

# **CULTIVATING COMMUNITY ROOTS AND PLANTING SEEDS OF HOPE**

**Crabtree Corner Community Listening and Planning Report (2024)**

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The term **women** used throughout this report refers to anyone who self-identifies as a woman, regardless of their sex at birth.

The term **family** used throughout this report refers to the biological and chosen family of women, including Crabtree Corner and partner staff, volunteers, peers and DTES community members.

We respectfully acknowledge that Crabtree Corner operates on the unceded ancestral territories of the x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam), Skw̓xwú7mesh (Squamish) and səliwətaɫ (Tseil-Waututh) Nations. We honour and thank the stewards of these lands and waters.



# EXECUTIVE SUMMARY

YWCA Crabtree Corner was established in 1983 as a program through the YWCA and operates in Vancouver's Downtown Eastside, providing core programs and services for women and their families to improve their quality of life.

Crabtree Corner participants often live at the intersection of one or more identities, including women, Indigenous and racialized peoples, those with disabilities, 2SLGBTQIA+ people, elders, youth and newcomers. Many have experienced marginalization, systemic oppression and violence.

Crabtree Corner staff and volunteers collaboratively and holistically provide participant-centred, accessible programs and services using a hub model approach to support women and their families. Support is participant-led, built upon their self-identified needs to improve and advance their self-determination. Crabtree Corner strives to reduce barriers, providing community support through breakfast and lunch services for women and men in the local area. Many of the people using this service expressed that Crabtree Corner's support is more effective, flexible, and meets their needs better than other services offered in Vancouver.

Crabtree Corner programs and services include safe transitional housing, childcare and family resources, including legal education, employment services and volunteering opportunities. It also includes violence prevention programs and opportunities for peer mentorship. Crabtree Corner offers so many crucial services and the need is only growing. Many women who participated in the listening session agreed with one participants' statement:



**Crabtree Corner is bursting at the seams and must expand to meet current needs.**

YWCA Crabtree Corner strives to continue to improve its programs and services for women and families. In the spring of 2024, Listening Sessions were developed for women and staff, utilizing an action research approach that included establishing and being guided by a 'Momtriach' committee. The committee was comprised of women who are employees, program participants, youth, mentors, allied organizations and elders which fostered deep relationships with host First Nations, including the *S̓k̓w̓x̓w̓ú7mesh* (Squamish) and *səlilwətaɫ* (Tseil-Waututh) Nations.

The research and listening sessions were planned to identify community strengths, what the values, vision and mission of Crabtree Corner should be, as well as what could be better in housing, childcare and community programs. This resulted in nearly 170 points of input from research participants (ten Crabtree Corner employees, nine Momtriach Committee members, five youth who were determined essential by the Committee, 11 partner staff, 42 Crabtree Corner participants in listening sessions, 50 online survey participants and approximately 40 people who participated in the Planning Day).

This plan is a result of the research and listening sessions and is intended to be a living document that is collaboratively updated annually with engagement from women and family-centred planning that builds engagement, women and family capacity, organizational capacity and improves effectiveness.

The most significant finding is that Crabtree Corner is a **unique, proven, trusted and effective grassroots program** that is effecting significant positive change in the Downtown Eastside (DTES) and that it must **grow its space to expand programs** and meet the need of women, their families and future

generations, through the purchase of two adjacent vacant buildings. With the new space, Crabtree Corner hopes to expand housing, daycare facilities, community family programs and resource center, youth programs, women and family treatment programs, education and career planning and partnerships.

The second most important theme identified was the need to **enhance communications and collaboration** internally, enhance communications with women and families in the DTES and enhance collaboration with partners.

The final theme was the need to collaboratively grow all Crabtree Corner programs and services to meet immediate needs in the DTES.



## ACKNOWLEDGEMENTS

We raise our hands and thank the following Elders and Committee Members who guided this important work for current and all future generations:

- Elder Dee George, səliwətaɫ Nation,
- Carleen Thomas (Elder in Training), səliwətaɫ Nation, and
- Sandra Joseph (Elder in Training), Sḱwḱwú7mesh Nation.

Unfortunately, despite researcher efforts the team was unable to confirm a x<sup>m</sup>məθk<sup>w</sup>əyám Nation Elder.

Our deep gratitude also goes to the Momtriach Committee that included the above Elders, and:

- Amber Evans
- Brenda Kadey, Crabtree Corner Housing
- Dana Clifford, Sheway
- Grace Tait, Crabtree Corner Community
- Jaimie Poulin
- Janice Lee, Crabtree Corner Child Care
- Jennifer Mitchell
- Kate Hodgson, RayCam
- Lisa Rupert, Crabtree Corner Housing
- May Kwan, Crabtree Corner Community
- Michelle Sing, Crabtree Corner Community
- Yandira Feliz and
- Yvonne Yu, Crabtree Corner Child Care

Our special thanks goes to Grace Tait who served as an Elder and DTES Knowledge Keeper, whose deep knowledge and wisdom informed and enriched this planning.

Our thanks also to the Crabtree Corner staff and volunteers who supported this important work, including:

- Wanda Pelletier, FASD Key Support Coordinator
- Sabrina Winkler, Family Support/ Outreach Coordinator
- Maria Giron, CAPC Coordinator
- Linda McMillan, Food and Nutrition Coordinator
- Erica Lilly, Administrative Support

We raise our hands and thank the listening session participants for sharing their stories, needs and interests in pursuit of their self-determined goals to improve their and their family's quality of life.

We are also extremely grateful to Carden Consulting, owned and operated by Laara E. Yaghujaanas, M.A. and Mark Salter, who walked alongside and guided us throughout this process. Laara is from the yaghu'jaanas clan of the Haida Nation and carries her great grandmother's name "Kun G aadaas".

## CONTEXT

The Downtown Eastside (DTES) is a high-density community with "disproportionate levels of manufactured and enforced violence, poverty, homelessness, child apprehension, criminalization, and fatal overdoses" (Muree Martin, C and Walia, H. 2019). As one of Canada's highest crime rate communities, this community is the most researched, and least understood.

The most recent (2021) data for the DTES identified the population to be 21,000 persons, who are, on average, 17% older than residents in other districts of Vancouver (Environic Analytics, 2021). The DTES is "home for people in many diverse Indigenous, racial, and cultural groups." According to the UBC School of Journalism (unknown) a high proportion (31%) of residents identify as Indigenous. Another 39% of DTES residents are members of a racialized group, including a proportionally large Black population. As well, 39% of DTES residents were born outside of Canada, and many people who arrived in Canada as refugees make the area home" (City of Vancouver, 2020).

Table 1: Downtown Eastside Demographics (Environic Analytics, 2021)

	Downtown Eastside	Vancouver	BC
Population	21,140	694,440	5,149,422
Population density (sq km)	6,988	5,844	5
Median age	45.8	39.3	42.3
Male/Female ratio	0.7:1	1.0:1	1.1:1
Married couples	49%	66%	71%
Families with kids at home	24%	40%	41%
Speak English only	76.1%	83.3%	89.7%

The ethnic diversity is expected to have increased since 2021 respecting the macrotrend of hyper diversity, with 54% of Vancouver residents belonging to a visible minority (up from 49% in 2016), contributed in part to the growing immigration from India and China. In 2021, the largest ethnic groups in Metro Vancouver were Chinese (19.6%), South Asian (14.2%), and Filipino (5.5%).

