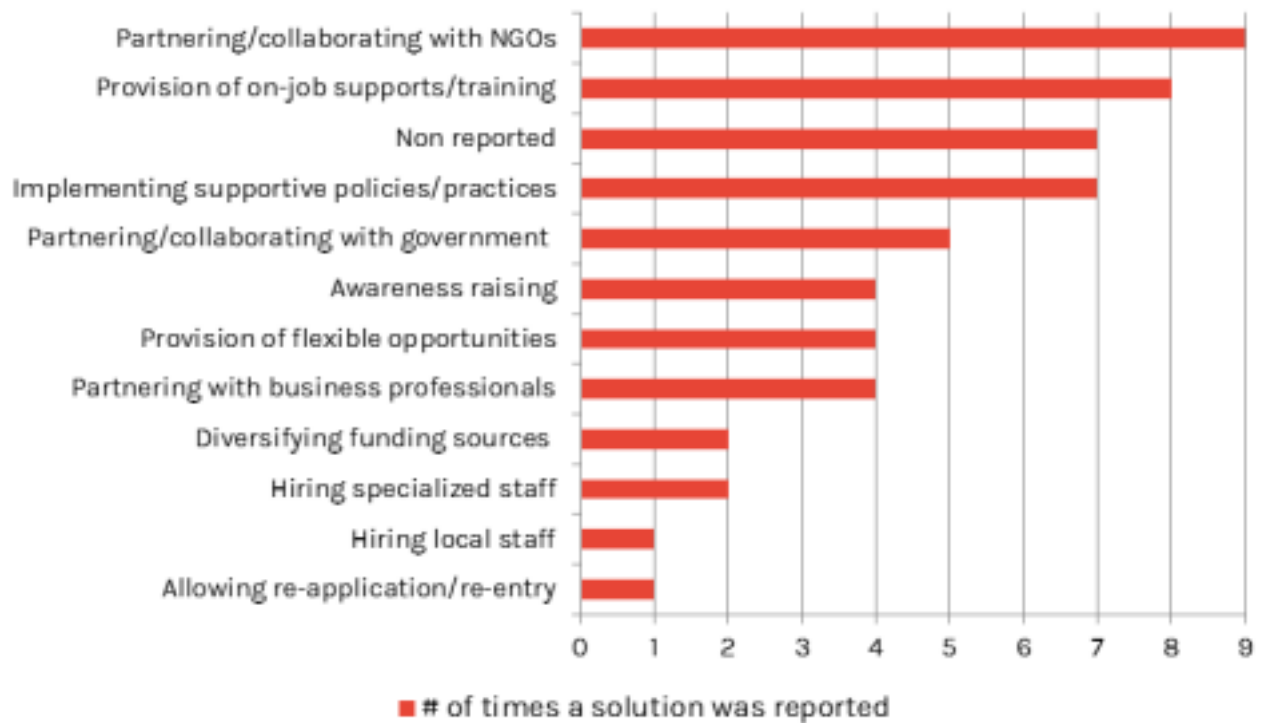
These bars represent the number of times each solution was reported. Participants were allowed to provide multiple responses.

Figure 4: Challenges to participating organizations



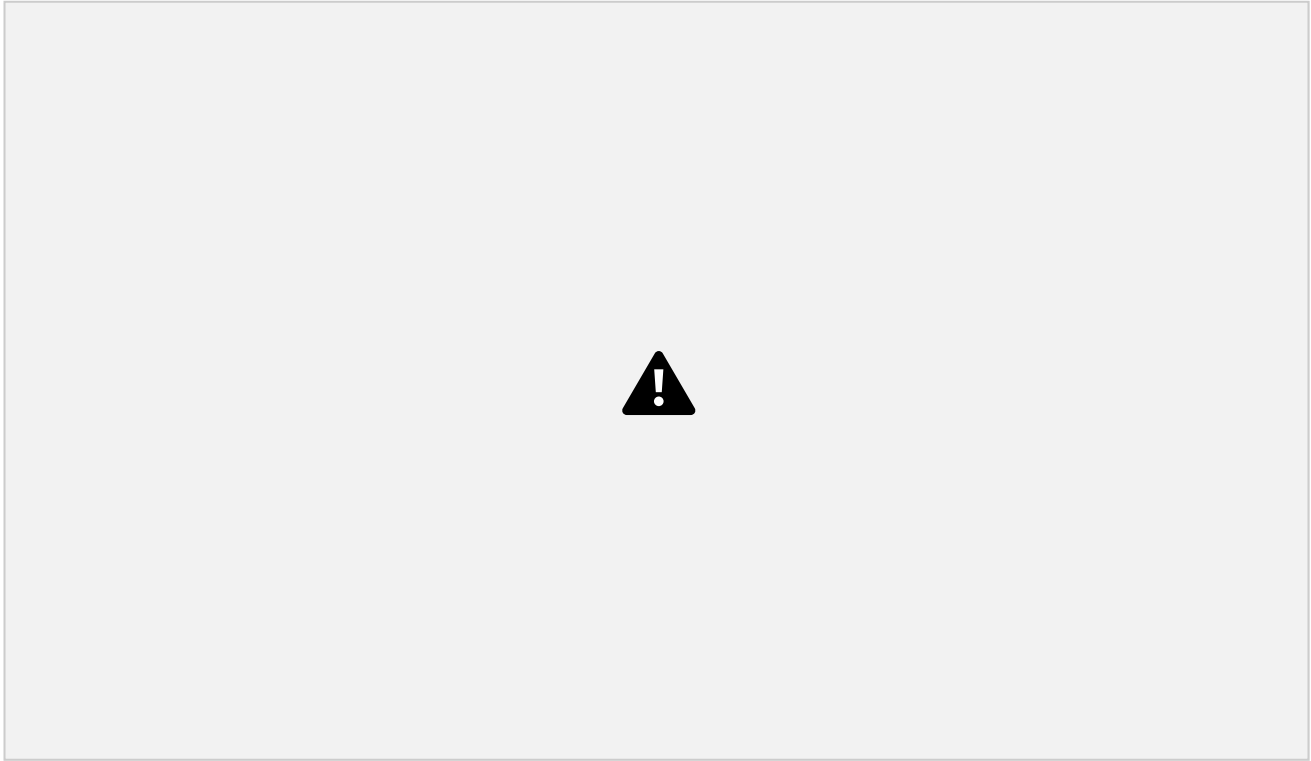
These bars represent the number of times each organizational challenge was reported. Participants were allowed to provide multiple responses.

Figure 5: Proposed solutions to organizational challenges



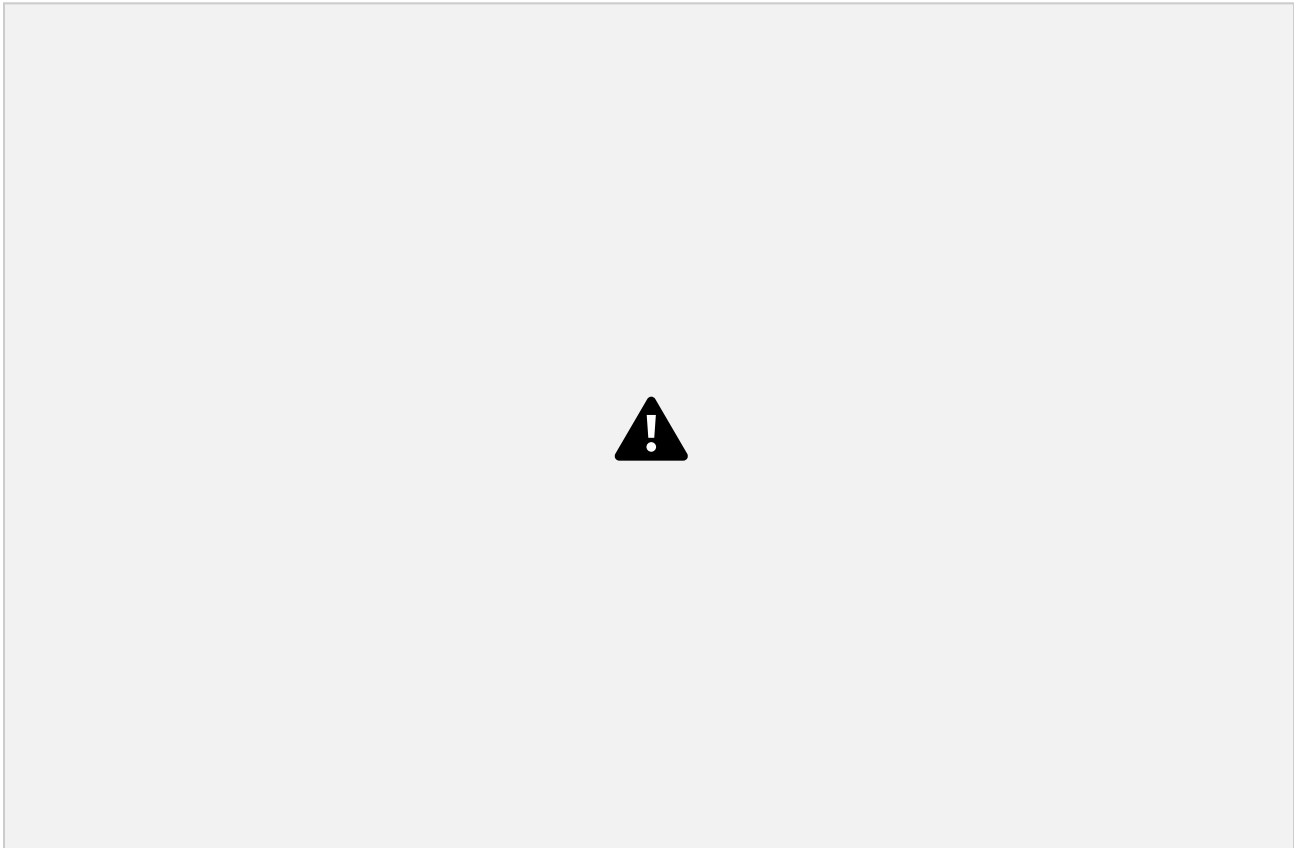
These bars represent the number of times each solution was reported. Participants were allowed to provide multiple responses.

Figure 6: Systemic and policy barriers



These bars represent the number of times each systemic and policy barrier was reported. Participants were allowed to provide multiple responses.

Figure 7: Solutions to systemic and policy barriers



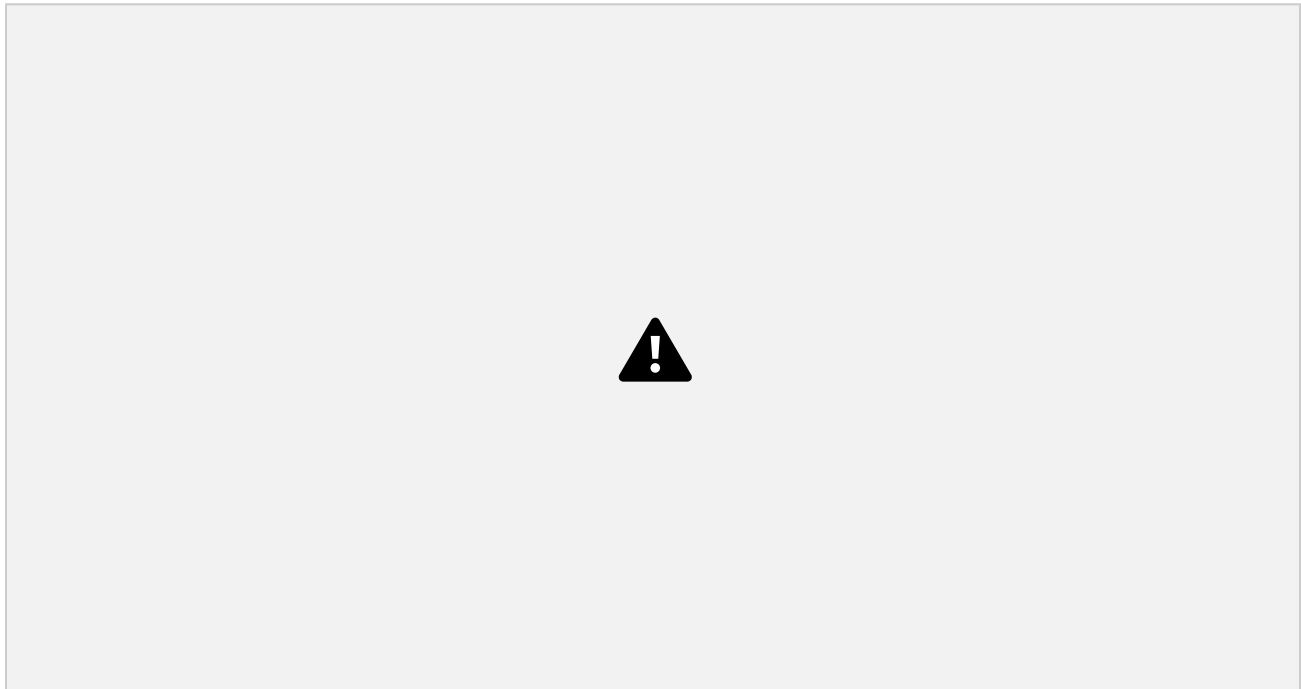
These bars represent the number of times each solution was reported. Participants were allowed to provide multiple responses.

