Collaborative Leadership

Creating Pathway to Prosperity Exchange Inner City’s 2018 Annual Report

Prepared for City of Vancouver Social Policy and Planning Departments
Mission
To collectively foster a vibrant and inclusive local economy

Vision
An inclusive community where all residents can prosper and live full and rewarding lives

Principles
We build capacity of local residents to meaningfully lead at all levels of our organization
We redesign the local economy to be inclusive of low income people
We seek to use economic development as an act of reconciliation
We respectfully engage in policy co-creation
We facilitate collaboration in service of systemic change
Membership

50 + members with representation from a broad group of stakeholders

- Local and Low-Income Residents
- Social Enterprises
- Community Foundations
- Business Improvement Associations
- Aboriginal Organizations
- Not-for-profit sector
  - Employment
  - Newcomers
  - Health
  - Housing
  - LGBTQ2S+
  - Families, Children and Youth

“[Exchange Inner City] connects people and agencies under an agenda for a bigger collective socioeconomic impact”

Farhad Farhangfar, SUCCESS
2018 Outcomes

- 156 hours spent in community consultation, 799 individual residents engaged
- 76 organizations consulted
- 520 hours of voluntary member contribution to Exchange Inner City meetings and activities
- The 2016 DTES CED Phase 2 report to Council recommended 23 specific actions be undertaken over a three year period. In the 1.5 years since the report was issued, Exchange Inner City has achieved 65% of it’s mandated deliverables, or 13 out of 20 specific recommendations
- Exchange Inner City directly created income generating opportunities for 7 residents facing barriers to employment
- Exchange Inner City Project Coordinator is providing on-going mentorship to 2 residents facing barriers to employment
- Exchange Inner City Project Coordinator provided professional development support to 2 other community based projects
2018 Outcomes

- The Retail Gentrification and Social Inclusion working group launched the “Local Card”, resulting in 21 participating businesses and 356 local card users. Informed CIRES on community retail needs and criteria for tenant selection.

- Social Procurement Roundtable convened anchor institutions, COV staff, Federal and Municipal Govt representatives, and social enterprises to share best-practices and inform Municipal and Federal policy development and application. Outcomes included:
  - SFU to release a new catering/food services contract to include Indigenous owned businesses and social enterprises as part of the bidder’s social component requirements
  - Both the Binners’ Project and Mission Possible secured contracts with the Vancouver Convention Centre creating new employment opportunities for residents with barriers to employment

- The Legislative Change Committee in partnership with Urban Core assisted the COV with community engagement for the City’s Poverty Reduction Strategy, and submitted a policy brief advocating for a more accessible income assistance and employment service system for the Province’s Poverty Reduction Plan
  - This led to an in-person meeting with both the Minster and Deputy Minister of the Ministry of Social Development and Poverty Reduction

Stories of Change

Launched with minimal resources, the Eastside Local Card has been an amazing success! In addition to providing affordable goods and services for inner-city residents, the Local Card project has created 3 new jobs for residents with barriers to employment. Residents have been engaged to sign up new business as well as ensure participating establishments are in compliance with the program.

www.localcard.ca
2018 Outcomes

• The Community Benefit Agreement working group convened community engagement sessions with COV staff developing the policy to support co-creation efforts. As well as, held a CBA Information Seminar with COV staff St. Paul’s Hospital representatives, UDI, anchor institutions, non-profits, social enterprises, and regional municipal staff.

• Exchange Inner City, in partnership with UBC Sauder School of Business, UBC Learning Exchange, and Hastings Crossing BIA launched the free Ch’nook Urban Indigenous Business Education Program. 25 participants completed the 1st cohort, and 9 participants completed the 2nd cohort.

Stories of Change

Exchange Inner City was pleased to partner with the University of British Columbia’s Ch’nook Indigenous Business Scholars to launch the first entrepreneurship training program for residents in the DTES. This initiative worked collaboratively with the UBC Learning Exchange and Embers Eastside Works to provide small business training to cohorts of learners during July and August, 2018. Demand for the program was overwhelming with over 80 residents applying for the limited seats. In total, 34 residents completed the program and began their journey towards self-employment.

This innovative program marked the first time that the Ch’nook curriculum was adapted to serve an urban indigenous population. It was also an opportunity to think about how many residents who are involved in the informal economy (vending, binning, home-based catering) could be reconsidered as entrepreneurs and have their work legitimized by an institution like UBC.
2018 Outcomes

• Exchange Inner City, in partnership with City of Vancouver convened meetings to address community concerns and gather feedback regarding the use of space at the Evelyne Saller Centre and in partnership with Atira provided feedback regarding the use of the new Olivia Skye Commercial unit.