Respecting that a significant percentage of Crabtree Corner moms are Indigenous women, it is important to understand the unique conditions affecting them. Particularly in the DTES, where they experience higher rates of systemic racism, including higher rates of child apprehensions, police profiling/harassment and incarceration, as well as higher rates of murdered and missing women and violence against women and children.

The Downtown Eastside Women’s Center report Red Women Rising: Indigenous Women Survivors in Vancouver’s Downtown Eastside (2019), identified the root issues harming Indigenous women in the DTES as: colonization, systemic racism and misogyny. This includes racism experienced from police, businesses, health care, child welfare and higher rates of child apprehensions, which are built into government policy.

## Indigenous women in Canada:

**are more than twice as likely to live in poverty.**

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**make up 2.5% of the population, and 24% of all homicides in Canada.**

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**are 12 times more likely to be murdered or missing, and 8 times more likely to be physically abused.**

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In a DTES women's safety audit, the majority (57%) of women said they had felt forced to do something they were not comfortable with in order to survive and make ends meet, while one-third of women on welfare reported staying or returning to an abusive partner for financial reasons. Two in 10 women reported engaging in the survival sex trade due to welfare rules (p.18).

## COMPOUNDING ISSUES

In 2022, hundreds of the city's lowest-cost, last-resort spaces in the Downtown Eastside were destroyed by fires, driving more people onto the streets. In 2023, BC announced that it would establish 330 homes in the DTES by June 2023, with 103 already underway in partnership with the Aboriginal Housing Management Association and First United and Lu'ma Native Housing Society, however very few updates have been provided for this work.

Listening Session participants also identified that food security is one of their major challenges and that more food programs are required, including food banks. Participants also identified the need for more childcare programs, to replace a community childcare centre that closed.

## TRANSFORMATION

The DTES is known for its strong community resilience and is home to a small oasis of safe spaces caring and sharing for young families struggling to make a better life. This is exemplified through the strengths that all participants shared and the community rule for people to shout out "Kids on the Block" signaling that there were children in the vicinity and for everyone to make it a safe space for them.

During this research, learning session participants were asked to share what strengths they see in their community, which is reflected in the image.

Throughout all listening sessions we heard from participants that Crabtree Corner, Sheway, Raycam and other partner organizations provided themselves and their families in the DTES, a safe haven to heal.

Very little research was identified that links community development best practices with the DTES. However, Crabtree Corner's community development is built upon carefully developed, comprehensive processes, that involve and empower community members, using a strengths-based approach. The priority is to engage with community members and organizations to collaboratively plan and work together to achieve participant's self-determined goals.

According to the Vancouver's Downtown Eastside: A Community in Need of Balance report (McGuire, J., 2010, p. 35-36), international best practices in community development that can support improvements in the DTES include shining a light on the systems and long-standing social norms and policies of dehumanizing, ghettoizing and isolating low income and racialized groups, which concentrates and compounds social issues. To do this, an anti-racist approach is needed. One that recognizes the strengths and resiliency of the people affected and establishes process-heavy community development work/projects.

According to McGuire, DTES community development work/projects should be built upon collaborative governance, utilising multi-organizational management systems and secure government funding (cross-organizational grants) to collaboratively undertake engagement, community planning and implementation, that supports community self-determined approaches to:





- Improve the number, quality and accessibility of safe low-income housing and safe shelters
- Improve resident safety and support crime prevention
- Improve health of citizens and support childhood development
- Enhance local businesses
- Increase community capacity as they define it
- Reduce poverty/intergenerational poverty
- Support the integration of lower income housing into the fabric of middle- and higher-income communities.

## LIMITATIONS

For this research, although demographic data was very limited, the team determined that background data would be limited to recent research (2010-2024) to mitigate decades of bias and racism in research. This can be seen in the exclusion of Indigenous data, with partial understanding or compounding benevolence that harms (for example, investing in increasing housing but not managing the quality, thereby creating unsafe housing and making residents adverse to trusting other housing programs and services due to past bad experiences).

Within all this research very little reference has been made to the root cause of trauma and systemic racism and intergenerational effects or how Indigenous-led programs and services that offer cultural sensitivity, are trauma informed and have understandings of intergenerational residential school syndrome, positively impact program participants.



# CURRENT CRABTREE CORNER PROGRAMS AND SERVICES

## TRANSITIONAL HOUSING

Crabtree Corner Housing (CTC Housing) is transitional housing for women and gender-diverse individuals who are assigned female at birth (AFAB), who are in recovery and who are navigating the challenges of pregnancy or parenting infants. There are 12 fully furnished transitional suites (8 bachelors + 4 one-bedroom units), with laundry and internet for women and their children for 12-18 months. Crabtree Corner women are provided 22 hr/day access to staff, wellness support (emotional support, advocacy, safety planning, court accompaniment, information and referrals, parenting support and assistance to find permanent housing), community dinners and gatherings, childminding, peer mentorship and a Wellness Warriors group led by an Auntie and an Elder from the community.

The goal of the CTC Housing program is to support participants to be able to maintain or regain custody of their children. The program is designed to meet mothers where they are at in their recovery journey while supporting them in their role as parents. With a harm reduction approach, Crabtree Corner Housing prioritizes understanding and support, acknowledging the diverse circumstances of each participant.

Crabtree Corner Housing also recognizes that the current housing affordability crisis reduces access to current service hubs, requiring increasing transition and long-term affordable housing opportunities.

### ELIGIBILITY

To be eligible for the program, individuals must:

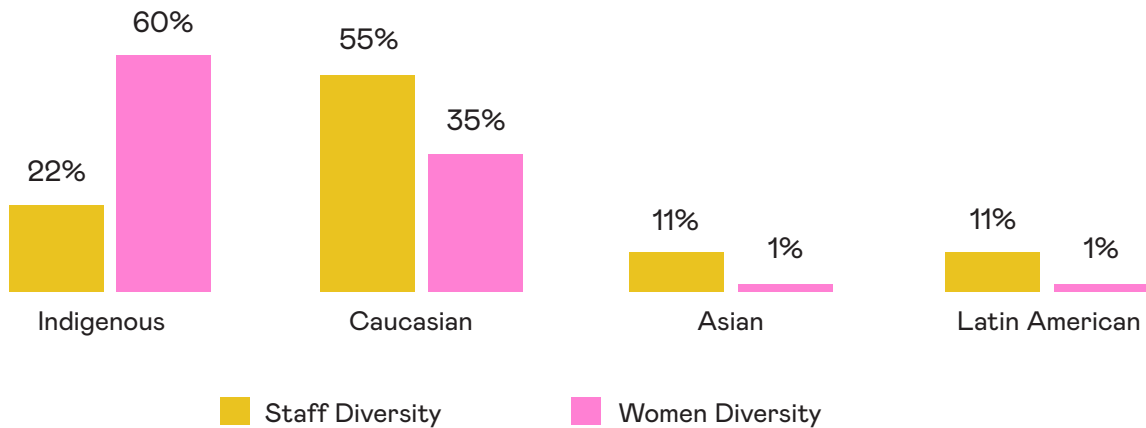
- Self-identify as a woman or a female at birth
- Be 18 years of age or older (exceptions may be made for an applicant between 16 and 18 years old who is receiving income assistance and has the support of a social worker to participate in the program)
- Be working on issues around substance use
- Be pregnant or have a child under 18 months old (in their care, or actively working to increase visits/regain custody)
- Be able to follow the program agreement

### DIVERSITY

In 2023 60% of Crabtree Corner women were Indigenous, 35% of Crabtree Corner women were Caucasian, 1% were Asian

In an internal Crabtree Corner Housing Program Report (2023) the ethnicity of women and staff were disclosed and provides insight into opportunities to hire more Indigenous staff to reflect the cultural diversity of those being served.