Local procurement profile

Findings on the goods and services procured locally, the challenges faced in

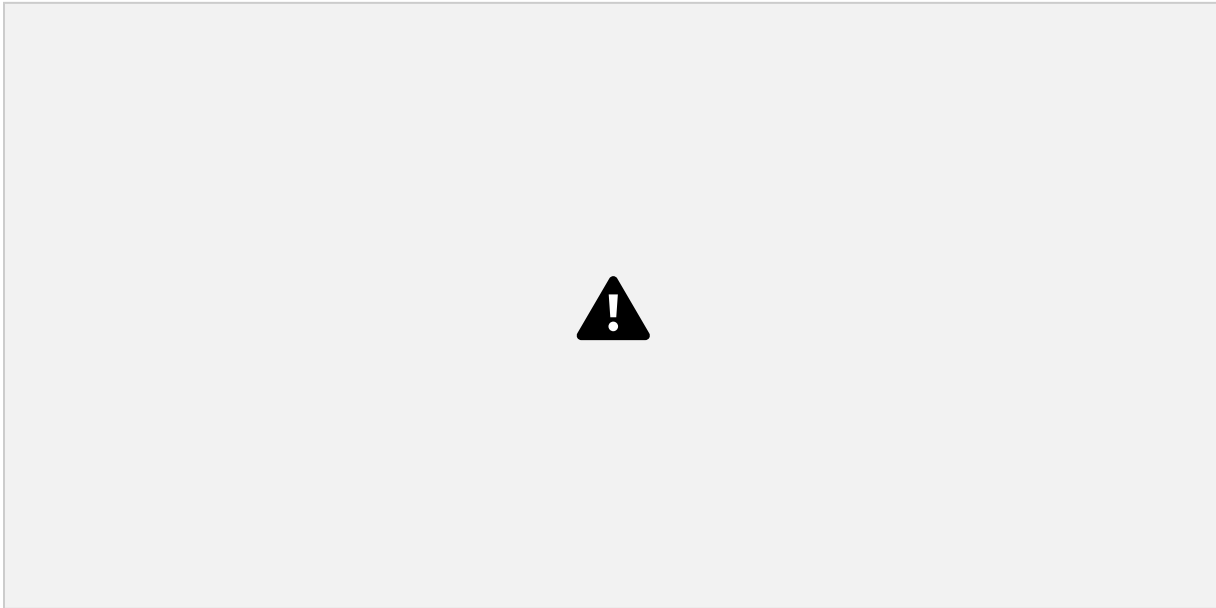
procuring locally, major purchases wanted locally, and whether organizations would be interested in participating in local procurement purchasing partnerships are presented in Figures 8 to 11.

Figure 8: Goods and services procured locally



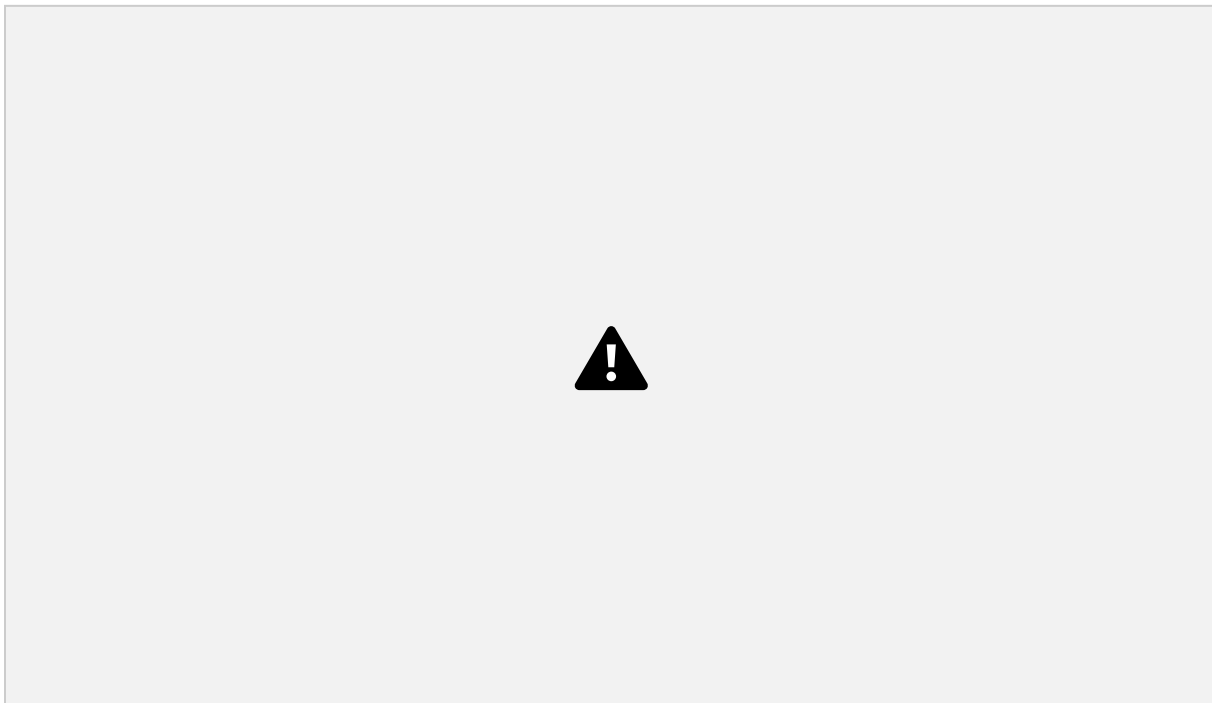
These bars represent the number of times the local procurement of each good and service was reported. Participants were allowed to provide multiple responses.

Figure 9: Challenges to local procurement



These bars represent the number of times each challenge to local procurement was reported. Participants were allowed to provide multiple responses.

Figure 10: Requested local purchases



These bars represent the number of times a good was requested locally. Participants were allowed to provide multiple responses.

Figure 11: Participant's interest in a procurement purchasing partnership



These bars represent whether participating organizations were involved in procurement partnerships already or not. All participants indicated that they would be interested in participating in procurement partnerships.

Building partnerships

The interest of organizations in collaborating with Urban Core on income-generating opportunities is shown in Appendix 6.8. Most participants (n = 24) were interested in collaborating but only if tangible and impactful outputs emerged from meetings. Three said that they either did not have the time or resources to participate or felt that they were already represented.

All but two participants said they would be willing to share statistics, with type of data dependent on privacy and other concerns (Appendix 6.9). Those unwilling to share reported they did not collect relevant statistics.

Discussion topics that participants believe Urban Core is in the position to address are shown in Figure 12.



These bars represent the number of times a topic of interest was reported. Participants were allowed to provide multiple responses.

Anonymized survey results

Eleven responses to the anonymized survey were received, six of which were completed and included in the results.

The average hourly wage for DTES community members was \$15.25 compared to \$17.92 for non-DTES employees. The maximum wage for each was \$25 per hour, while the minimum for DTES community members was \$3 per hour and for non-DTES employees \$4 per hour.

Annual budgets of five of the six respondents ranged from \$77,083 to \$15,000,000, totaling \$17,794,083, with one respondent not reporting their organization's budget. Of this total, \$3,405,000, or approximately 19%, went to DTES community members. If the budget allocation response of the excluded organization is taken into

consideration, this 19% value increases to 35%, with budget allocation to DTES community members ranging from 0% to 85% among the six respondents.

The average proportion of Aboriginal employees among the six organizations was 49% (range 23 to 95%); visible minorities represent an average of 27% of employees (range 5 to 60%); people with disabilities represent just over 26% of employees (range 5 to 60%).



Chapter 5
Interpretation of Results

This section discusses crosscutting themes between the results. An **income generation continuum** was developed based on the services, supports, and income generating opportunities reported by organizations in the study. Barriers and challenges to this continuum are explored as well as implemented or proposed solutions.

The income generation continuum

The income-generation continuum describes the transition DTES community members undergo from non-engagement to engagement in the labour force. The continuum consists of three phases: Foundations; Skill and Capacity building; and Engaging in Income-generating Opportunities (Figure 13). Participating organizations are involved at various points along this continuum.

The **Foundations** phase is the entry point to the continuum. Life necessities and social supports are provided in order to stabilize and improve the well-being of DTES community members.

The **Skill and Capacity building** phase supports the personal, life skill and capacity development necessary for DTES community members to engage in income generating opportunities.

The **Engaging in income generating opportunities (IGOs)** phase involves DTES community members in income-generating opportunities. Successes are seen through the provision of **low-threshold opportunities**.



Although the income-generation continuum consists of these three distinct phases, overlap and the continuity of supports exist throughout all stages. For example, housing provision is a key support that must exist throughout all phases to ensure stability and ability to engage in income-generating opportunities. External factors such as government policy, stigma, and barriers to employment also impact how easily DTES community members can transition through the income-generation continuum.

Challenges to transition through the income generation continuum

Although examples of successful income-generating opportunity provision exist, challenges to DTES community members and community organizations persist. The barriers discussed below explore the various impediments to the income-generation continuum that slow DTES community members' ability to engage income-

generating opportunities, and some of the barriers community organizations face in providing income-generating opportunities.

A. Barriers to labour force engagement

Transitioning through the income-generation continuum requires a basic level of **work readiness**. This entails providing community members with life necessities and supports that facilitate stability, personal development, and well-being.

Barriers to employment experienced by DTES community members include:

- Complicated life histories and trauma
- Poverty and food insecurity
- Lack of affordable and quality housing
- Substance use
- Poor physical and mental health
- Stigma
- Lack of life skills, capacity, and relevant qualifications
- Long-term absence from the labour force
- Persistent rejection

“You can build as many buildings as you want, there’s going to be people to fill them.

But, are you meeting [community members’] needs? You can’t take a guy who’s been homeless for 5 years, and go “here’s a nice apartment”. And then a week later, come back and get pissed off when you found out he sold every stick of furniture including the sink, literally. “Why’d you do that”, “I needed money”.

So you need to do a good deal more than just house people. We need to support them.”

- Anonymous

For work ready DTES community members, having access to a spectrum of income generating opportunities is important to ensure successful transition through the continuum. In the absence of options, community members are more likely to encounter rejection or participate in income-generating opportunities that are

insensitive to their barriers and needs. These outcomes have negative effects on community members' progress and can result in their disengagement from the income-generation continuum.

Stigma and stereotypes also contribute to the lack of income-generating opportunities available to DTES community members. Prejudice towards DTES community members has affected business success through contract or job loss.

B. Organizational challenges to providing income-generating opportunities

Engaging DTES community members with multiple barriers in income-generating opportunities is resource intensive for community organizations. Providing on-job supports, hiring more community members for positions that would normally require fewer, and bringing on specialized staff are examples of promising practices that affect organizations' budgets. Although costs decrease as community members' capacity increases, these initial costs can be problematic for non-profit organizations with shrinking funding and social enterprises trying to stay profitable. Some organizations had reached staffing capacity and were unable to take on additional community members. This was especially true for low-threshold income generating opportunities, where demand outweighs their availability.

