Living in Community
Implementation Plan

Moving vision into action

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This report outlines the implementation plan for the Living in Community actions that were developed during the community engagement process that took place from 2005-2007. This implementation plan was developed by the Living in Community Steering Committee during a series of three workshops in June and July 2008. The details of the report include the ongoing vision for Living in Community, the governance structure that will oversee the implementation stage of the project, and the next steps for the priority actions. Lisa Gibson and Julian Gonzalez were hired as consultants by the Living in Community Steering Committee to facilitate this process.

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LIVING IN COMMUNITY IMPLEMENTATION PLAN

MOVING VISION INTO ACTION

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ACRONYMS

LIC	Living in Community
SC	Steering Committee
SAG	Strategic Action Group
CD	Community Development position

For the past three years, Living in Community (LIC) has been working at the grassroots level with diverse stakeholders who are impacted by the issues of sex work in neighbourhoods throughout Vancouver. In keeping with the leading edge solutions that Vancouver continues to develop, this project demonstrates a level of collaboration unprecedented throughout the country, working at multiple levels of engagement and action, from neighbourhoods to sex worker organizations to the business community to resident groups. From 2005-2007, LIC was involved in an extensive community engagement process with diverse communities throughout Vancouver. Out of this process, an Action Plan with 27 recommendations was developed to make communities healthier and safer for everyone. This report is a synthesis of the next steps that the Steering Committee (SC) overseeing the project envisions in order to move the actions forward into implementation.

The following report is based on information that was gathered through a series of three workshops with the LIC Steering Committee in June and July 2008. The workshops were an opportunity for the SC to come together to vision the next stages of the project, to come to an agreement about the LIC governance structure, and to prioritize which actions to move forward with and what the next steps will be. This report also draws on the background information about the project and knowledge of the consultants involved.

The vision and the structure for the implementation process arose as a focus of this stage of the project, both of which are fundamental to support the ongoing implementation of actions. The LIC vision consists of a purpose and values that identify what LIC stands for. The vision also consists of a set of meta-goals to guide the implementation process, under which the priority actions fall. The six meta-goals serve to organize the actions into broad themes so that these goals continue to be met, even if the specific actions being targeted shift over time. The meta-goals also provide a means of ensuring the actions remain connected to the overall vision.

Eleven of the 27 recommendations contained within the LIC Action Plan were identified as priorities to focus on based on how they contribute to increasing health and safety for sex workers, increasing health and safety for all community members, increasing scope of achievability, and increasing dialogue and partnerships in the community. The LIC purpose, values, meta-goals and priority actions are as follows:

Living in Community purpose

> To create communities that are healthier and safer for each and every community member in relation to sex work and sexual exploitation.

Living in Community values

- Embracing diversity and respect for all
- Enabling participation
- Learning and self-growth as a path to change
- Taking a stance against exploitation and social injustice
- Creating understanding and building community
- Openness to listen and understand different perspectives

Meta-goals and priority actions that fall under each meta-goal:

➢ Build greater awareness, dialogue and responsiveness of multiple stakeholders
  o Action 1: Fund a community based position
➢ Reduce and prevent sexual exploitation
  o Action 4: Education & prevention re: sexual exploitation of children & youth
  o Action 5: Public education re: exploitation & realities of sex work
➢ Increase direct services
  o Action 9: Safety measures for street-based workers
  o Action 10: Ongoing funding for MAP van
  o Action 14: Core funding for NGO sex worker supports
➢ Increase housing availability and accessibility
  o Actions 15 & 19: All aspects of housing
➢ Affect policy and legal change
  o Action 27: Review impact of law enforcement
  o Action 3: Sex worker health and safety working group
➢ Create employment and training opportunities as alternatives to sex work
  o 20: Employment options for exiting sex workers

The core multistakeholder SC, which has operated as the guidance for LIC, will continue to function as the governance body for the project, overseeing the actions that LIC will move forward, and continuing to hold the vision as described above. Strategic Action Groups (SAGs) will operate as the vehicles of implementation of the specific actions that fall under the different meta-goals. The SC will continue to have diverse representation from multistakeholders who are impacted by the issues of sex work. Individual members will take on specific roles that will support the functioning of the SC, including an executive, fundraiser, administrator, and liaisons to SAGs. The structure that is in place will provide a solid foundation for LICs ongoing work in the future.

A detailed implementation plan, including resources, who needs to be involved, timelines and specific tasks has been developed for each of the actions under each of the meta-goals. These plans will continue to evolve and develop as the SC operates as the energy behind moving the actions forward.