## Women's Ethnicity vs. Staffing Ethnicity (2023)



In 2023 Crabtree Corner completed a survey with ten participants, six of whom were peer mentors (former residents) and four who were current residents. From this survey, it appears that most women reside at Crabtree Corner between one and two years. Specifically, from the peer mentors, the majority (66%) lived in Crabtree Corner housing for more than one year; one lived there for less than six months; and one lived there between 6-12 months. Of the current residents (four), 75% had lived in Crabtree Corner Housing for less than six months, while one had lived there for more than one year.

Recently, Crabtree Corner Housing undertook the development of a security plan to enhance client security. In the 2023 survey almost all survey participants responded with a high level of satisfaction with the security of Crabtree Corner housing, while one indicated dissatisfaction which may have been prior to the Crabtree Corner security plan implementation. All survey participants indicated satisfaction with the security of their suites and the support of housing staff.

Most survey participants (70%) utilized the daycare more than 40% of the time, while the remainder (30%) utilized the childcare on a less frequent basis (less than 40% of the time) but increased use during their time living in Crabtree Corner housing. During their stay, the majority (80%) of Crabtree Corner women received information and/or referrals about parenting issues and were strongly satisfied with the parenting and budgeting information received.

Recently, Crabtree Corner Housing recruited a new Wellness Worker and in the 2023 survey all participants responded that they participated in her organized workshops. The majority (90%) met with the Wellness Worker, learned about recovery, wellness and harm reduction and created wellness plans.

All 2023 Crabtree Corner Housing survey participants indicated strong satisfaction with the information and referrals, while the majority (80%) were satisfied with the number of resident meetings and social events, with 20% appearing to have a desire for more.

All survey participants benefited from receiving YWCA donations (including one or more of the following: YWCA Presents of Peace hamper, crib, food donations, gift certificate, childminding etc.), while 80% of Crabtree Corner Housing women reported receiving referrals/support to access long-term housing.

# REPORT UPDATE

**in 2022,**

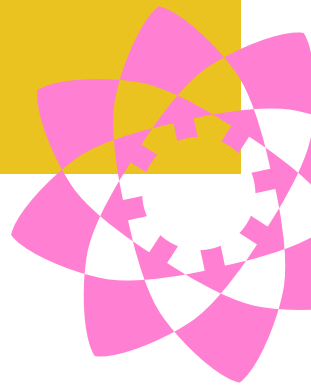
- **8 children were returned to their mother's care, and**
- **7 residents moved forward from Crabtree Corner Housing – six of those secured long term housing, and one reunited with her mother.**

**In 2023,**

- **11 residents moved out of Crabtree Corner Housing - five of them moved to Supportive Housing, two moved to long term recovery with children, two moved to market rent, one moved to affordable housing and one moved to an SRO. Nine residents used HPP for moving expenses and one for rental subsidy and one for moving and storage.**



## **Being there helped me keep my family together...**



“ Because of the support, advice and care of the staff, over the one year and 11 months I have been here, I have managed to go from harm reduction/addiction to complete abstinence and have been 6 months clean. More importantly, the staff have helped advocate for me and supported me with visitation...regain custody... [and] my son and I will move in [to long-term housing]”.

“I wish I could name all the staff who have supported me, but they all have. However, some have gone above and beyond. Francia spent many days/nights talking, walking and going to meetings with me when I was struggling, and I would not have been successful without her. Sam has been the main reason I have felt safe when there has been people outside using, this happened on three separate occasions and handled it professionally and safely. As well, she had the unfortunate experience of working two shifts while my son got violently ill and was awake all night with diarrhea and vomiting, she helped me with him, keeping him and I calm, and I don't know if I could've have coped as well as I did if it weren't for her. She has also been instrumental in my recovery. Hailey is new but has spent the last four Fridays coming to my regular AA meeting with my 3-year-old and me and entertained my endlessly energetic child in the room beside the meeting so I can focus. She has also joined me on many nights when he wouldn't sleep for hours. (I had an extremely quick return. I went from five daily visits and one overnight in the beginning of December to seven days and five overnights this 3rd week of December).”

“Loved my time there. Very appreciative of Brenda and Francia.”

Staff interviews identified appreciation for all management and staff’s ability to meet participant needs (listen, collaborate particularly in time of crisis, flexible), and make a difference. Participants also recognized the good history and reputation of Crabtree Corner Housing. In addition, all participants identified that Housing changes (management, policies, safety, facility upgrades) have been well received, like the new Employment Navigator and Community Action Program for Children.

Finally, participants identified that partnerships/relationships are working well with Sheway, Raycam, Vancouver Public library, BC Children’s Hospital, Arts Umbrella, VCC ECE (practicum), Vancouver Aboriginal Health Society, UBC Nursing Program, Pharmacy and Dentist.

## EARLY LEARNING AND CHILDCARE CENTRE

The YWCA Crabtree Corner Early Learning and Childcare Centre is committed to providing accessible, affordable, high-quality childcare to low-income families in need. Childcare here is free to families who are:

- Using Crabtree Corner Community programs or
- Living in the Downtown Eastside, Strathcona or Grandview areas
- Are at risk and living at the YWCA Hotel or in shelters in other parts of the city
- Single mother who are residents of YWCA housing communities or participate in peer support groups or other eligible employment programs

Operating costs are partially funded by the Ministry of Children and Family Development and the Ministry of Education and Childcare. The YWCA covers the balance of expenses through fundraising.

The centre offers licensed short term, part time childcare services by booking M, T, Th, F between 9am to 3:30pm and Wednesday between 9am – 2:30pm for 24 children ages 6 weeks to under 6 years old. Families registered in the childcare can book up to 72 hours of care per month. Booking is done by phone a week ahead of time. The centre also offers up to six full time care spaces for 3–5-year-old children by referral from MCFD or Supported Childcare.

About 40% of children are Indigenous. There are also many Spanish and Farsi speaking children in attendance.

Six caregiver parents completed a 2022/23 Crabtree Corner Early Learning & Care Centre survey (6 full-time childcare spaces) and unanimously agreed that they were made to feel welcomed at the childcare centre, that the environment is clean and welcoming, that the policies are clear, fair and consistently enforced, were satisfied with the services and that they would feel comfortable recommending the Centre.

In the 2022/23 Crabtree Corner Early Learning & Care Centre survey the majority (5/6) of participants felt supported as the primary decision maker for their child, with all participants (6/6) feeling comfortable with the Senior Supervisor and staff, and felt queries and issues were responded to appropriately and efficiently.

Children Ethnicity (2023)



In an internal Crabtree Corner Child Care Program Report (2022) it was noted that almost half (40%) of participating children are Indigenous, while the remainder (estimated for now at 20% each) are Spanish, Farsi and English speaking. Currently, there are staff who speak Bengali, Cantonese, Polish, Mandarin, Farsi, Japanese and Hindi. However, there are no Indigenous staff, which identifies an opportunity to improve relevancy of program design with more Indigenous daycare staff (ECE workers/practicum workers).