The low availability of space was also seen as a barrier to the provision of opportunities. Some participants were concerned that their current space was not sufficient enough to keep up with community members' demands. Others felt that the DTES lacks space that can facilitate collaboration and improved service and support delivery.

The provision of vending, and art & gallery space were the only examples of self employment in this study. Micro lending, though reported, was in the form of pay advances and rental subsidies rather than providing seed funding to individuals to start their own business. As self-employment-based initiatives have been successful in other low-income settings this is an area for potential future growth.

“I would say that [community members] are not confident enough to approach us, but once they do they realize we're approachable and we don't require a resume.

But after they've gotten past that hurdle, the biggest

barrier is that we don't have jobs available for everyone.

And you don't want someone to muster up all the energy and drop off a resume and then, even though it's perfectly normal, to tell someone you don't have a job available.

But if it took someone all that energy to just ask and you don't have one, that's a big deal.”

- Tabitha McLoughlin & Lissa Goldstein
Solefood Farms

“The biggest challenges are working habits. It's all soft skills, how to deal with conflict. How to move from street culture to non-street culture.

If you want to have a job, you have to learn how to live, work, and operate in the non-street world. And so helping [community members] adapt and make that slow transition from street to non-street is like a cross-cultural move.

I think it involves simply recognizing it and not demonizing the street world, by naming the assets and capacities that are there in the street world, and coaching people through that.”

- Brian Postlewait, Mission Possible

C. Policy and its impacts on the income-generation continuum

The government and its policies have significant impacts on the income-generation continuum. Although policies can help transition through the continuum, the effectiveness of current interventions has been questioned. Understanding these barriers provides insight into policy areas that require adjustment.

I. Well-being and health

Ensuring that DTES community members' life necessities are met is key to transition through the income-generation continuum. Although policy has focused on housing availability, its effectiveness in stabilizing community members has come into question. Concerns about the lack of attention to the social determinants of health and interventions that prevent negative health consequences also exist. A lack of policy in this area prevents community members from developing work readiness.

II. Income assistance benefits and earning allowances

Unchanged for 8 years, income assistance rates (\$235 - 282.92), shelter allowances (\$375) (Appendix 6.10), and monthly earning limits (\$200-500) (Appendix 6.11) do not reflect the cost of living in Vancouver. The result is increased engagement in informal income-generating opportunities in order to supplement low rates, and further disengagement from the labour force.

The \$200 monthly earning allowance is a barrier to DTES community members transitioning back into the labour force. This cap discourages community members from increasing their work hours or work responsibilities as any income beyond this limit is clawed back. If community members fail to declare their earnings, they are at jeopardy of losing their income assistance benefits. This makes transitioning from income assistance benefits to self-sustaining income-generating opportunities daunting for those who are willing and results in continued reliance on income assistance.

“[Community members] start working, they're doing well, and there's more work.

You're 8 months in and now they've made too much money. Then as long as they're claiming it properly,

they can stay on the benefits. But, if not, there's a chance they can be kicked off.

Then there's the 6-9 months needed to get back on, and that's when people lose their housing.

So there's no safety net set aside for when [community members] transition, or if they're looking

to transition. Let's say not everybody is, but for those looking, there's a lack of safety net.”

- Anonymous

III. Government funding

Government funding allocation contributes to a lack of labour force engagement. By tying employment placement program funding to full-time employment outcomes, policies neglect community members who cannot engage in self-sustaining income generating opportunities. The introduction of a contract tendering system for services in the DTES also harms community members. Organizations vying for limited resources must compete with one another, hurting collaboration.

IV. Government silos

Lack of communication between government Ministries, Departments, Agencies and DTES organizations is associated with gaps in support services. For community organizations, obtaining relevant information and advocating for community members is difficult. This fuels distrust between community members, community organizations, and government, and hinders relationship building and stronger collaboration.

Improving access to income-generating opportunities

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DTES community members and organizations have found innovative organizational practices that address the barriers to success. These solutions deserve attention from Urban Core.

A. Low-threshold opportunities: facilitating success and well-being

Low-threshold opportunities are vital to transition through the income-generation continuum. These opportunities integrate supports for community members that face barriers to employment in order to ease transition into the work place. Examples of flexibilities include: sensitive leave of absence policies; provision of on- and off job supports; educational, professional, and life skill development opportunities; and

flexible work hours. Income-generating opportunities that integrate these flexibilities have the highest DTES community member participation rates. These are:

- Gradual or graduated entry opportunities
- Peer support positions
- Paid volunteer opportunities
- Employment retention and on-job supports
- Micro-jobs
- Skill and advocacy training
- Workshop, gallery/art, retail, and vending space provision
- Housing provision
- Childcare provision

“We tried to get funding through a BC government jobs program. But we were told that we could only get funding if we streamlined vendors into the government program so they could get trained to get jobs elsewhere.

So instead of the province recognizing Megaphone as flexible, low-threshold employment, it sees us as a stepping-stone. The province only wants to consider funding a 9-to-5 job in the traditional labour market, which is unrealistic for people who are struggling with

multiple health issues, such as addiction and mental and physical illness.”

- Sean Condon, Megaphone Magazine

In comparison, **high-threshold** income-generating opportunities (full-time and part time employment) have the lowest DTES community member participation rates. The traditional employment requirements of these positions, such as sobriety, qualifications, and capacity make entry into these positions difficult.

Self-employment and micro lending opportunities also deserve consideration. Examples of peer-group micro lending, where a group of peers receive loans and support each other in their business development, or individual micro lending where community members receive loans for their own businesses, have proven successful in multiple Canadian, US, and international contexts. Examples include Vancity’s

diverCITY and MOSAIC, the Good Faith Fund, and the Grameen Bank in Bangladesh. Worker co-operatives may also be useful in supporting labour force engagement.

For some community members, low-threshold opportunities are the beginning and the end of their transition through the income-generation continuum. For others, low-threshold opportunities facilitate personal and professional development that lead to participation in high-threshold opportunities. These transitions can occur organically.

B. Strengthening partnerships and knowledge sharing

Stronger relationships between community organizations facilitate sharing of resources and promising practices. Existing DTES partnership networks offer examples of ways to ensure timely access to supports. These relationships save money through shared resources and elimination of service overlap.

The potential for stronger relationships with the business community deserves consideration. Due to decreases in funding, non-profit organizations have sought alternative funding streams. This has increased focus on social enterprises in providing benefits to community members and organizations. Although there are some successes, many organizations find operating social enterprises challenging.

Increased collaboration can also address concerns around the availability of space. The sharing of resources, especially space, may assist organizations facing space shortages in meeting their organizational needs.

“We have a business advisor who’s coming from a large corporation. He’s the CEO and founder and he’s [well connected].

He got really excited when we gave him a tour and he saw [our space]. He felt compelled to help. He [takes] a very empowering approach ... and wants to see us build [our] capacity. He is [working] alongside us to do it.

So when we wrote the proposal he helped us. He also helped bring the in-kind support that helped strengthen the application to get us that funding.” -

C. Reducing stigma

Stigma significantly impacts the success of DTES community members. Stereotypes of community members as lazy and unwilling to work misrepresent reality. Community members are engaged in some form of income-generation, but the multiple barriers they face limit their options.

There are numerous examples of DTES success stories that highlight obstacles that community members face and efforts being made to overcome them. Respectfully sharing these stories and increasing public awareness of the benefits of low threshold income generation can be a useful approach to reducing stigma. Advocacy can also emphasize the successes of community organizations, bringing attention to their involvement in supporting the local economy through socially conscious practices.

D. Supportive, community-centered policy innovation

Public policy directly affects DTES community members' ability to successfully transition through the income-generation continuum. The findings point to three

areas where policy can contribute to the improved efficiency of the continuum. These mostly relate to provincial government policies and practices, but also provide space for federal and municipal government intervention.

I. Improving dialogue and collaboration

Government needs to improve communication between its Ministries and Departments. Stronger internal networks would ensure DTES community members receive comprehensive support. A collaborative method of information sharing between government and community groups would reduce redundancies.

Increased dialogue between government and community organizations is also needed. DTES community organizations are aware of community realities and should be consulted in policy decisions that affect community members. Incorporating street-level perspectives into policy can reduce negative impacts while maximizing success.

Current contract tendering structures have led to decreased collaboration between

community organizations. Although these funding methods create immediate cost savings, they are having long-term impacts on community organizations.

“It’s about deconstructing the stigmas, putting money in [community members’] pockets, and it’s not as hopeless and desperate as people think. We can make a change...

... It’s just opening doors for [community members], and all we want is some pride. All we want is a little professionalism.”

- Anonymous

Contract tendering, along with decreased funding, has contributed to the breakdown of relationships between organizations, disrupted dialogues, and contributed to the loss of important community services.

II. Facilitating transition through the income-generation continuum

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DTES Information Hub Survey | Interpretation of Results

Changes to government employment placement program funding are needed. The emphasis of policy and funding requirements on full-time employment ignores the importance of community members having access to a spectrum of income generating opportunities. Increased emphasis on pre-employment training and low threshold opportunities in employment placement program funding is needed.

Government policies for People with Disabilities (PWD) are an example of a productive policy innovation. Increases in the monthly earning allowance of PWDs to \$800 are effective at facilitating gradual transition into the labour force and withdrawal from informal means of income generation. A similar increase for income assistance beneficiaries would facilitate capacity development and income generating opportunity experimentation, decreasing community members’ reliance on government supports.

III. Social policy innovation

The introduction of a ‘DTES Buy Social Zone’ that establishes a DTES-specific brand could help to publicize community organizations involved in social hiring while simultaneously reducing stigma. Tax incentives for organizations involved in social hiring were identified as an effective means of encouraging more low-threshold opportunities, especially among local businesses. Governments could support the

income-generation continuum by requiring a proportion of their procurements be local.

Progress in local procurement

Local procurement is particularly strong in the areas of office supplies, food, beverage, and catering services, as well as cleaning and maintenance services. Social enterprises were mainly involved in the former two areas, many of which participate in social hiring practices and the local procurement of goods. Organizations tended to procure locally whenever they could because their money returns to the DTES local economy.

“[We] support [community members] to get into the workforce, but it encompasses a lot. Because even though the government thinks women that come to us should be ready to work, there’s a lot of pre-

employment things that aren’t in place so that they can move forward.

And our new contract doesn’t take that into account. So we aren’t necessarily funded to provide the services that community needs.”

- Lynda Hurst, newSTART

Budgetary constraints, rebates from non-local businesses, and an increased dependence on donations meant organizations were less likely to procure locally. Finding specific goods and services was also difficult, and this was attributed to business flight or closure. Concerns about the accountability of local goods also arose. A certification system was recommended as an effective way to ensure that goods were in fact locally procured or produced.

Many organizations were satisfied with their levels of local procurement. For others, the specialized goods they required (e.g., refrigerators, air conditioning units, and other machinery) could not be provided locally. Some organizations found access to local kitchen supplies and groceries was limited but would prefer to purchase these goods from local organizations if they existed.

All organizations agreed that a local procurement purchasing partnership would

help to reduce costs and increase collaboration. Six organizations were already involved in such procurement partnerships.

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DTES Information Hub Survey | Limitations



Chapter 6

Limitations

This study attempted to understand the income-generating continuum in Vancouver's DTES through the lens and scope of DTES organizations that offer income-generating opportunities. Although these organizations represent a key community voice and perspective, this study lacks the targeted inclusion of DTES community members' views on income-generation. This results in the exclusion of data on self-employment and private sector employment that could have arisen through community member interviews. Future research should incorporate the voices of community members to better understand the barriers that they face in engaging in income-generating opportunities, and any additional income-generating opportunities that were not captured through this survey.

The study only included a fraction of non-profit organizations and social enterprises operating in Vancouver's DTES, and excluded the perspectives of local businesses. Therefore, the results may not reflect the experiences of all groups that provide income-generating opportunities in Vancouver's DTES.