This report represents an exciting movement forward for LIC, and a movement towards the realization of the goals of the project, as public interest continues to support actions that will create real and lasting change for everyone affected by the impacts of sex work.

2   BACKGROUND

2.1   OVERVIEW OF LIVING IN COMMUNITY

Living in Community (LIC) grew out of concerns at the neighbourhood level about the impacts of sex work on all community members. Resident groups, neighbourhood houses, business improvement associations, community policing centres, government, nonprofits and sex workers came together with the recognition that urgent change was required immediately, and that the only way that lasting change would happen was in working collaboratively rather than in opposition to each other. The Steering Committee (SC) that has overseen the project represents a broad range of positions and approaches. With the vision of working to make communities healthier and safer for each and every community member, including sex workers, residents and business persons, LIC has been a unique model of how to work in partnership around very challenging social issues.

The initial two years of the project brought these diverse groups together to engage in dialogue about the impacts of sex work, and potential solutions for change. An extensive community consultation process brought the issues to the forefront and created opportunities for the development of new partnerships and networks. This first phase of the project resulted in a comprehensive Action Plan with 27 broad-based recommendations to make communities healthier and safer for each and every community member through prevention/education, harm reduction/intervention, exiting services and legal responses. The Action Plan represents a tremendous amount of energy and work by all stakeholders and over 600 citizens. The recommendations within the plan reflect the concerns and ideas that came from the extensive community consultation process, and have the potential to dramatically influence the health and safety of all community members.

2.2   RESULTS AND ACHIEVEMENTS TO DATE

There have been a number of significant achievements of LIC to date, most notably the numerous partnerships and relationships that have been formed between community, business and government groups, and individuals. In addition, the 12 Neighbourhood Dialogues, 17 focus groups, online survey and individual interviews were key in involving the broader public in the dialogue. The citywide dialogue held in June 2007 demonstrated the public support for the actions. The messages that echoed throughout the consultations were that:

- The status quo is unacceptable,
- Action is urgently needed to increase health and safety for sex workers, residents, businesses, and the entire community, and
- Sustained, robust efforts are needed to prevent the sexual exploitation of youth.

With the publicly supported Action Plan in place, the LIC Steering Committee remains committed to moving the actions into implementation. This implementation plan represents one of the key steps in this process.

2.3   IDENTIFIED GAPS AND CURRENT DIRECTIONS

As the initial phase of the project came to a close in July 2007, there was no clear direction for how to move into the next phases of the project. Initially, the SC had agreed to be involved in only the first phase of LIC, yet the committee has demonstrated ongoing interest, passion and a dedication to ensuring that real and lasting change comes about in relation to the impacts of sex work on communities. With this ongoing commitment to move forward into implementation, the SC identified the following next steps:

- Prioritize which of the 27 recommendations contained within the Action Plan to focus on initially.
- Determine the ongoing structure and process to support the implementation of the actions, including what form the SC will take.
- Decide on how to address the other actions that are outside of the priority actions.

In June and July 2008, a series of three workshops was held to bring the ongoing LIC vision into greater clarity and to address the gaps identified above. The remainder of this document brings together the vision for the next stages of the project, and how to realize that vision through a detailed implementation plan.

To help Living in Community (LIC) continue to move forward and be successful, an overarching vision was established by the Steering Committee (SC). A well-conceived vision consists of two major elements: *core ideology* and *envisioned future*. Core ideology, the yin in our scheme, defines what we stand for and why we exist. The envisioned future, the yang, is what we aspire to become, to achieve and to create, something that will require significant change and progress to attain. Yin is unchanging and complements the yang, which is the evolving and changing aspects of the vision.

