

**Attachment 3**  
*Operations Support Team Update*

**C. Operations and Support Team – Q4 2024 Update**

**Team Purpose:** Includes Fire, Police, Engineering Operations, Civic Buildings, Community Services, Parks and Recreation, and Bylaws staff, who respond to issues related to emergency, life safety, fire prevention, cleanliness, compliance with bylaws, and public space activation and animation such as street activations and events. Given the impact of the three crises on staff, this team is also responsible for assessing and monitoring staff needs, ensuring compliance with the City’s obligations under collective agreements and WorkSafeBC, and providing compassionate response training for City staff.

**Staff Training, Procedures and Policies Update**

Staff engaged industry experts to conduct a thorough review of current processes, procedures, and work environments; assess the risks involved and provide a series of recommendations to improve frontline worker health and safety when responding to homelessness, mental health, and substance use crises.

The consultants have recommended a Standardized Training Suite for frontline workers, which includes seven priority courses. Human Resources (HR) is coordinating the training for frontline staff in a variety of City departments, with a focus on the Anvil Centre, the Crises Response Team, Engineering Operations, Civic Buildings, Fire Department, Integrated Services, Animal Services, Parking and Towing, Library, and Parks and Recreation.

Below is a progress update on the implementation of the Standardized Training Suite.

- HR has been receiving staff training priority lists from the various departments to determine the number of frontline staff who require the Standardized Training Suite based on frequency of exposure to unsafe/unsecure working conditions when responding to the three crises, and the potential consequences/impact of such incidents.
- The first four priority training courses in the Standardized Training Suite are being offered to frontline staff from September to December 2024 as follows:
  - 1) Homelessness 101 – free online course
  - 2) Workplace Violence Prevention and De-escalation – five sessions have been scheduled, with additional sessions provided as needed
  - 3) Resilient Minds® - Building the Psychological Strength of Community Workers – four session have been scheduled, with additional sessions provided as needed
  - 4) Resilient Minds® Building the Psychological Strength of First Responders – all applicable Fire staff have already completed this course
- The final three training courses in the Standardized Training Suite will be offered to select frontline staff from January to April 2025:
  - 1) Mental Health First Aid (MHFA) Standard (Virtual)

- 2) Applied Suicide Intervention Skills Training (ASIST)
- 3) Nonviolent Crisis Intervention® Training

Furthermore, HR is working with affected departments to identify positions which work with biohazard waste (i.e. feces, urine, vomit, drug paraphernalia, etc.) and the frequency of this contact that frontline staff encounter above and beyond their normal course of work. This will inform whether there is a need to update specific position classifications relating to the work of the three crises.

**Sanitation and Washrooms Update**

The sanitation trailer with attendant services which is located on Front Street and adjacent the Purpose Nightly Shelter is now fully operational. This sanitation trailer, which is funded by BC Housing, includes three toilets, three sinks and two showers. During the month of July 2024, the sanitation trailer recorded 1,544 visits, in August 1,745 visits, and 1,307 visits in September. The sanitation trailer replaces a portable toilet that the City had provided in the same location, and which was vandalized beyond repair earlier this year.

On June 17 and June 24, 2024, staff reported to Council regarding the location and status update on implementation of a permanent free-standing public toilet. In response to those reports, Council requested that staff prepare a city-wide public washroom strategy, and that signage directing people to available public washrooms be improved. The initial report back on this request was provided in a report to Council on September 23, 2024.

With respect to street cleanliness, and the presence of litter and human waste on both public and private property, staff and a specialist contractor continue to conduct proactive daily cleaning and respond to complaints as they arise. Incidents of human waste reported by the contractor have declined by 35% during the period March through June, relative to the same period last year. Staff are working to improve the training and other HR supports needed to support more services being provided by City staff, and reducing reliance on the contracted service.

**Activation and Animation Update**

There have been a variety of events and activations in the Downtown neighbourhood. Some of these include Fridays on Front, the New West Pride Street Festival, and other summer programming such as Twilight Tots and Families and Mornings by the River. Staff will continue to support these initiatives as needed.

**Compliance and Liaison Update**

- Hiring of the compliance and liaison team is ongoing
- City bylaws staff are currently supporting compliance, including daily morning patrols, and on an as needed basis