Chapter 7

Conclusions

The findings of this study indicate the existence of an income-generation continuum and highlight the multiple factors that act upon it. Although progress can be seen in improving access to income-generating opportunities, barriers to DTES community members and organizations persist. To better understand the processes and barriers of this continuum, collaborative efforts between all stakeholders to facilitate community members' transition through the income-generation continuum are needed. Collaborative networks should be established, governments should implement supportive, community-centred policies, and collective efforts should be made to lower the barriers that inhibit the inclusion of DTES community members in the local economy.

Acknowledging the potential of DTES community members and the contributions they can make is key to ensuring a more inclusive local economy. Central to this is changing the discourse about the DTES from a “community in crisis” to a “community in growth”.

Representative of the DTES community, Urban Core is in a position to facilitate this

discussion and bring the voices of community members to the table.

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DTES Information Hub Survey | Community Consultation on Research Findings



Chapter 8

Community Consultation on Research Findings

Upon the completion of the DTES Information Hub Survey, key findings that pertained to the initial research questions were presented to the General Membership of Urban Core in October 2015. The intent of this meeting was to consult with Urban Core members around findings that were unexpected or surprising; where members felt that further research would be valuable; and what areas had high potential for breakthrough. The key themes that emerged are presented below.

What was surprising or unexpected about the results?

The findings that were most unexpected to Urban Core members pertained to the range of pay and proportion of budget allocated to DTES community members. Urban Core members felt that the low-end wage or stipend of \$3 per hour was concerning and deserving of future attention. This wage was seen as unsustainable and was seen as a deterrent from continued labour force engagement.

Another aspect that troubled Urban Core members was the percent of budget allocated to paying DTES community members. While the sample obtained in the anonymized section is low, their responses indicate an average budget allocation of

19%. One respondent did not provide their budget but did provide a value of what proportion of their budget went to DTES community members, therefore the average budget allocation may be as high as 35%. Nonetheless, Urban Core members felt that this percentage of annual budget allocation was exceedingly low, and opportunities to employ and engage DTES community members in income-generation may be improved.

For other Urban Core members, the increased competition between community organizations was surprising. It was widely accepted that gains were needed in developing stronger ties between community organizations, and how detrimental competition can be among organizations with similar mandates. In considering that this finding was surprising among some Urban Core members, this may further

support the need for open networks of communication between organizations order to identify the barriers that arise through competition.

Lastly, Urban Core members had mixed reactions to the findings on the types of income generating opportunities and the proportion of each opportunity filled by DTES community members. While some felt that the proportion of DTES community members involved in income-generating opportunities was low, others believed that the proportions were higher than they had expected. Because this study has a limited scope, greater detail into the opportunities and the individuals filling them is difficult to obtain. Moving forward, it is important to understand the difference between low- and high-threshold opportunities and the how they can benefit DTES community members.

What is missing? What do you want to know more about?

Urban Core membership indicated strong interest in hearing from community members around their challenges to income-generation, as well as from private sector representatives from both inside and outside Vancouver's DTES around their awareness of and challenges to local hiring. The DTES Information Hub Survey sought to engage non-profit organizations and social enterprises, which excluded community and private sector representatives. Future research may look to incorporate the views of these two groups, especially around the barriers and challenges to engaging in and providing income-generating opportunities in Vancouver's DTES.

Some examples of past or current research into these areas do exist. It may be worth engaging with DTES Business Improvement Associations around their knowledge of local businesses and understanding of local hiring. Academic literature also points various barriers that inner-city population face with in seeking to engage in the

labour force. And lastly, research from the DTES of Vancouver indicates a willingness to forgo informal income-generating opportunities in place of low-threshold income generating opportunities.

What new opportunities do you see for breakthrough?

Urban Core members understood that stronger networks between community organizations are essential to ensuring cohesion and effective future efforts. This

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DTES Information Hub Survey | Community Consultation on Research Findings

demonstrates a need for more open and transparent lines of communication and a means of sharing resources efficiently. Urban Core serves as an ideal table where these discussions and networks can be built, and the establishment of Working Groups at Urban Core serves as a way to build community partnerships.

The employment needs of DTES community members were also front-and-centre among Urban Core members. Sufficient and timely access to relevant resources and supports is key to ensuring successful transition into the labour force. These supports must be available both inside and outside of Vancouver's DTES and must be community-informed. Urban Core members believe the DTES community can benefit from increased peer-run or peer-governed organizations that provide income generating opportunities, and that alternative means of income-generation should be acknowledged as labour or work by government.

Much of this relates to policy barriers that influence a wide range of stakeholders. Urban Core members understood that current definitions of work and government priorities on full-time employment are detrimental to successful transition into the labour force. Stagnant social assistance rates and low earning exemptions also compound this problem, placing a strain on community members that discourages transitioning into the labour force. Municipal policy in terms of local hiring quotas in economic development projects area also worth exploring, especially in how they are received by private sector stakeholders as well as DTES community members.



Chapter 9

Next Steps

Urban Core may want to consider the following options in future strategic planning efforts:

- Urban Core's position as a neutral community convener puts it in a position to facilitate dialogue and collaboration between community organizations. These partnerships can benefit the local community through:
 - Sharing promising practices in low-threshold opportunity provision
 - Implementing local procurement purchasing partnerships
 - Strengthening ties between businesses and community organizations
 - Facilitating dialogue around space resources and the use of space
 - Exploring opportunities in self-employment and co-operatives
 - Exploring the role of financial institutions in micro lending (peer group/collective lending and/or individual lending)
 - Working to eliminate service and support redundancies

-

- Through existing networks, Urban Core is in a position to engage in dialogue

with the provincial government about the policy barriers that negatively affect the income-generation continuum. Alternative policy approaches include:

- Restructuring income assistance benefits and earning allowance limits
- Placing less funding/policy emphasis on full-time employment and more on low-threshold employment and gradual transition into the labour force
- Revising contract tendering practices to encourage community collaboration
- Increasing investments into the social determinants of health
- Incentivizing businesses' involvement in social hiring and procurement

- In order to address the harms of stigma on DTES community members' success, Urban Core is in a position to campaign to increase awareness about the willingness of community members and the barriers they struggle with.

This can be achieved through:

- Sharing success stories of community members, emphasizing the benefits of income-generating opportunities

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DTES Information Hub Survey | Next Steps

- Highlighting social enterprises, non-profit organizations, and businesses that are involved in social hiring and procurement



Acknowledgements

I thank all study participants for their willingness to share their perspectives on income-generation in Vancouver's DTES. Your dedication to and knowledge of the DTES community was apparent to me and I sincerely value your contributions. I also extend my appreciation the Urban Core, the UBC Learning Exchange, the Local Economic Development (LED) Lab, and more specifically Kiri Bird, Kathleen Leahy, and Angela Towel, for your support, encouragement, guidance and advice. Your collective interest in exploring the availability of income-generating opportunities for DTES community members is key to ensuring their inclusion in future DTES economic development.



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Appendix 1: Key Concepts

Downtown Eastside (DTES) represents a geographical area in the City of Vancouver that spans from Vancouver's waterfront in the North to Prior/Venables Streets in the South, and from Cambie Street in the West, to Clark Street in the East.

Income-generating opportunities refer to any type of formal, informal, or semi-informal occupation that contributes to the generation of an income.

Formal economy refers to an economy that is regulated and monitored by government institutions. Income generated in the formal economy is subject to income tax.

Semi-informal economy, often referred to as the ‘grey market’, is an economy of income-generating opportunities that are neither considered part of the formal nor informal economies, and therefore unregulated by government institutions. Examples include binning and recycling, street vending, busking, etc.

Informal economy, often referred to as the ‘black market’, represents economic activities that are prohibited. Activities in this area include sex work, drug trafficking, theft, etc.

Interview and screening procedures refer to methods used to determine whether or not someone qualifies or meets the program objectives of a specific position or income-generating opportunity.

Local procurement refers to sourcing and buying locally produced goods and services in order to promote local job growth and the local retention of monies spent.

Non-profit organizations are organizations that do not aim to produce profits. Any funds or excess revenues must be used for the purpose of the organization itself.

Pre-participation requirements are characteristics, traits, demographics, or populations that organizations look for in applicants or participants.

Recruitment methods refer to means of recruiting and engaging individuals to occupy a specific vacancy.

Social determinants of health refer to underlying social conditions that influence a population’s health. These include: income and social status; social support networks; education; employment/working conditions; social environments; physical environments; personal health practices and coping skills; whether child development needs have been met; gender; race; and culture.

Social enterprises are enterprises owned by non-profit organizations that are directly involved in the production and/or selling of goods and services for the blended purpose of generating income and achieving social, cultural, and/or environmental goals. [Social Enterprise Council of Canada]

Concepts that arose from the research

DTES community members are individuals who either reside in Vancouver’s DTES or have strong connections to the neighborhood but no longer live there.

High-threshold opportunities refer to income-generating opportunities that require a higher capacity levels, skills, qualifications or training experience, sobriety and/or abstinence, physical and mental health ability, etc.

Income-generation continuum describes the various phases of transition from non engagement to engagement in the labour force. This model clarifies how individuals transition from one phase to the next, and the various opportunities or supports available at each.

Low-threshold opportunities refer to income-generating opportunities that take into account the complicated life histories and barriers faced by marginalized people.

Work readiness refers to the basic life necessities that must be reasonably met before individuals have the capacity to engage in income-generating opportunities.



Appendix 2: Terms of Reference

Terms of Reference: DTES Information Hub Survey Project

March 9th, 2015

Introduction:

The purpose of this document is to outline the roles and responsibilities of the

Vancouver Urban Core Community Workers Association (VUCCWA) and the University of British Columbia Learning Exchange (UBC LE) in the Downtown Eastside (DTES) Information Hub survey project. The outlined responsibilities will provide guidance for the project and commit both parties to the continuity of sharing all relevant information that arises from project findings. This Terms of Reference is a living document that should be revisited by both parties and updated according to any changes that may occur throughout the duration of the project.

Project Objectives:

The Information Hub in the DTES project seeks to:

Understand existing employment and income-generating opportunities available to DTES residents through surveying DTES stakeholder organizations; Identify barriers or incentives that stakeholder organizations face in their provision of income-generating opportunities for DTES residents;

Recognize ways in which VUCCWA and UBC LE can support or facilitate the growth of formal and informal employment and income-generating opportunities for DTES residents.

Project Steering Responsibilities:

UBC LE

UBC LE's overall role is to act as a facilitator between the Graduate Research Assistant, VUCCWA, and all other relevant stakeholders. UBC LE is committed to funding the Graduate Research Assistant position as a Work Learn appointment

from January to March 2015 (funding beyond 31 March will be subject to budget availability), supervising research capacity while providing academic direction, ensuring the availability of physical space for all activities relevant to the project, and to hold information until VUCCWA develops research data storage capacity.

VUCCWA

VUCCWA commits to providing guidance and direction to the Graduate Research Assistant to ensure the survey project abides by the mission and goals of VUCCWA and the overall purpose of the DTES Information Hub survey project. VUCCWA will provide feedback throughout the duration of the project, and will assist with identifying and engaging stakeholders. VUCCWA will also be responsible for the storage of research data through the development of a repository.

Collective Responsibilities

As the DTES Information Hub survey project is currently only funded until 31 March 2015 for Goals 1 through 7 (see Project Goals below), it is imperative that the VUCCWA

and UBC LE work collaboratively to identify and secure additional funding. Both parties understand that this objective entails collective effort and is central to the completion and success of the survey project.

Open Access Information Sharing & Knowledge Dissemination:

All documents and data collected through the Information Hub in the DTES survey project are jointly held between VUCCWA and the UBC LE, and any reports based on the findings of the project are to be made publicly available. All project progress will be shared between VUCCWA and UBC LE at all times through an open access platform or on VUCCWA's website, where appropriate.

UBC LE is responsible for the storage of all relevant information and data until VUCCWA is able to establish a means for data storage. At no time will UBC LE restrict access of information to VUCCWA, and the UBC LE will work with the Graduate Research Assistant in developing promising practices in information sharing.