## **EARLY LEARNING & CARE CENTRE COMMUNICATIONS**

In this same survey, most parents identified that they had open communication and felt well informed of the day-to-day activities of their child with one parent tending to disagree, indicating that there is room for improvement with communication systems. This is reflected in another survey response indicating that the majority (66%) strongly agreed with the statement that they were satisfied with the frequency and content of administrative communications, with 33% indicating that they tended to agree with this statement.

## **STAFF PROFESSIONALISM**

In this same survey, all participants felt that staff were nurturing, knowledgeable and professional and that their child had positive connections with staff.

## **CURRICULUM**

Finally, the majority (5/6) survey participants felt that their child was supported to make positive friendships in the centre and given the opportunity and encouragement to learn and practice new skills.

At the same time, the majority (66%) of survey participants identified that their child was interested and involved in the activities presented and that the program offered a variety of activities. They also indicated that their child was being exposed to appropriate developmental activities, with only 33% indicating they tend to agree, which may suggest a need to update the curriculum.

Participants identified that their child has increased social skills, access to the outdoors and other opportunities for physical activity, gained increased coordination from physical activities and is nurtured in a warm and supportive environment. They are also increasing speech and language development, learning to use hands and fingers through arts and have an increased ability to look after themselves.

## **MEALS AND EQUIPMENT**

In this same survey the majority (5/6) of participants indicated they agreed that supplies and equipment are adequate and kept in good condition, that communicable disease protocols have created a safe environment and that their children are provided a variety of nutritious snacks.

Finally, caregivers use of the Early Learning and Child Care Centre was primarily to reduce stress, take a break and have time for self, followed by doing job searches, participating in programs and doing chores, with the remainder of uses being to meet other parents, learn about child growth and use donations.

In staff interviews, staff were recognized to be working well and so was the gradual entry process. It was noted that during the pandemic, the Health Authority had implemented protocols that limited childcare volunteers, thus creating a need for the program to expand its volunteer program and recruit qualified volunteers/ECE practicum students, which may be achieved through expanding partnerships.



## COMMUNITY AND FAMILY RESOURCES CENTRE

The focus of the Crabtree Corner Community and Family Resource Centre is to empower families in the community to become healthier, safer and have options to make positive choices for themselves and their children. The program includes:

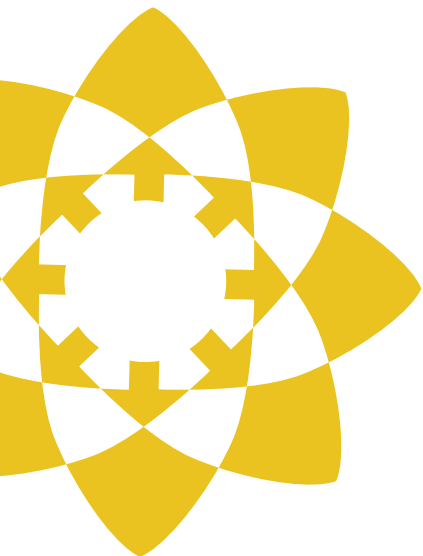
- Community Kitchen
- Elder in Residence
- Family Support
- Saturday Family and Youth Program
- Violence Prevention
- Employment Support
- Fetal Alcohol Spectrum Disorder (FASD) Key Worker Program
- Aboriginal Infant Development Program (AIDP)
- Community Action Program for Children (CAPC)

In addition to breakfast and lunch programs, approximately eight families per day attend group programs, with activities that support family wellbeing. Examples of programs that strengthen the family, women and children, included connection through free fun activities and resources for parents and children, as well as creating safe Indigenous spaces for the community to gather, learn from each other, share knowledge and build community (Elder in residence, Indigenous infant development, etc.).

In the Crabtree Corner Community Program Report (2022) it was noted that the centre served a total number of 779 participants (including meal programs), with:

- 50-60% of program participants identifying as Indigenous
- 30-40% of drop-in community food programs participants identifying as Indigenous
- 44% of employees identifying as Indigenous

Participants identified that Crabtree Corner employees (all of which have lived experience) demonstrated exceptional commitment, collaboration, client-centered services, belief in clients, support for peer mentors and are a good at welcoming participants. Volunteers (from UBC family law, social work, and ECE) were noted to also be working well.



**In 2023, Crabtree Corner staff and volunteers provided 29,407 meals (about 120 meals a day) for 779 participants. 1,450 lbs. of produce used in the meals was grown on the YWCA Rooftop Garden.**

# COMMUNITY RESEARCH APPROACH

In 2023, Crabtree Corner wished to undertake community listening and planning as a part of their commitment to continuous improvement and a belief they were reaching the limits of their effectiveness in terms of space, programs and services. The team undertook this community research utilizing a methodology and approach that was guided by several Indigenous research principles, including understanding of local Indigenous community ontology and axiology, which includes relationality, respect and connection. These principles also included ensuring that women themselves and the DTES community approved the research and research methods through a committee. This committee was self-named the 'Momtriarch Committee', which included Elders from the Skwxwú7mesh (Squamish) and səlilwətał (Tseil-Waututh) Nations. The Momtriach Committee was supported with an orientation, completing/approving the project work plan, engagement plan and engagement tool (including research questions) over two days. The Momtriach Committee members recommended that youth be supported with training to complete peer interviews to understand youth needs, which was a huge success. Committee members were also encouraged to participate in the listening sessions.

These research principles are based upon the foundational value of listening and observing oneself and others in relationships and in community, acting with humility, demonstrating peaceful listening, deep observation and genuine non-judgemental interest to understand research participants. Finally, these principles included respecting that gained knowledge for the purpose of understanding which is a timeless process experienced in relationships.

This methodology has been consistent with the cyclical four-step process of action research outlined by Coghlan and Brannick (2007): “consciously and deliberately planning; taking action; evaluating the action; leading to further planning, and so on” (p. 4). This methodology was also consistent with action research, which Stringer (2007) defined as “a systematic approach to investigation that enables people to find effective solutions” (p. 1) that includes directly involving subject and stakeholder in the research (p. 6). Such involvement allows participants to “construct and use their own knowledge” (Coghlan & Brannick, 2007, p. 15), using an Indigenous methodology that “cannot undermine the integrity of Indigenous persons or communities because it is grounded in that integrity” (Wilson, 2008, p. 60). This ensures that the shared aspects of relationality and relational accountability are put into practice through “Choice of research topic, methods of data collection, form of analysis and presentation of information” (p. 7).

The objective of this action research project was to develop specific localized solutions (Stringer, 2007, p. 1) that would ultimately result in the flourishing of women, their families and the DTES (Reason & Bradbury, as cited in Coghlan & Brannick, 2007, p. 1). This complements the Indigenous research methodology important for Crabtree Corner because “Action research is central to theory and practice of organizational development” (Coghlan & Brannick, 2007, p. 14) to “resolve issues within the dynamic complexity of organizational systems” and “multiple causes and effects over time” (Senge, 2006, p. 71).

A secondary methodology of appreciative inquiry used was to “focus on what already works in a system, rather than a focus on what is deficient” (Cooperrider & Srivastva, as cited in Coghlan & Brannick, 2007, p. 18). “[Appreciative inquiry] involves, in a central way, the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate, and heighten positive potential” (Steinbach, 2005, para. 16).