Figure 3.1 Elements of a vision
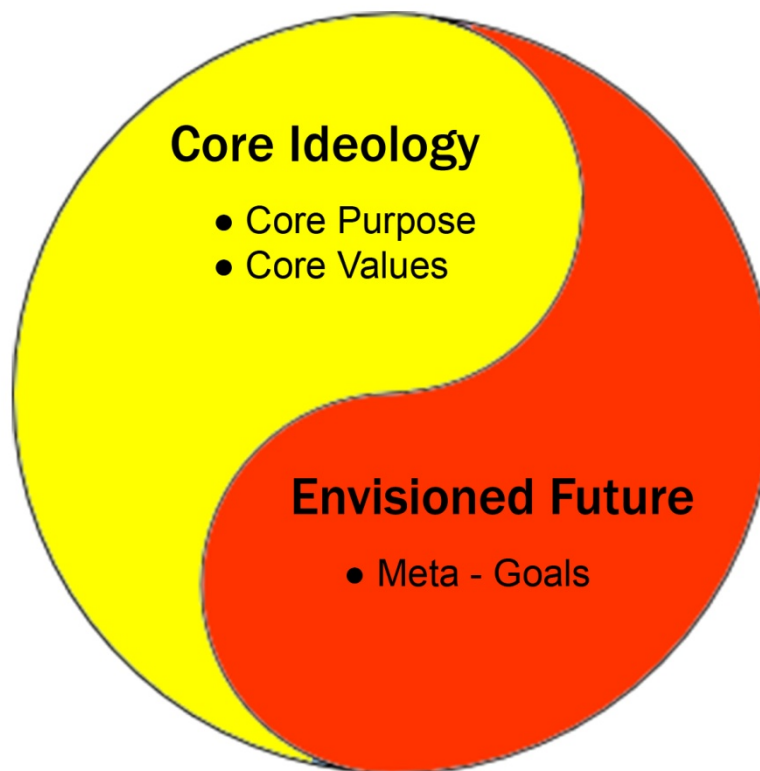
The core ideology is compromised of a core purpose and set of core values. The core purpose reflects people's idealistic motivations for doing the organization's work; it is the organization's reason for being. The core values are a small set of timeless guiding principles, which require no external justification and have intrinsic value and importance. The core ideology is the solid and unmovable ground from where the envisioned future arises.

The envisioned future is the aspects of our vision that change over time. The meta-goals are what the organization strives to achieve and create in the future. The meta-goals need to be clear and compelling to serve as a unifying focal point of effort, and act as a catalyst for team spirit. The meta-goals are evolving and changing as the organization progresses and matures throughout the years.

Living in Community's purpose

- To create communities that are healthier and safer for each and every community member in relation to sex work and sexual exploitation.

Living in Community values

- Embracing diversity and respect for all
- Enabling participation
- Learning and self-growth as a path to change
- Taking a stance against exploitation and social injustice
- Creating understanding and building community
- Openness to listen and understand different perspectives

3.2   ENVISIONED FUTURE

Meta-goals (no priority assigned)

- Build greater awareness, dialogue and responsiveness of multiple stakeholders
- Reduce and prevent sexual exploitation
- Increase direct services
- Increase housing availability and accessibility
- Affect policy and legal change
- Create employment and training opportunities as alternatives to sex work

The following diagram is a visual representation of LIC's vision. The roots of the tree represent the values on which the work of LIC is founded. This helps to guide the ongoing work of the project in all of its manifestations, providing a sense of direction and foundation for action and implementation. LIC's purpose, represented by the tree trunk, is what LIC stands for. This purpose is solid, connecting to the root values below, and to the meta-goals above. The meta-goals are the more tangible branches of the tree, which open outward into the buds of action of the project. This vision will continue to guide LIC in all phases of its work.

Figure 3.2 Vision of Living in Community

META-GOALS

Build greater awareness, dialogue and responsiveness of multiple stakeholders

Reduce and prevent sexual exploitation

Affect policy and legal change

Increase housing availability and accessibility

Increase direct services

Create employment and training opportunities as alternatives to sex work

To create communities that are healthier and safer for each and every community member in relation to sex work and sexual exploitation

PURPOSE

VALUES

Enabling participation

Embracing diversity and respect for all

Openness to listen and understand different perspectives

Taking a stance against exploitation and social injustice

Learning and self-growth as a path to change

Creating understanding and building community

4.1   GOVERNANCE

SUMMARY

The governance structure describes the structure that will guide the work of Living in Community (LIC) as it moves into the phase of operationalizing the Action Plan. Since the beginning of the LIC project, a Steering Committee (SC) has directed the work of LIC in building relationships and networks across diverse groups to come up with actions that will support the health and safety of all community members in relation to the effects of sex work. This core SC, comprised of multistakeholders, will continue to function as the governance body for the project, overseeing the actions that LIC will move forward, and continuing to hold the vision as described above. Strategic Action Groups (SAGs) will operate as the vehicles of implementation of the specific actions that fall under the different meta-goals.

GOVERNANCE STRUCTURE AND ROLES

Figure 4.1 represents the overall governing structure of LIC with the SC in the middle as the overarching guidance body for the project. SAGs will be formed around each of the meta-goals and will focus on operationalizing the actions of those meta-goals with guidance from the SC. Communication will happen both between the SC and the SAGs as well as between the different SAGs to support each other's ongoing work.