Should VUCCWA and UBC LE decide to publish the results of the project, it is understood that UBC LE and the Graduate Research Assistant(s) will be credited with the authorship of the report, and VUCCWA will be credited with providing project oversight and publishing the report. Both parties agree that any resulting publications must be equitably accessible by all; therefore, an open access journal or platform will take precedence when appropriate. Additionally, future publications will use the formatted authorship box depicted in Appendix 1.

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DTES Information Hub Survey | Appendix 2: Terms of Reference

Both the VUCCWA and UBC LE agree that project findings may be presented at any conferences, seminars, events, or any other relevant venues where the findings could result in benefits to community members of the DTES. All parties are free to use the project findings without the need for consent from other respective members.

Background:

VUCCWA, a diverse network of long-serving DTES community stakeholders, has worked as a strong and effective advocate in the community surrounding housing and transportation issues over the past 40-years. More recently, VUCCWA has identified a stronger need for the support, development, and growth of the local economy of the DTES and has chosen to explore the availability of and barriers to informal and formal employment opportunities and income-generating opportunities for residents within the DTES. This project, in collaboration with the UBC LE, will culminate in the distribution of a survey to various organizations and stakeholders in the DTES to understand the nature of employment and income generating opportunities of residents in Vancouver's DTES.

The Learning Exchange was created in 1999 to make connections between the University and people in Vancouver's DTES by providing a place where people can get

to know each other, pursue shared interests, learn from each other and, in doing so, increase community capacity to act for positive change. Over the past 15 years, the Learning Exchange has become a trusted and valued contributor to the DTES community. In its premises at 612 Main Street it provides a welcoming, informal and lively focal point for people in the DTES, many who have been marginalized. Each week hundreds of people participate, at their own pace, as learners, trainers and facilitators. Educational programs include the English as a Second Language Conversation program, the Computer Skills program, and Computer Drop-in, which are offered on-site, and the Contributing through Computers Initiative, which is also offered at partnering organizations. A new program, the Learning Lab, builds capacity of residents to lead social, cultural, and artistic activities as a sustainable model of ongoing programming.

In 2012, the City of Vancouver embarked on the Local Area Planning Process (LAPP) for the DTES of Vancouver. The overarching scope of the effort was to improve the lives of all who currently live in the DTES while additionally eliminating overlap in existing City plans and establishing a sound, concise vision for the neighborhood that could ensure continuity, accountability, and effective, community-led results in housing, the local economy, transportation, and other areas. The LAPP established open dialogue and consultation between the City, DTES community members and

community stakeholders surrounding the desired community vision for the neighborhood over the following 30-years, with the resulting Local Area Plan (LAP) emphasizing the emergence of seven principles important to the DTES community: Neighborhood Development, Housing, the Local Economy, Health and Well-being, Art, Culture and Heritage, Transportation, and Parks and Public Open Space. The LAP is scheduled to be reviewed every 10-years to determine the effectiveness of the implementation process, and its implementation will be supported by a social impact framework and through ongoing consultation with the DTES community.

Project Goals:

1) Complete a primary literature analysis of all relevant sources. These include:

Government and official data sources

Academic literature

News and popular media articles

DTES organizations' resources

2) Meet with VUCCWA and UBC LE members to determine intended direction and topics to be addressed by the survey. Work with respective members to identify DTES stakeholders for survey distribution (ongoing).

3) Establish document-sharing hub where all project-related information can be

deposited and transparently shared between all interested in following the progress of the DTES Information Hub survey project. All data that pertains to the survey will be made available on an open access basis.

4) Design draft survey through collaboration with the VUCCWA and UBC LE. This includes supplementary documentation to be sent to prompt respondents on the scope of the survey and its intended goals.

5) Distribute survey to approximately three DTES organizations on a pilot-basis. Pilot organizations will be identified and agreed up through consultation with VUCCWA and UBC LE. Survey flaws and errors will be identified at this phase.

6) Meet with and consult with local Business Improvement Associations, community service providers, housing providers, and other stakeholder organizations to discuss finalized survey and identify organizations which can be targeted through the survey.

7) Review and adjust the survey based on problems identified during pilot phase. Consult with VUCCWA and UBC LE members on finalized survey.

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DTES Information Hub Survey | Appendix 2: Terms of Reference

--- Time & funding dependent ---

8) Distribute survey to previously identified DTES organizations. This involves initial distribution of the survey and continual monitoring and follow-up with participating organizations.

9) Close survey and begin data analysis. Reflect on the process of survey distribution and data collection.

10) Present survey findings to VUCCWA and UBC LE.

Project Deliverables:

Deliverable 1: Summary of literature review

Deliverable 2: Draft survey

Deliverable 3: Finalized survey

Deliverable 4: Final report on survey findings

Deliverable 5: Presentation to VUCCWA and UBCLE

Deliverable 6: Publication of survey findings: open access journal

Deliverable 7: Presentation of findings at conference

Appendix 2 – Authorship textbox

This report was produced by the Vancouver Urban Core Community Workers' Association and the University of British Columbia, and authored by Andreas Pilarinos.



Vancouver Urban Core Community
Workers' Association University of British Columbia



Appendix 3: DTES Info Hub Survey Questionnaire

Background+

1. What is your role within your organization? 2.

Please describe your organization's mandate.

Income Generating Opportunity Provision

3. Please select all opportunities that your organization currently provides:

Full-time employment!
Part-time employment!
Internships!
Peer support positions!
Graduated entry!

On-job support(s)!
Employment retention support!
Micro-lending!
Facilitation of first/non-traditional work!

Vending!space!provision!	_____
Retail!space!provision!	_____
Gallery!space!provision!	_____
Workshop!space!provision!	_____
Provide!mee1ng!space!	_____!
Other.!Please!explain:!	Other?!!
Volunteer!opportuni1es!	Please!explain:!
With!!honorarium!!!	_____
Skills!training!	_____
Please!explain:!	_____!

How!long!has!your!organiza1on!been!providing!the!above!opportuni1e
s?! !!!!!!!!!!!!! _____!

3!

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DTES Information Hub Survey | Appendix 3: DTES Info Hub Survey Questionnaire

Income'genera+ng'opportuni+es' (%'DTES'residents)

4."Based"on"your"previous"selec3ons,"please"indicate"what"propor3on
"of" each"opportunity"is"filled"by"DTES"residents?"

___%"FullC3me"employment	___%"Facilita3on"of"ar3sts/non
"	C tradi3onal"work"
___%"PartC3me"employen	___%"Vending"space"provision"
t" ___%"Internships"	___%"Retail"space"provision"
___%"Peer"support"posi3on	___%"Gallery"space"provision"
s" ___%"Graduated"entry"	___%"Workshop"space"provisio
___%"OnCjob"support(s)"	n"
___%"Employment"reten3on"suppor	___%"Provide"mee3ng"space"
t" ___%"MicroClending"	___%"Other."Please"explain:"
___%"Volunteer"opportuni3es"	_____
___%"With""honorarium	_____
""""	___%"Other?""
___%"Skills"training"	Please"explain:"
Please"explain:"	_____
_____	_____
_____	_____

4"

I"don't"know."

Hiring&&&Recruitment&

5.!Please!describe!your!organiza4on's!hiring!and/

Benefits of income generating opportunities

6. Please explain how your organization's provision of income generating opportunities provides benefits to the DTES community.

Challenges and barriers

7. Please describe the challenges that your organization faces in providing income generating opportunities to DTES residents.

b. How have you, or are you, making efforts to overcome these?

8. What do you believe are the challenges DTES residents face in applying to your organization.
6!

b. How have you, or are you, making efforts to overcome these?

9. What do you believe are the greatest systemic barriers DTES residents face in seeking income generating opportunities?
b. How have you, or are you, making efforts to overcome these?

7#

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DTES Information Hub Survey | Appendix 3: DTES Info Hub Survey Questionnaire

Local & Procurement

10. Which of the following products does your organization currently procure locally?

- Office supplies.
- Catering/food/beverage.
- Cleaning services.
- Maintenance services.
- Other? Please explain: _____.
- None.

11. Please describe the challenges your organization faces in buying/procuring locally.

12. What major purchases would you like to procure/buy locally?

13. Would you be interested in partnering with other organizations to strengthen your local procurement purchasing power? ⁸¹

Building Partnerships

14. Would your organization be interested in working with Urban Core to create income-generating opportunities for DTES residents? [Y/N]

15. Which of the following topics would your organization be interested in exploring? (Please select all that apply.)

- | | |
|---------------------------------|------------------------|
| | Local procurement |
| | Creating vending space |
| Social enterprise | Micro lending |
| Creating job supports | Certification training |
| | Workshop space |
| Graduated entry opportunities | Other. Please explain: |
| | _____ |
| New inclusive job opportunities | _____ |

16. Would you be willing to share organizational statistics on your income-generating opportunity provision with DTES residents with Urban Core? [Y/N]

17. Have you/are you working with any UBC Faculty, staff, students? ⁹⁵

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DTES Information Hub Survey | Appendix 3: DTES Info Hub Survey Questionnaire

Key Organization Statistics (Anonymized Data)

17. What is the average hourly wage within your organization for DTES residents? _____ Non-DTES residents? _____

18. What is the average number of hours worked/participated per week within your organization for DTES residents? _____ Non-DTES residents? _____

19. How much in total wages did your organization pay last year? What proportion went to DTES residents?

Key Organizational Statistics Cont'd
(Anonymized Data)

20. What proportion of those employed by/involvement with your organization are:

- > Aboriginal (First Nations, Inuit, Métis) _____%
- > Visible Minorities _____%
- > People with disabilities _____%

21. Please describe any other organizations that you collect.

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DTES Information Hub Survey | Appendix 4: Recruitment Email



Appendix 4: Recruitment Email

Hello _____,

My name is Andreas Pilarinos and I am a UBC/SFU Graduate Research Assistant conducting a study on behalf of the Vancouver Urban Core Community Workers Association (Urban Core). The intent of this study is to better understand the income generation continuum in Vancouver's Downtown Eastside (DTES), in turn bringing organizations located within the DTES together to discuss the provision of income generating opportunities for community members and ways to improve collaboration.

As the CEO/Executive Director/Manager, etc. of _____, you are ideally

positioned to offer meaningful and unique insight into the research questions Urban Core is attempting to answer. Therefore, I would like to schedule and interview with you to discuss your organization's involvement in the provision of income generating opportunities, as well as some of the challenges and benefits your organization experiences in providing such opportunities.

The interview is expected to last approximately 45 minutes. Questions will be both qualitative and quantitative, and following the interview you will be emailed a link to an anonymized survey. Below, I have provided a link to an online reservation application where you make select the most convenient time and place to meet and conduct the interview. Alternatively, we can schedule a telephone call to clarify any questions you may have surrounding this survey or the study itself.

<https://calendly.com/dtesinfohub/dtes-info-hub-survey-interview>

The results of this survey will be used to convene like-minded DTES organizations to consider ways to support the development of income-generating opportunities for DTES community members. The findings will be presented to Urban Core following the completion of this research study. Additionally, the collected information will be used as part of my Graduate Capstone project that will focus on policy options that could contribute to the creation of greater income-generating opportunities for community members.

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DTES Information Hub Survey | Appendix 4: Recruitment Email

If you have any additional questions, please do not hesitate to contact me. Thank you for your consideration and I look forward to hearing back from you soon.

Kind regards,

Andreas Pilarinos

Graduate Research Assistant
University of British Columbia, Learning Exchange
Master of Public Policy Student
School of Public Policy, Simon Fraser University

andreas.pilarinos@ubc.ca

778-862-3278



Appendix 5: Consent Form

Key Informant Interview Consent Form - Version 3
May 29th, 2015

Downtown Eastside Information Hub Survey Project

Lead Researchers: Dr. Angela Towle, Academic Director, UBC Learning Exchange; Associate Professor, Department of Medicine, UBC (tel: 604-822-4526; email: angela.towle@ubc.ca); Kathleen Leahy, Director, UBC Learning Exchange (778-945-1028; email: kathleen.leahy@ubc.ca).

Co-investigators: Andreas Pilarinos, Graduate Research Assistant, University of British Columbia (778-

862-3278; andreas.pilarinos@ubc.ca); Graduate Student, School of Public Policy, Simon Fraser University.

Funding: This work is funded by the University of British Columbia, MITACS and Ecotrust Canada.