# RESEARCH METHODS

Methods of research included an analysis of all organizational documents, interviews with ten key Crabtree Corner staff, and the development of a Plan Framework. As identified above, this research was guided by key Crabtree Corner staff, and the 'Momtriarch' Committee made up of women, youth, mentors, allied organizations, Skwxwú7mesh (Squamish) and səlilwətał (Tseil-Waututh) Nations Elders and Knowledge Keepers. The Committee was supported with a project orientation and completing draft work and engagement plans for listening sessions with women in the DTES. Momtriach Committee members were encouraged to participate in listening sessions and were provided a summary of findings to validate and correct understandings that were used to update this Framework, which served as the basis of Crabtree Corner and allied organization planning reflected in this report. The 'Momtriach Committee' also wished to review and validate the final report.

The secondary research included several internal unpublished Crabtree Corner documents that focused upon identifying program participants needs:

- 2022/2023 Childcare Centre Program Participants Survey
- 2023 Housing Program Survey
- YWCA Annual Report (2022)
- Balance Scorecard Housing (2023)
- 2023/2024 Crabtree Corner Community Participant Survey
- YWCA Strategic Plan (2024-2029)

The intent of using mixed methods was to include more than one source of information. This use of more than one source of information is called triangulation, which, according to Glesne (2006), contributes to the trustworthiness of the data. In addition, Glesne has stated,

*Although multiple data-collection methods are the most common form of triangulation in qualitative research, triangulation in order to increase confidence in research findings may also involve the incorporation of multiple kinds of data sources, multiple investigators, and multiple theoretical perspectives (p. 36).*

This comprehensive planning process was intended to align with Indigenous action research best practices, and community planning best practices by engaging those who are affected in the planning for programs and services that affect them.



**Nothing about us without us.**

# FINDINGS

This section outlines the Crabtree Corner values, vision and mission based upon the literature review, staff interviews, listening sessions, on-line survey and staff and partner collaborative planning undertaken on April 16, 2024.

## CRABTREE CORNER VALUES

**Relationship Centered and Inclusivity** – developing safe, healthy, and trusting relationships with women and their families to lead the development of hub programs and services, creating a culturally diverse and welcoming space.

**Barrier Free Access & Responsiveness** is the key to our success. We strive to reduce all women and their families' barriers to programs, services and referrals. We want to be responsive to women and family's needs and provide supports guided by women's preferred communication methods. This includes advocating to meet women and family needs.

**Empower & Uplift Women & Family Voices** means that we speak respectfully and honestly, support, empower and uplift women and their families to do the same.

**Safety & Support** - We are committed to ensuring the safety of all women and their families, support and empower women and each other, to make good choices, improve their mental health, resolve trauma, self-development and reduce harm to themselves and others. This includes being non-judgemental, trauma informed and selecting staff, and volunteers who have personal lived experience, can provide genuine empathy and represent the diverse cultures in the DTES and skills to support this (e.g., Indigenous Elder, staff and cultural competency, speaking languages that many program participants speak).

**Strengths-based & Collaborative** - we strive to recognize the strengths and gifts of women, families and our team to work collaboratively with partners to serve current and future generations.

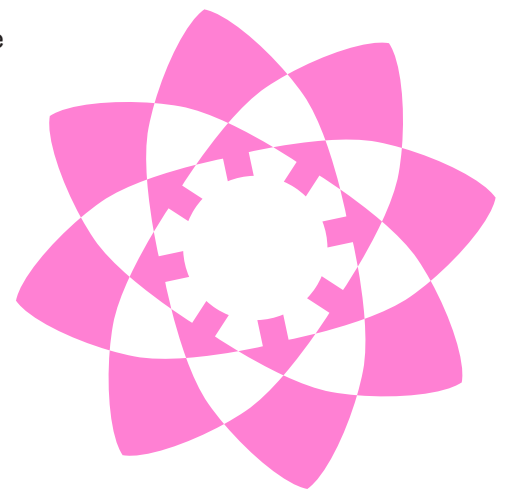
**Naut'sa mawt** (Working Together as One in Hul'q'umín'um') - We value the voices of all women and families and the Crabtree Corner team to work collaboratively to ensure the needs of our women and families are met.

## VISION

Our vision is that women and their chosen families that we serve are safe and thriving.

## MISSION

We build the trust of women and families through supporting them to lead the design, development, and delivery of our Crabtree Corner flexible hub programs and services that improve the quality of life of women and their families, and future generations.



# CRABTREE CORNER PLAN

This section outlines the Crabtree Corner Plan based upon the literature review, staff interviews, listening sessions, on-line survey and staff and partner collaborative planning undertaken on April 16, 2024, based upon the following goals:

- Strengthening Good Governance
- Improving Administrative Effectiveness
- Effective Programs
- Housing
- Childcare
- Community and Family Resources

## GOAL 1: GOOD GOVERNANCE

There were many comments from staff regarding how the Board has established good governance and is fulfilling their strategic leadership role effectively (caring leadership, values, strategic, trusting, flexible, open/transparent, responsive, and accountable), supported in part by regular in person reporting.

Similarly, there were excellent comments regarding how the YWCA administrative team makes operating Crabtree Corner possible (collaborative, effective communication of participant needs, staff professional development, good financial management, fund raising), and that as a result the Crabtree Corner has a strong reputation in Vancouver.

Within the Crabtree Corner heart-centered team there is gratitude for each other, excellent management and effective relationships, including a new Housing management approach that focused on enhancing safety and facility upgrades which has been positively received.

Objectives, tasks/activities, measures and deadline dates for the Board to achieve the goal of good governance are as follows:

### 1. a. Strengthen Good Governance

- Review Board composition to reflect the community it serves (greater diversity) – 2024/25
- Share Board Governance Policies:
  - Processes for reporting and support communication to confirm receipt of reporting and feedback
  - Share Board recruitment processes to support persons with lived experience to be on the Board
  - Actively engage with Crabtree Corner Team (Board/Committee)
- Improve Board Indigenous Cultural Competency
- Develop Reconciliation Plan (including reparations) – 2025/26

Measures:

- Maintain representation of Indigenous peoples on the board at 25%
- Completion of Indigenous Relations Training by all Board members

### **1. b. Advocate for Systemic Change**

- i. Advocate for legislative change to allow for flexibility to support Family Health and Unity (re: gender-based barriers, e.g., requiring removal of sons and dads from women and fracturing families, requiring removal of sons from families at age 16 increasing their risk and lowering their, and families, quality of life), and to support women and their family's jurisdiction for their children. This includes advocating to stop the Indigenous foster care epidemic and support Indigenous people's child welfare rights. This requires carefully designed, implemented, and monitored programs and services that maintain protection of women and families from violence, addictions, and support dads healing from trauma
- ii. Advocate with MCFD for dedicated staff with the intent of providing continuity in light of high MCFD staff turnover and inflexibility
- iii. Advocate for local food bank (local one has moved to Burnaby, which is inaccessible for women).