• Exchange Inner City worked with the UBC’s Global Network for Advanced Management on their Urban Resilience Project to determine what the SROI would be if the St. Paul’s Hospital Re-location entered into a Community Benefit Agreement.

• Exchange Inner City coordinated two walking tours for two different conferences (Sustainable Brands 18 & Tamarak Conference) that focused on CED initiatives and social enterprises making an impact in Vancouver’s inner city community.
Exchange Inner City: Supporting A Healthy City and Pathways to Prosperity

Exchange Inner City is committed to supporting the City of Vancouver in the ongoing implementation of its Healthy City Strategy and to support development and implementation of the City’s Poverty Reduction Plan as well as align our actions with Provincial and Federal Poverty Reduction Plans.

Exchange Inner City recognizes that the majority of goals and actions from the above plans and strategies intrinsically include principles of community economic development.

Exchange Inner City is focused on the following goals and actions:

- Healthy City Strategy: Making Ends Meet and Working Well
- COV: Poverty Reduction Plan, CBA Policy
- Provincial: Improving access to WorkBC and Income Assistance Services, CBA Policy
- Federal: Poverty Reduction Plan
Creating a Healthy City Through Pathways to Prosperity:
Making Ends Meet and Working Well

Exchange Inner City is committed to helping residents make ends meet and work well by ensuring that community benefit agreements meet community needs and procurement efforts strengthen the social enterprise sector.

Exchange Inner City also recognizes the income generation spectrum model, an inclusive approach to supporting individuals where they’re at in their development. It seeks to meet the needs of community members according to their individual capacity to work, including volunteering, informal economic activities and task based work.

Projects and Initiatives:

- Exchange Inner City is a partner in the Youth Building a New Economy Project with Check Your Head
- The Social Procurement Roundtable works to strengthen the social enterprise sector
- Exchange Inner supports Embers Eastside Works and advocates for appropriate municipal, provincial and federal policies that support the income generation spectrum model
- Exchange Inner City, UBC Sauder School of Business, UBC Learning Exchange, and HXBIA implemented the free Ch’nook Indigenous Business Education Program

“I fully support all the important work [Exchange Inner City] is doing to bring diverse groups and networks together in their various projects. (e.g. CBA Policy, social procurement, supporting income generation continuum options) and look forward to exposing our nursing students to Exchange’s work through their population health promotion practicum”

Shari LaLiberte
RN, Ph.D, Nursing School of Health Science, Vancouver Community College
Exchange Inner City is committed to creating inclusive communities where all residents feel they belong and can live full and rewarding lives. As the pace of gentrification accelerates in the inner city, it’s important to find innovative ways to maintain affordable businesses and services that are essential to low-income residents.

Creating an inclusive community also means preserving affordable spaces for low-income entrepreneurs to make and sell their goods and services. It means making these spaces available to non-profits so they can remain in the communities they serve.

Projects and Initiatives:
• The Local Card works with the business community to provide incentives for residents to purchase their goods and services and feel welcome in their businesses
• Exchange Inner City sits on the advisory board for the Community Impact Real Estate Society and EMBERS Eastside Works, and Urban Core
• Exchange Inner City partnered with UBC students to identify what the social return on investment for St. Paul’s Hospital re-location could be if they participated in a CBA.
Creating a Healthy City Through Pathways to Prosperity: Building an Equitable City

A healthy and equitable city is a place where all residents can speak and have their voice heard. Exchange Inner City is committed to providing opportunities for low-income residents to grow their capacity to assume leadership roles in their own communities. It also means listening respectfully to their lived experience and supporting residents to share their stories with the media, government and other stakeholders.

Projects and Initiatives:

• Exchange Inner City actively mentored three low-income community members to take on administrative support for the organization and to support the local card program.

• The Community Action Network helps residents increase their capacity and to effectively share their lived experience with the media, government, project funders and non-profits.

• Exchange Inner City spends a significant amount of time listening to local residents to better understand their needs and concerns.

• Exchange Inner City sits on the COV’s Poverty Action Advisory Committee representing members’ concerns, questions and recommendations to eliminate poverty in Vancouver.

If EIC did not exist ...  
• “Less community connections & info re the local businesses and programs”
• Wouldn’t have an entry point into the inner city. Invaluable link for those wanting to engage community interests
• We would have lost a part of our access to local resources & opportunities

Several EIC Members
Creating a Healthy City Through Pathways to Prosperity: Collaborative Leadership

Exchange Inner City is changing the way stakeholders traditionally work when approaching complicated, intersectional problems. Issues such as poverty are complex and no one solution will address them. These problems involve many different interdependent actors and factors. Often new challenges arise that can’t be predicted in advance. This makes it challenging to apply conventional pre-determined solutions to problems or for individual actors to effect change.