Purpose: The aim of this study is to develop an understanding of the efforts of non-profit organizations and social enterprises in Vancouver's Downtown Eastside (DTES) and their provision of income generation opportunities for DTES residents. For the purpose of this study, Vancouver's DTES is defined as being bordered by Cambie Street to the west and Clard Drive to the east, Venables Stree/Prior Avenue to the south, and the waterfront to the north. The information will be used to inform the work of the Vancouver Urban Core Community Workers Association (Urban Core) in supporting promising practices and network-building between DTES organizations, as well as by the researcher as part of their Graduate Capstone project. You have been asked to participate because you are a community representative of a non-profit organization or social enterprise located in Vancouver's DTES.

Study Procedure: You are asked to take part in an interview (45 minutes) to discuss your organizations' involvement in the provision of income-generating opportunities in the DTES. With your permission the interview will be recorded. You may ask for the recorder to be turned off at any time and the interviewer will turn off the recorder.

Confidentiality: A key component of this study is that the resulting data is community-owned and available to all relevant stakeholders. Therefore, the information you provide during the interview phase will be made publicly available; it will be shared between Urban Core members and partnering organizations; and, resulting reports or publications will contain identifiers that can be directly linked back to you and/or your respective organization. Once interviews are recorded they will transcribed all recordings will be deleted.

The second part of this study involves the completion of a non-mandatory online questionnaire where you will have the opportunity to disclose your organization's name or have your results anonymized. If you

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DTES Information Hub Survey | Appendix 5: Consent Form

choose to anonymize your results, all efforts will be made to remove any information that could identify your organization. This information will be made publicly available without the inclusion of identifiers.

As part of an effort to increase the understanding of the income-generation continuum on the DTES, the researchers of this study will seek to publish its results in academic journals as well as other outlets. The results of this study will also be used by the Graduate Research Assistant as part of their Graduate Capstone Project. Lastly, the researchers intend on sharing the results of this study at symposiums, conferences, and other relevant events, which may or may not involve participating organizations.

Contact: If you have any questions or want further information with about the study, you may contact the Graduate Research Assistant, Andreas Pilarinos, at 778-862-3278, or Kathleen Leahy at 778-945-1028.

If you have any concerns about your treatment or rights as a research participant you may contact the Research Subject Information Line in the UBC Office of Research Services at 604-822-8598.

Consent: Your participation in this study is entirely voluntary and you may refuse to participate or withdraw from the study at any time.

If you have any concerns or complaints about your rights as a research participant and/or your experiences while participating in this study, contact the Research Participant Complaint Line in the UBC Office of Research Ethics at 604-822-8598 or if long distance e-mail RSIL@ors.ubc.ca or call toll free 1-877-822-8598.

Your signature below indicates that you have received a copy of this consent form for your own records and that you consent to participate in this study.

Signature of participant: _____ Date: _____

Print name of participant: _____

Consent to be Contacted for Follow-up

I am willing to be contacted regarding my participation in a symposium as a follow-up to this interview. The symposium will present findings from the interviews, while also facilitating dialogue on the provision of income-generating opportunities for Downtown Eastside residents.

Name: _____

Please contact me at (e.g. email, phone, or mailing address):