#### Measures:

- Legislative amendments that meet women and family needs to support family health and unity
- % Improvement of women realizing their personal and family goals
- Dedicated or shared MCFD and/or VACFASS worker (with Crabtree Corner/YWCA)

### **1. c. Strengthen Organizational Development**

- i. Include Crabtree Corner team into YWCA Strategic Planning
- ii. Direct the development of a Crabtree Corner Expansion Feasibility Study and funding plan to increase and expand Crabtree Corner through the purchase of the two adjacent vacant buildings to expand all programs and services and meet women and their family's needs in the DTES1.
- iii. Direct the use of a policy approach to collaboratively develop an organizational matrix, update with staff and indigenize policies to support greater collaboration and effectiveness (e.g., Finance and Fundraising working more collaboratively)
- iv. Direct the development of a Succession Plan to support retaining staff with lived experience and cultural diversity that reflects the community served

#### Measures:

- % Crabtree Corner Employees included in YWCA Strategic Planning
- % Completion of Feasibility Study to expand Crabtree Corner
- % Policies updated annually to support decolonization and greater collaboration
- % New staff supported to ladder into key Crabtree Corner positions

### **1. d. Strengthen Engagement with Women and Families**

- i. Improve relatability of the YWCA, e.g., renaming YWCA with an Indigenous name (sub-titled YWCA)
- ii. Improve relatability of Crabtree Corner, e.g., renaming Crabtree Corner with an Indigenous name

#### Measures:

- % Improvement in women satisfaction

### **1. e. Strengthen Partnerships to meet Women and their Family Needs**

- i. Direct the development of an annual Crabtree Corner Partnership Plan to improve programs and services (including leading the collaborative development of an annual DTES service providers conference)

#### Measures:

- % Improvements in program partnerships that meet women's needs
- % Improvements in meeting program gaps

## GOAL 2: EFFECTIVE ADMINISTRATION

There were extensive comments about how the team is heart-centered, participant -focused, caring and work well together, supported by YWCA People and Culture and Financial Management that enables the team to do their best work. This includes Administrators working at the policy and relationship building level and supporting managers/staff, monthly meetings that support effective collaboration In particular the Housing department developing important relationships with other departments.

Objectives, tasks/activities, measures and deadline dates to achieve the goal of ensuring effective Administration by Crabtree Corner Management are as follows:

### 2. a. Effective Crabtree Corner Administration

- i. Review and update Crabtree Corner People and Culture policies with employees to support collaboration, break down silos and improve effectiveness through the following tasks and activities:
  - Document Crabtree Corner history and corporate memory to improve effectiveness
  - Establish safety, fairness, and equity standards
  - Establish Diversity and Inclusion Policies that embrace and celebrate cultural diversity
  - Strengthen the Crabtree Corner Safety Committee (including clear participant agreements that ensure staff are protected from racism, harassment/threats and support an anti-racism program including not targeting individual staff as ‘cultural experts’)
  - Establish wage grid to identify additional funding needed to offer a living wage (particularly for ECE workers)
  - Developing a Crabtree Corner onboarding process to align with Crabtree Corner values
  - Updating the organization matrix to support employee’s effectiveness (clear org structure)
  - Indigenize the space with the support of the YWCA team and Momtriach Committee,
  - Supporting recruiting a senior Indigenous Manager to better support staff to indigenize programs and services, whistleblower policies, use of Circle Work to resolve issues, and
  - Establish more supports for staff stress and mental health (e.g., employee benefits for counselling)
  - Establish opportunities with the YWCA team to utilize tickets to support/incentivize staff, women and their families
  - Encourage a rotating schedule of program and partner participation at Wednesday Meetings and Housing Monthly meetings where women can meet program managers and learn about programs and services
  - Revitalize Case Management Meetings (as mandatory) to support on-going collaboration
  - Quarterly Team mandatory meetings to review/update program plans (Housing, Childcare, and Community/Family Resources), and
  - Update Monthly Meetings (to be mandatory) to support team services:
    - Expanding Wednesday ‘cheque days’ meetings to improve effectiveness, including a requirement to review/collaborate on programs that are being offered (this is currently only informed by an ad hoc development of the calendar by reception), to align with the annual engagement plan, including the Receptionist to ensure support as needed.
    - Sharing programs, tools and resources
    - Revitalize & mandate case consultation meetings monthly
    - Client service standards
    - ensure that all program leads participate in Housing Residents Meetings to meet participant needs
- ii. Review and update Financial Management Policies to improve effectiveness, including funding decision-making authority(ies) what is in the budget and funding potential.
- iii. Review/update Operations Policies (RIM) consistent with best practices and YWCA Privacy Officer to enhance systems/policies/practices to support participant data management/sharing/

tracking, e.g., it is believed that Indigenous peoples represent 60% of clients, not what has been reported in recent years, including supporting use of Indigenous languages with clients.

iv. Support Staff to develop Annual Plans for:

- Program Plans (see next section)
- People and Culture Plan for # Positions<sup>2</sup>/Professional development – in particular for Daycare Staff<sup>3</sup>, to meet women and family needs (e.g., increase reception staff/training, more Youth program staff/advocates, Community Outreach, Child Apprehension), and in consideration of meaningful partnerships where effective referrals can meet needs (e.g., legal aid that should be enhanced)
- More training for receptionist to support creating a safe welcoming environment (with respect for different clients for Sheway and Crabtree Corner, different intake areas, privacy, caretaking of children and protection during intake.
- Annual IT/RIM Plan, on-line staff shared management tools (to replace binders),
- Review and re-establish pre-COVID programs and services that were working but cut,
- Intervention Mitigation Plan to proactively support families before children are apprehended,
- Budget, and
- Risk Mitigation Plan<sup>4</sup> including redesigning the entry to support separate access from Sheway and Crabtree Corner (to ensure safety), and provide unbreakable wall mounted child activity centers, and on call staff, that allow women to confidentially complete intakes without exposing their children to sometimes difficult conversations. This includes offering to be a part of social worker interviews to support women.
- Investigate boiler location and identify any associated risks, and compliance requirements with WorksafeBC.

Measures:

- % Reduction of Policy Gaps

**2. b. Strengthen Communications with Women and their Families**

i. Develop Communications Plan and Policy to support awareness, access, and on-going listening, including:

- Document and share the history of the Crabtree Corner, Crabtree Corner values, vision, and mission in the entrance lobby at reception
- Consider reconstituting the Momriarch Committee to support annual plan updates
- Identify Crabtree Corner women communication preferences to guide Communications Policy and Plan
- Increase Digital access (programs and services information and daycare digital booking to supplement phone booking systems, FB Page, Zoom sessions).
- Establish regular Open Houses that allow women and families, partners, etc. to learn more about all Crabtree & Partner programs and services
- Create program and services brochure, add to website, create/promote Crabtree Corner Facebook Page, YouTube information channel, and printed Crabtree Corner Resource Binders for women and their families (at front desk, at meetings, in housing, at daycare, etc.), updated and expanded annually to support awareness and access when women are ready (including referrals and opportunities to give back, e.g., mentorship, volunteering).
- Update intake forms to continuously identify mom's communication preferences and access barriers (e.g., access to phones/laptops) and work with Computers for Schools to provide women phones, iPads, laptops, etc. to support security and access to programs and services
- Posters
- Website with calendar of activities
- Resource App

ii. Collaboratively develop/ implement an Engagement Policy and annual Engagement Plan, including enhancing Indigenous programs and services for Indigenous clients (using multiple methods)