Through the provision of backbone support, Exchange Inner City brings together otherwise siloed actors in a manner that establishes a common agenda, encourages the sharing of information and resources, and creates a space for emergent solutions to arise and supports a network of actors to take collective action. As a backbone support, Exchange Inner City channels stakeholders efforts towards an intended outcome and while remaining aware of the ever changing context in which the group operates.

The process of collaborating for systemic change, supported by a backbone organization, generates emergent solutions that work towards intended outcomes under continually changing circumstances. In the case of Vancouver, the Healthy City Plan and Poverty Reduction Plan provide the intended outcomes. Exchange Inner City helps create a healthier human services sector by breaking down siloes and allowing participants to collectively see and respond to opportunities that would have otherwise been missed.

Collaborative Leadership in Action:

Exchange Inner City supports and collaborates with several community based assets and programs; from serving on advisory boards to providing administrative and capacity building support. Exchange Inner City serves on advisory boards for the following initiatives; Community Impact Real Estate Society, EMBERS Eastside Works, is a regional partner for Buy Social Canada and provides administrative support to Urban Core.
Creating a Healthy City Through Pathways to Prosperity: 2019-2021 Exchange Inner City Goals

Drawing from the list of 23 actions recommended DTES CED Phase 2 report, and from emergent needs and priorities identified by community members over the past year, Exchange Inner City has selected the following organizational goals for the next 2 years:

• Continue to engage with COV staff and all stakeholders in the community benefit agreement process.
  • Focus on the St. Paul’s Hospital development connecting community residents, social enterprises, and local businesses to emergent income generating opportunities
• Continue to act as a convening vehicle for the City of Vancouver’s Poverty Reduction Plan and Healthy City Strategy across all neighbourhoods
• Continue the work of the Social Procurement Roundtable with anchor institutions
  • Support the social enterprise sector to meet emergent procurement demands
  • Identify new social enterprise creation
  • Increase the number of large purchasers implementing social procurement policies

“Exchange Inner City does a wonderful job of raising awareness around the importance of elevating social procurement processes [and creating diverse jobs] that strengthen local companies [and community stakeholders] in multi-sector initiatives”

Rocky James
Policy Analyst, MVAEC
Creating a Healthy City Through Pathways to Prosperity: 2019-2021 Exchange Inner City Goals Continued

• Serve on the Community Impact Real Estate Society and EMBERS Eastside Works advisory boards representing local community needs and facilitate income generating opportunities

• Expand the number of Inner City businesses participating in the Local Card program

• Continue the support the work of the Metro Vancouver Consortium Transitions program, continue the Community Action Network resident media training and public speaking program and expand it beyond the inner city

• Work in partnership with Urban Core’s Legal Vending and Advocacy Committee on their efforts to support City of Vancouver consultants with community knowledge and engagement for the Street Vending Study

• Under the auspices of the Healthy City Strategy goal “Collaborative Leadership”, Exchange Inner City will convene working groups from relevant stakeholders to address emergent needs
Creating a Healthy City Through Pathways to Prosperity: Exchange Inner City Recommendations

• Exchange Inner City recommends that City of Vancouver commits to a renewed 3 year funding contribution (2019-2022) to support the organizations projects, operational capacity and organizational development.

• Exchange Inner City recommends that City of Vancouver continues to utilize the organization as a convening partner between the City’s Social Policy, Planning and other relevant departments, and the inner city communities, low-income residents and stakeholders

• Exchange Inner City is requesting resources to support the development of a CED Manual for other Vancouver neighbourhoods

• Exchange Inner City recommends that continued funding be extended to support the ongoing work of the Social Procurement Roundtable and the CAN Network

• Exchange Inner City recommends that funding be designated to support the Local Card project
Exchange: Inner City 2019 Projects and Future Directions

• Exchange Inner City is developing a Community Ambassador Training Program in partnership with Eastside Works and several other Exchange Inner City members.

• Exchange Inner City is engaging Mitacs graduate students to research the reasons for increasing vacant commercial units, create a new V6A local Market Basket Measure for the DTES, and expand the Community Ambassador Training Program.
Exchange: Inner City 2019 Projects and Future Directions

• Exchange Inner City would like to continue its engagement with local businesses via the Local Card, to promote affordable goods and services for marginalized community members and to create social inclusion throughout the city of Vancouver.

• Exchange Inner City will continue its work and partnership with Check Your Head and local inner city youth on the Youth Building a New Economy Project.

Exchange Inner City recognizes that it works on the traditional and unceded territory of the Coast Salish People.