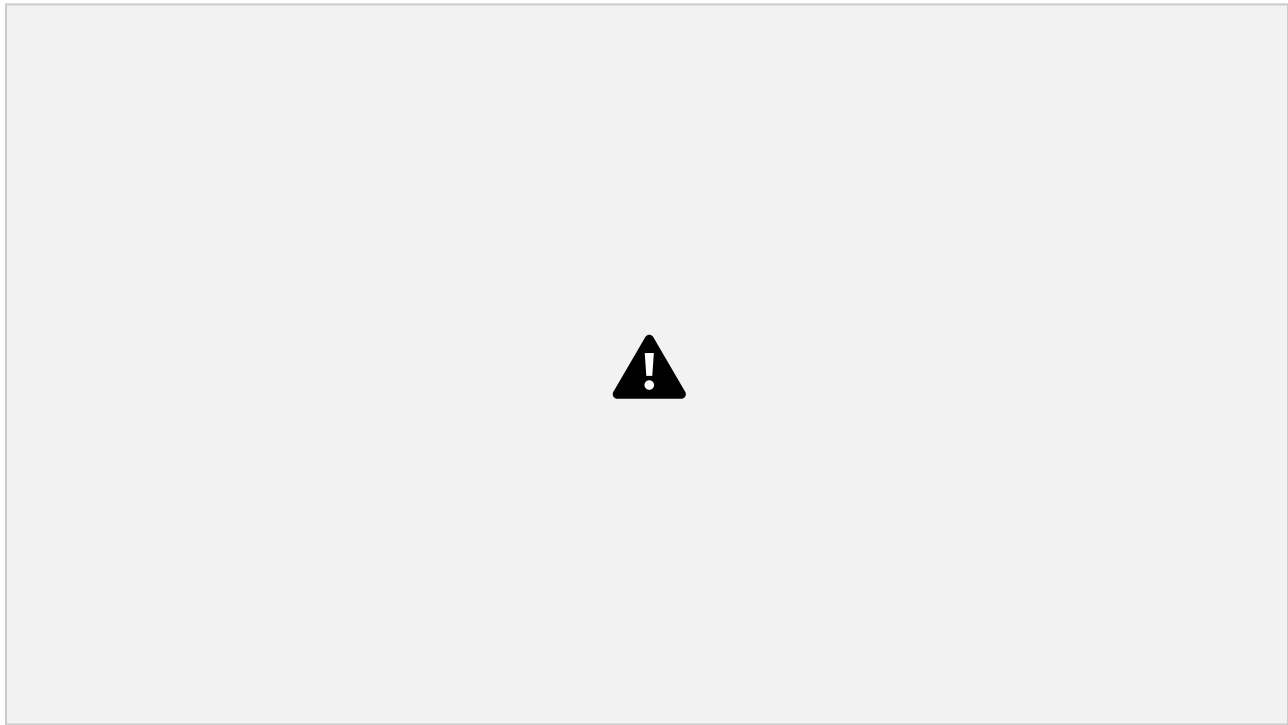
66

DTES Information Hub Survey | Appendix 6: Additional Figures



Appendix 6: Additional Figures

Figure 6.1 - Participants' positions within their organizations



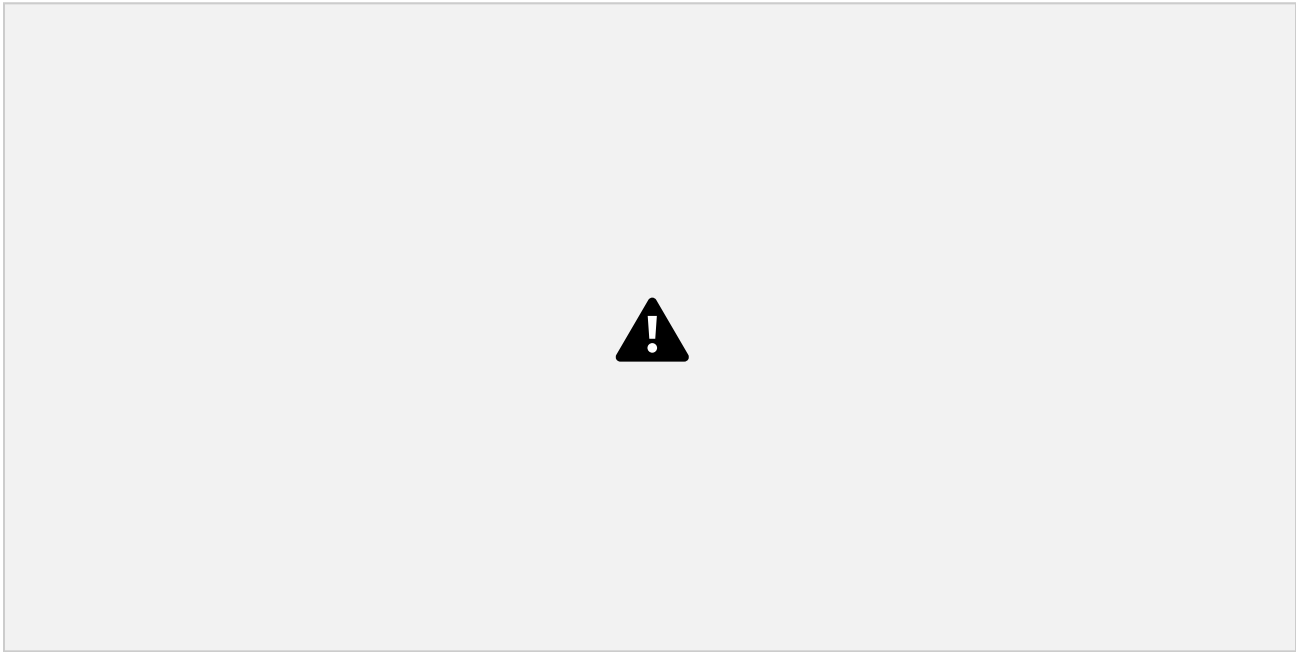
67

DTES Information Hub Survey | Appendix 6: Additional Figures

Figure 6.2 - Age of participating organizations

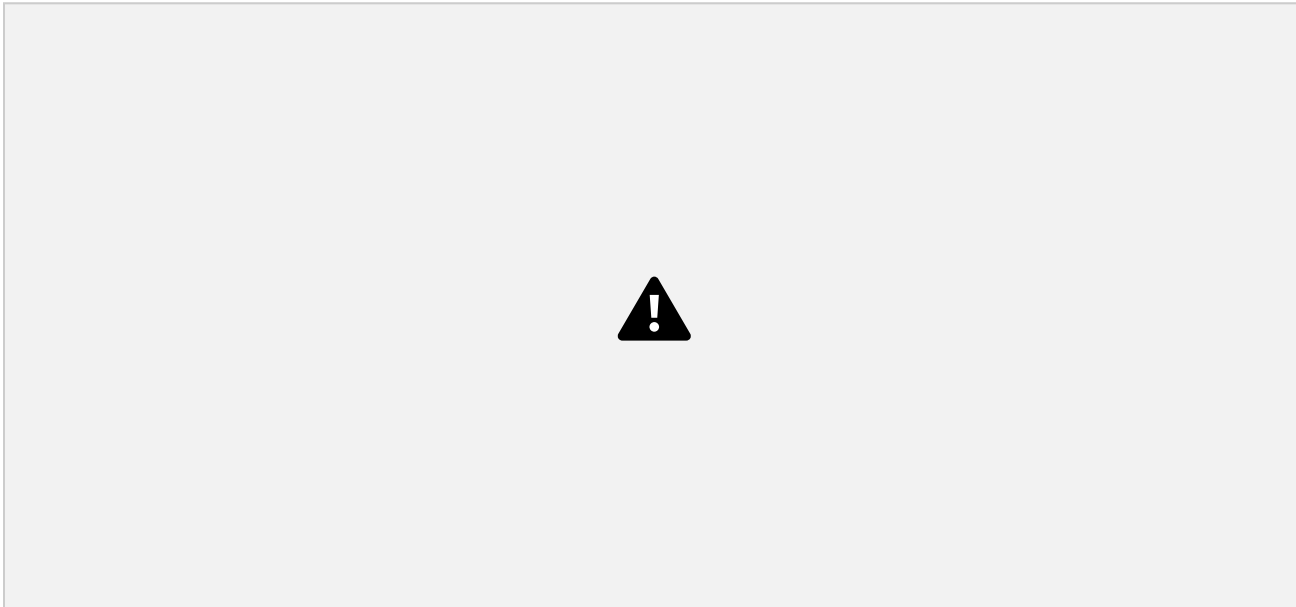


Figure 6.3 - Organizational mandates



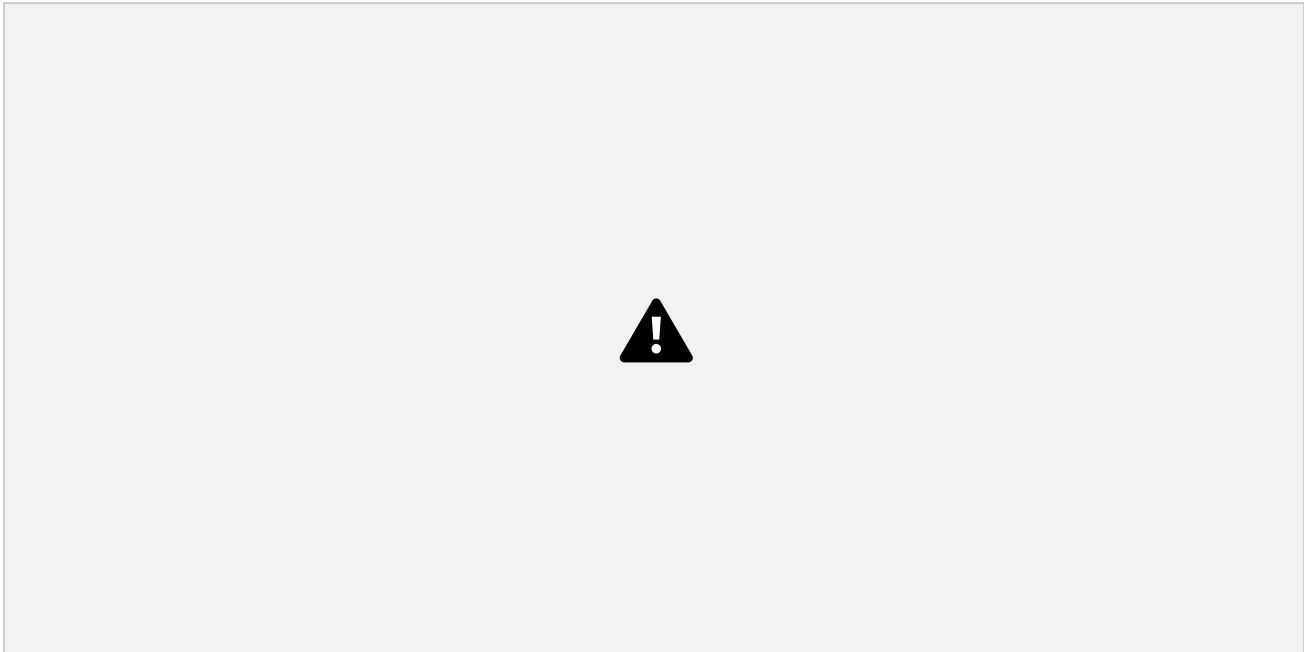
These bars represent the organizational mandates reported. Participants were allowed to provide multiple responses.

Figure 6.4 - Recruitment methods



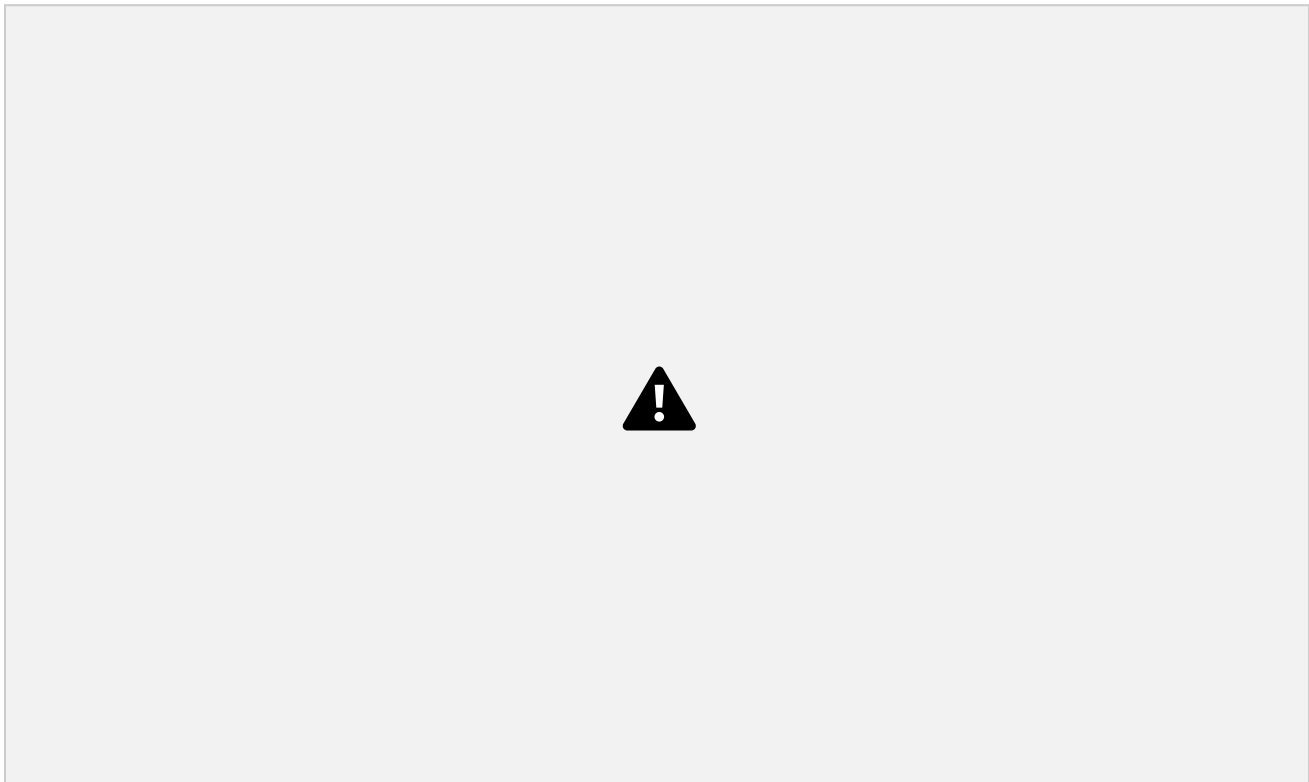
These bars represent the number of times a recruitment method was reported. Participants were allowed to provide multiple responses.

Figure 6.5 - Pre-participation requirements



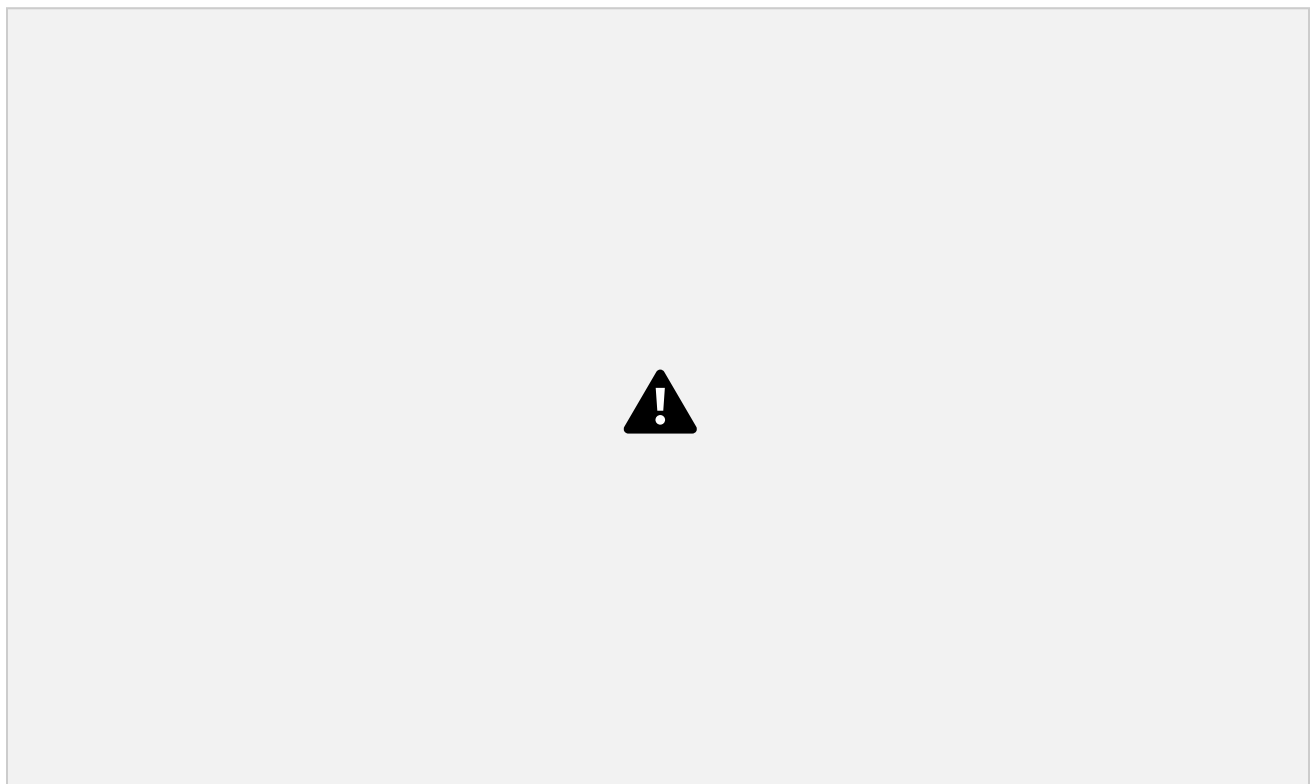
These bars represent the number of times a pre-participation requirement was reported. Participants were allowed to provide multiple responses.

Figure 6.6 - Interview & screening methods



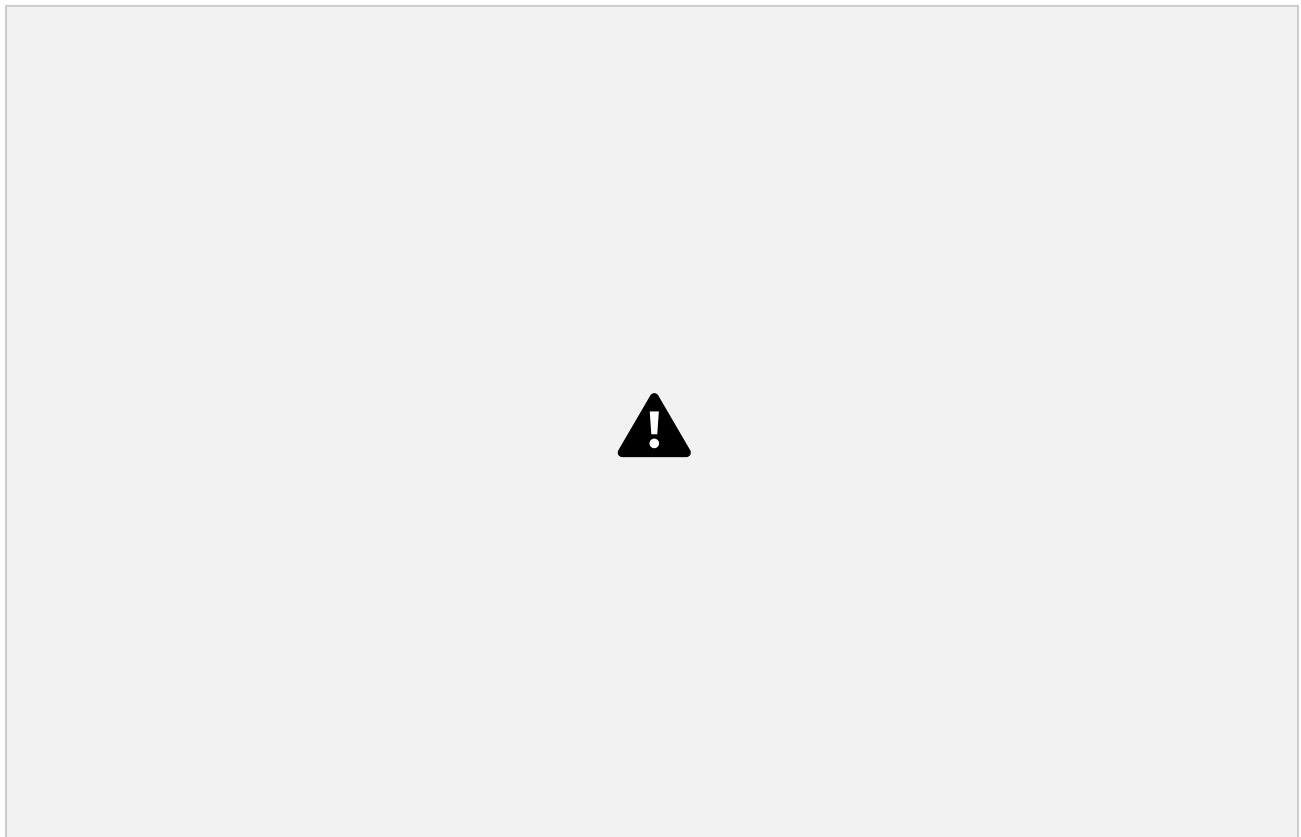
*These bars represent the number of times an interview and screening method was reported. Participants were allowed to provide multiple responses.