- iii. Indigenize the Crabtree Corner space, make it more welcoming, and continuously enhance safety, including enhancing relationship with Sheway

## **2. c. Effective Programs and Services**

- i. Review and update Program Plan to meet client needs (including partner contributions) annually, including:
  - Developing a summary list identifying all P & S and supportive partners, and needs, by participants and staff, and expand as needed<sup>5</sup>, including clarifying new staff roles and responsibilities (e.g., Housing Wellness Worker)
  - Establish Navigators who can help women within Crabtree and externally and establish referrals (and updates the website resources page regularly)
  - Identify opportunities to support program collaboration
  - Develop a Space Plan/Special Project to expand all programs (e.g., 3rd floor or purchase building next door),
  - Review and expand daycare program (# spots, hours, after school programs) supporting women and volunteers to undertake ECE laddering with PSE partners.
- ii. Develop measures of success with/for women that can be used at intake, throughout, and upon completion of programs, e.g., % Improvements in women developed wellness plan % Improvements in family wellness (asking/observing children health and wellness)

### Measures:

- Creation and use of effective measures of success for women and families

## **2. d. Grow more Mentors as an Opportunity to Give Back.**

- i. Grow the mentorship program (women and teens) with partners to provide incentivized (e.g., honoraria) training (trauma informed, lateral kindness, life skills, coaching, etc.), role model promotion (e.g., posters, website feature, supporting nominations of them in the Courage to Comeback campaign, etc.) and highlight successes that inspire others. This may include serving as new immigrant supports and guide them through systems.

### Measures:

- % Increase of Crabtree Corner mentors
- % Increase in Womens success (achieving their goals)

## **2. e. Grow more Crabtree Corner Volunteers as an Opportunity to Give Back.**

- i. Promote, acknowledge and grow the number of Crabtree Corner volunteers (women and teens), and provide required training (e.g., trauma informed, lateral kindness, ESL, computer skills/train the trainer, etc.). Some suggestions to celebrate volunteers included recognizing them on the website, at the front entry and in regular monthly or quarterly newsletters.
- Establish on-line volunteer platform.

### Measures:

- % Increase of Crabtree Corner volunteers
- % Increase in women success (achieving their goals)

## 2. 2.f. Strengthen Partnerships

- i. Update Policies to support effective reporting (including budget/financial plan) to YWCA, strategic partners, and rights holders (Territorial Nations).
- ii. Develop Partnership Engagement Annual Plan, formalize, grow, and promote awareness of partnerships, to improve programs and services, including:
  - Listing current partners, proven partnership history and collaboration (particularly with Raycam and Sheway), and planning potential with existing and new partners (e.g., UNYA, VAFC, VCC/NVIT adult upgrading/career planning/support registration for upgrading/tickets/courses/bursary opportunities, Telus partnerships for work placements) to meet women and their family's needs (including strengthening proven approaches such as relevancy through lived experience, trauma informed, etc.)
  - Establish partnership plan to enhance safety (police, security, shuttlebuses),
  - Leading the collaborative DTES service providers conference
  - Revive pandemic practices to get/deliver food donations as undertaken during the pandemic to support food security (e.g., coordinate/integrate Raycam and other food bank services, including cooking classes)
  - In-house artists program for a period of time (artist in residence)
  - Establish School Partnerships (K-12 and PSE to support adult upgrading and other training6 in Crabtree Corner)
  - Extend daycare hours to meet participant needs with partners (e.g., PSI ECE students w. Indigenous Organizations, e.g., NEC/NVIT), and ECE specializations (e.g., (Infant toddler care and special needs)
  - Computers for Schools for clients
  - VCC hairdressing for clients

### Measures:

- Increased number of territorial Nations participating (e.g., Board, management, staff, women)
- Increased number of partners
- Increased resources (funds, programs that meeting client needs, HR, facility use/access)

## GOAL 3: EFFECTIVE PROGRAMS AND SERVICES

This section of the Plan is focused in the following areas:

- 3.a. Housing
- 3.b. Childcare
- 3.c. Community Resource Centre/Family Services

Many families who Crabtree Corner serves access multiple programs regularly therefore there are overlaps and effective collaboration in programming that are essential to realize Crabtree Corner goals.

### EFFECTIVE TRANSITIONAL HOUSING

Objectives, tasks/activities, measures, and deadline dates to achieve the effective transitional housing by Housing Manager are as follows:



### **3. a. Collaboratively Update Annual Housing Plan**

The annual Housing Plan should be reviewed quarterly (with CTC programs and partners) with the team to improve programs and services including:

- i. Work with partners, mentors and youth to develop and provide welcome package for new housing participants with personal care and items that can promote a sense of home, and support intakes (formal or informal) to inquire what participants would like to make it feel more like home for them.
- ii. Housing Elder/Aunties in residence with lived experience to support street entrenched participants to acclimate (and support street entrenched participants, detox),
- iii. Crabtree Corner Van to help women to go to food banks, go grocery shopping, etc.
- iv. Expand visiting hours for family and supports that work regular hours
- v. More evening and weekend programs/activities that support healthy choices, connection, growth (adult upgrading and bursary opportunities), women and child health,
- vi. Transportation Plan to help women to go to food bank in Burnaby, go grocery shopping, etc.
- vii. Register Crabtree Corner to permit picking up food at the Food Bank,
- viii. Establish more From Surviving to Thriving programs and activities for residents on weekends and evenings (self-care, mental health, life skills, how to manage money, meal planning, art program, knitting, regalia making, crocheting, quilting, etc.). See also Crabtree Corner Community Resource Centre/Family Services workshops that are intended to be developed and delivered collaboratively,
- ix. Exit interviews/ transition/ aftercare/ tracking supports for women moving out and needing on-going support, w. enhance YWCA wrap around program and other partners, to support funding reporting,
- x. Residents Monthly Mtg., open for all programs and peer mentors

### **3. b. Expand Housing**

Housing should be expanded in the longer-term plan (including budget and fundraising plan, e.g., BC Housing) to include more and bigger housing units for:

- Emergency housing
- Residential treatment
- More transitional housing
- Rent Geared to Income housing for women, and
- Family housing that support family unity (and includes sons, single dads, and dads who have worked to be healthy and grandparents)

## **GOAL 4: CHILDCARE THAT MEETS THE NEEDS OF WOMEN AND THEIR FAMILIES**

Objectives, tasks/activities, measures and deadline dates to achieve the effective Daycare by the Daycare Manager are as follows:

### **4. a. Collaboratively Update Annual Day Care Plan**

Collaboratively develop annual daycare plan with Crabtree program areas, (e.g., quarterly) updates that includes best practices and parent feedback, including increasing flexibility, problem solving and securing funding to meet needs that include:

- i. The most important feedback was that the daycare booking system must update its intake process to be simpler and on-line, with phone in options