Figure 6.7 - Benefits of income-generation opportunities



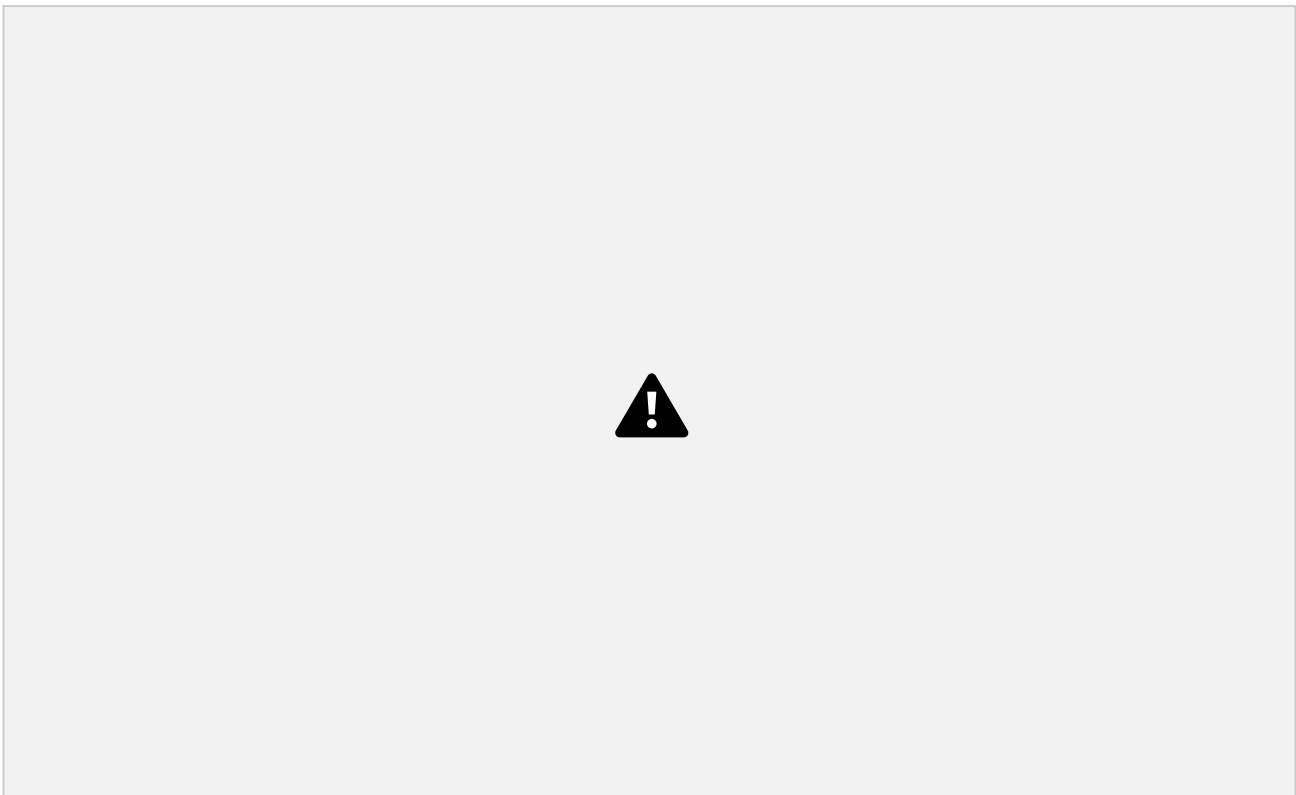
These bars represent the number of times an income-generating opportunity benefit was reported. Participants were allowed to provide multiple responses.

Figure 6.8 - Interest in partnering with Urban Core



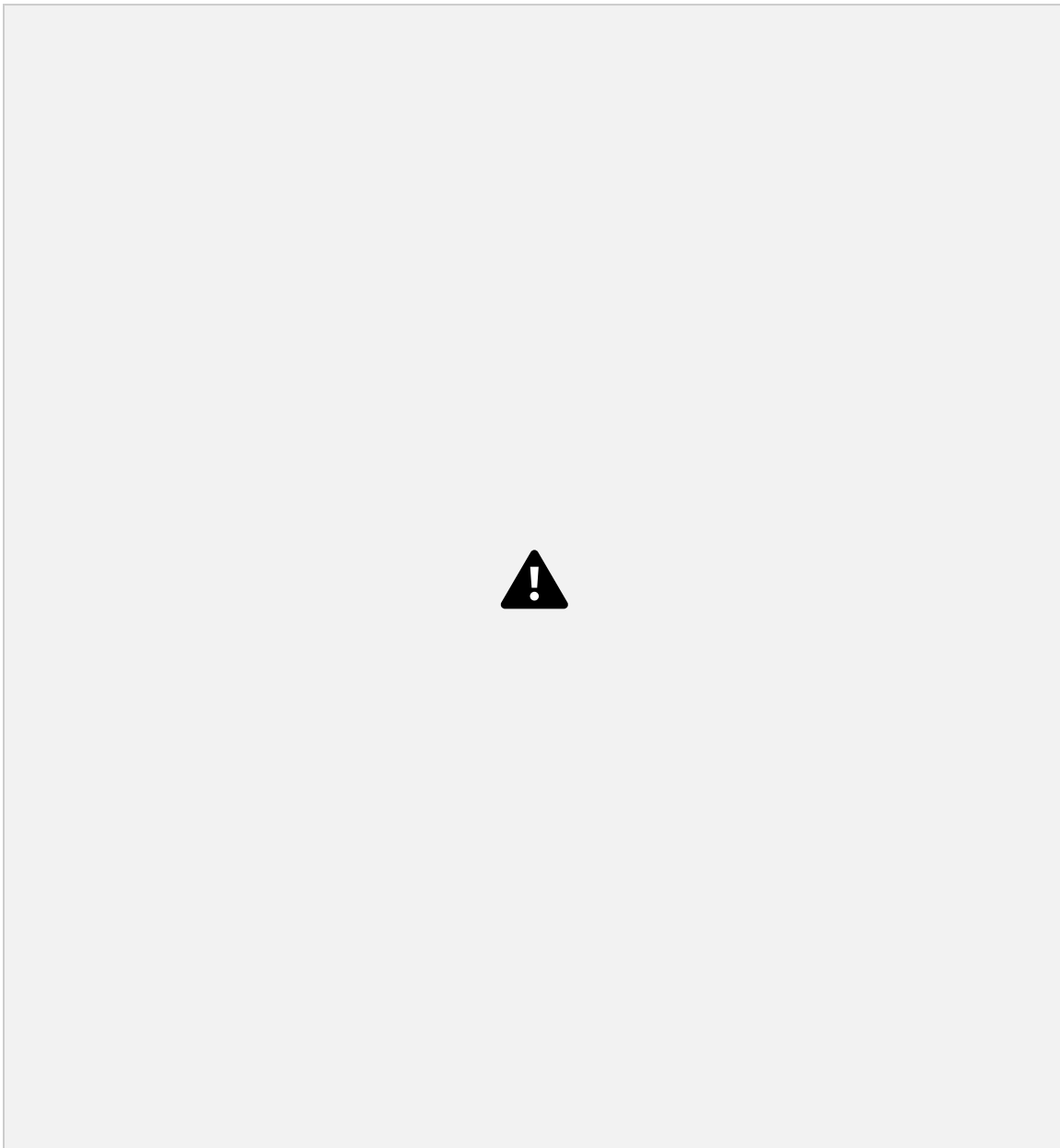
These bars represent the number of responses to a question about partnering with Urban Core.

Figure 6.9 - Participating organizations' willingness to share organizational statistics



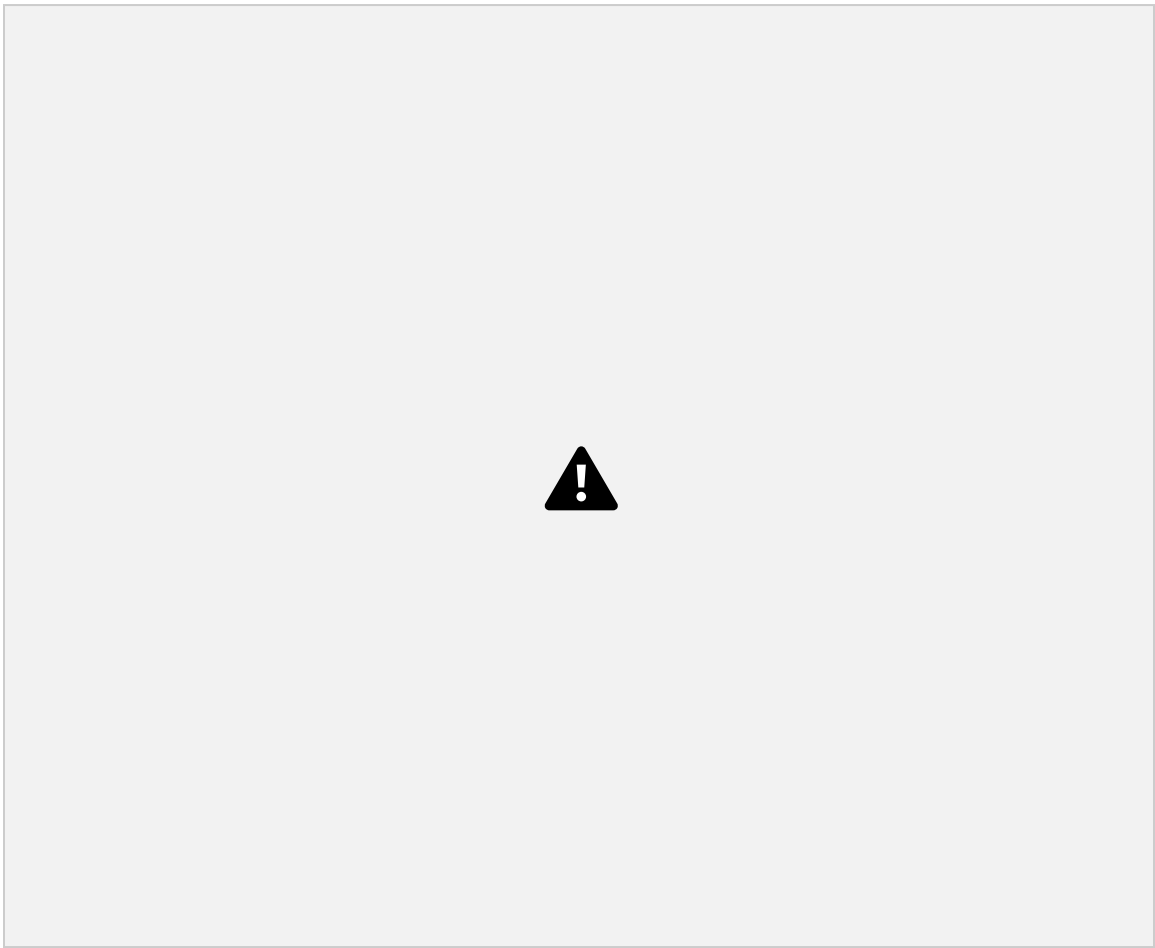
These bars represent the number of responses to a question about sharing organizations statistic with Urban Core.

Figure 6.10 - BC Employment and Assistance Rate Tables



Source: BC Ministry of Social Development and Social Innovation

Figure 6.11 – Earning Exemptions



Source: BC Ministry of Social Development and Social Innovation