- ii. The second most important feedback was the need to ensure Childcare Staff participated in mandatory Professional Development Training (including ECE training/annual upgrading paid by Crabtree Corner)
- iii. Review staff pay to support a living wage
- iv. Identify and address barriers to working at Daycare, including safety concerns working in the DTES
- v. Update intake form to support awareness/support for regular medical appointments, with permissions and notice
- vi. Prioritize spots for Housing program participants
- vii. Expanded hours to support women to participate in AA/NA groups, work, go to school, etc.
- viii. Allow women more time for daycare
- ix. More childcare spaces (including increasing the age limits)
- x. Establish emergency spots set aside for urgent need, to meet women where they are at
- xi. After school care, with child supports for learning
- xii. Infant/toddler care
- xiii. Establish complex/special needs program and childcare spaces with support and special needs parenting programs
- xiv. More Indigenous and culturally diverse staff/volunteers that reflect participants cultures, can speak women's languages/reflect their culture, including increased ECE staffing based upon reduced ratios
- xv. Build relationship with School Board to support children's registration, and transitions (K/7/PS), and support moms, collaboratively with the Navigators
- xvi. More counsellors
- xvii. Evening/weekend space use to support expanded programs, education, mental health, parenting workshops (Nobody is Perfect), and ESL supports/advocate
- xviii. Revitalize/communicate medical supports for children on most accessible days (e.g., Tuesday/Thursdays), including e.g., eye exams, vaccinations, speech therapist, hearing tests, diagnosis, dentist, and support medical referrals. This includes regular requests for medical visits to support planning
- xix. Exit transition plans that allow kids to come back to visit 1-2 times to support mental health, connection, etc. and supports to assist with registering for school
- xx. Share opportunities for parents to take ECE training with Post-Secondary Partners to grow Crabtree Corner ECE staff (respecting current staffing challenges)
- xxi. Develop long-term plan to expand daycare to include emergency with expanded hours, spaces, staff, etc., Special Needs, after school, and full-time daycare (\$10 day) ASAP and that may include urban First Nations Headstart

#### **4. b. Update Child Care Policies**

Annually update Daycare policies, consistent with best practices and meets parent needs (including update leave policy to support preparing/filling in for staff vacations)

## **GOAL 5. COMMUNITY RESOURCE CENTRE/FAMILY SERVICES THAT MEETS MOM AND CHILD NEEDS**

Objectives, tasks/activities, measures and deadline dates to achieve the effective Community Resources and Family Services by the Program Manager are as follows:

### **5. a. Collaboratively Update Annual Daycare Plan**

Collaboratively develop an Annual Plan (with other programs and updated quarterly), including budget and funding plan, including:

- i. Greater integration of current and expanded programs e.g., medical supports for health, removing age limits for food programs (age 2), expand/ partner (larger space, larger resource room, larger kitchen for all programs/community and community room that support connecting), drop in free counselling
- ii. Develop 3rd floor healing space
- iii. More parenting classes
- iv. More cultural workshops/ Talking Circles for Indigenous peoples and to share experiences/ support (including smudges, Knowledge Keepers, baby regalia, etc.), and diverse women's' cultures
- v. More Family Unity Workshops (e.g., Goal Planning with the family, life skills, time management, healthy house care habits/housekeeping (hoarding), co-dependency, empowerment, single parenting, lateral kindness, breaking cycles, self-care, money management, meal planning, dress for success, resume writing)
- vi. Mental health workshops and supports
- vii. More mental health programs and workshops (abuse, lateral violence, colonization, discrimination, depression, stress management, Peacemaking) as a digital library and advertise calendar of activities
- viii. Transition supports (transitioning out of Crabtree Corner) and keeping them connected to support healthy choices, habits, and mental health (connection), and supporting finding safe housing (BC Housing is degrading and not as safe anymore)
- ix. Partner with the SPCA to provide pet services for low-income households
- x. Create systems to debug donated clothes (freeze/heater that kill bed bugs)
- xi. Back-to-School program, including donations

### **5. b. Expand Youth Program**

- i. Hire and train more youth staff (peer mentors and/or mentors), and
- ii. Establish more youth programs to create healthy environments for them and mitigate risk, particularly for tweens and teens after school/weekends (collaboratively developed, based upon youth needs/interests, e.g., generational issues, mental health, breaking intergenerational trauma, healthy boys, youth and Elder, ESL, Counselling, Leadership Development, etc.), including tween/teen parenting workshops, and identifying funding/resourcing/space opportunities, and celebrate youth (e.g., graduations).

### **5. c. Expand Community Resources and Family Support**

Work collaboratively with other programs and YWCA to expand space and funding (including with the Crabtree Corner Expansion Feasibility Study) to meet participant needs including:

- i. Update community kitchen to establish a Recovery Café for women and their children (use different name, e.g., Indigenous Name) in adjacent building (social enterprise potentially),
- ii. Fitness Room, Equipment to support mental health (post-partum, self-defence),
- iii. Community Garden (for women, children, and families) with playground and gardening programs, and
- iv. Establish a healthy dads/grandfather and grandparents' program.

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# APPENDIX A

## Crabtree Corner Management and Staff Interview Questions

1. What should Crabtree Corner values be?
2. What should Crabtree Corner's vision be?
3. What should Crabtree Corner's mission be?
4. Thinking about those who benefit from Crabtree Corner, what is working well in YWCA/ Crabtree Corner Governance for the benefit of current and future participants? What can be done better in Crabtree Corner governance for the benefit of our participants?
5. What is working well in Crabtree Corner Administration (e.g., HR/Financial Mgmt. Policies/ Plans, org matrix)? What can be done better in Administration?
6. What is working well in overall Crabtree Corner Programs and Services (including partnerships)? What could be done better for Crabtree Corner Programs and Services?
7. What is working well in Community Resources/Family Services? What could be done better?
8. What is working well in Childcare? What could be done better?
9. What is working well in Housing? What could be done better?
10. Is there anything else we have missed that you would like to see included in the Plan?

# APPENDIX B

## Community Listening Questions

Following a short review of Indigenous Listening Principles, participants were asked what they needed to create a safe space, and shared a short summary of what the Crabtree Corner is, and offers, before being asked the following strengths-based questions:

Following a welcome and acknowledgement of the territory by Elder in Training (Grace Tait), participants were asked in circle to share:

- Their name, and
- Strengths of the DTES.

As requested by the Momtarch Committee participants were provided a summary of research ethics that included ensuring the meeting was a safe space, a copy of the PowerPoint (for their reference/use), and a copy of the staff plan ideas identified to date to support knowledge-based and informed decision-making.

The questions asked were as follows:

1. What values do you think Crabtree Corner should have to better serve women in the DTES?
2. What do you think Crabtree Corner vision should be? (future picture if they do their job really well).
3. What do you think the Crabtree Corner mission should be? (how they achieve their vision to meet program participant needs).
4. What is working well with Crabtree Corner Transition Housing? What could be done better?
5. What is working well with the Crabtree Corner Short-Term Part-Time Daycare? What could be done better?
6. What is working well with Crabtree Corner Community Resources and Family Services? What can be done better?
7. What else can the Crabtree Corner do to support women and their children's safety and wellness in the DTES?

Participants were provided an understanding of next steps, a small honorarium for their time, and the listening sessions were concluded with closing comments by Elder in Training, Grace Tait.



**PURPOSE**



**RESILIENCE**



**FLEXIBILITY**

## **CRABTREE CORNER COMMUNITY LISTENING AND PLANNING REPORT (2024)**



We respectfully acknowledge that our main office and many of our programs are located on the traditional, ancestral and unceded territories of the x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam), S<sub>k</sub>wxwú7mesh (Squamish) and səlilwətaɫ (Tsleil-Waututh) Nations, and that our work across British Columbia spans the territories of more than 200 First Nations. We also acknowledge the First Nations, Metis and Inuit peoples who live in our communities.

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