The SAGs may be comprised of a group of individuals whose work is relevant for a particular SAG, or it may be an individual whose work focuses on some aspects of a particular meta-goal. The SAGs will remain flexible and adaptable, responding to opportunities that arise and continuing to reflect on the most appropriate actions to work towards meeting the meta-goal. Connections to the SAGs will be maintained by liaisons that will sit in the SAGs and provide a communication channel between the SAG and the SC. SAGs will also communicate between each other in order to support each other's work and to most effectively implement the actions they are focusing on.

The SC will continue to have diverse representation from multistakeholders who are impacted by the issues of sex work. Individual members will take on specific roles that will support the functioning of the SC, including an executive, fundraiser, administrator, and liaisons to SAGs. Figure 4.2 is a visual representation of the structure of the SC itself, including the different roles that each member will take, as well as the responsibilities connected to each of these roles.

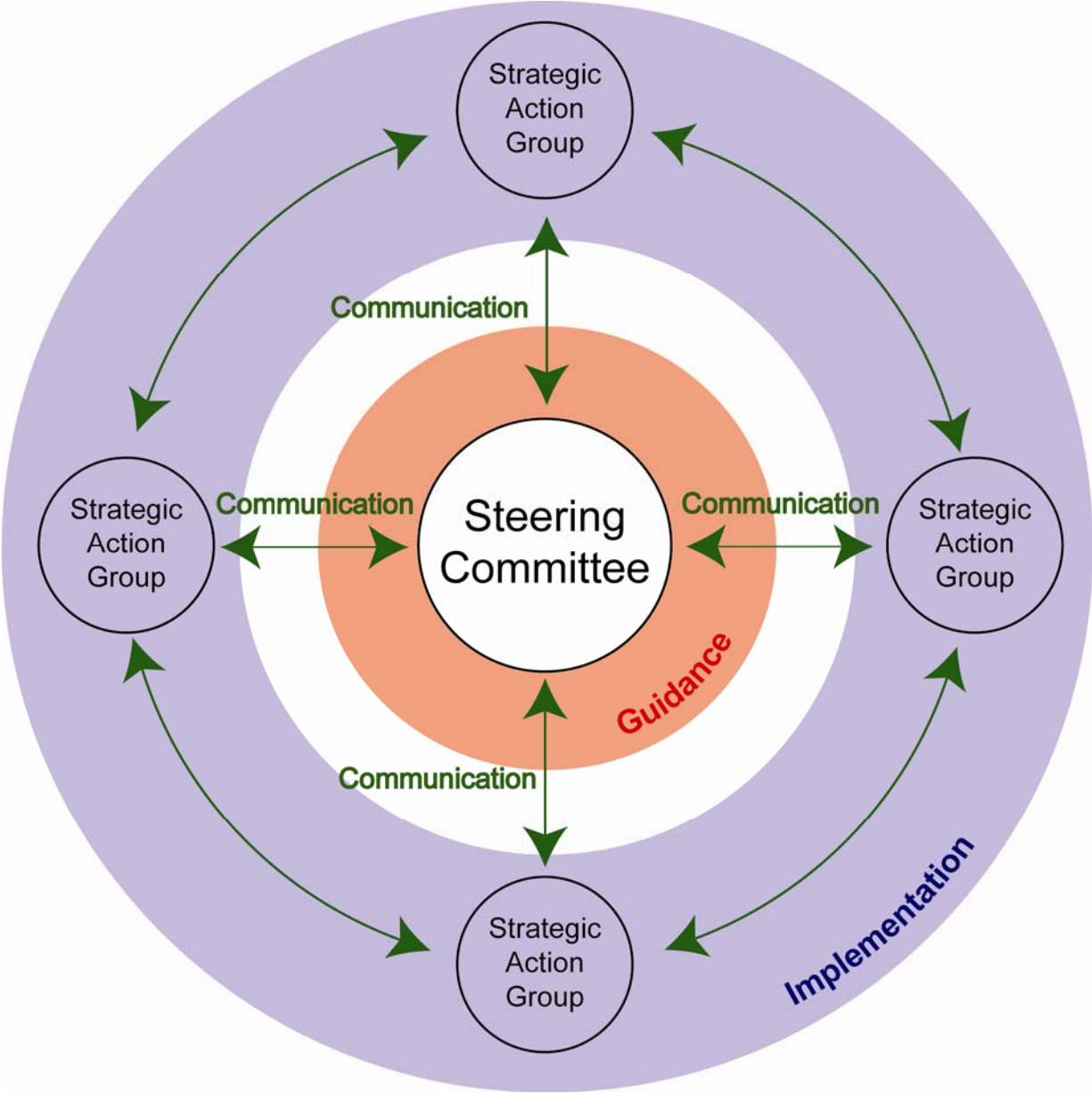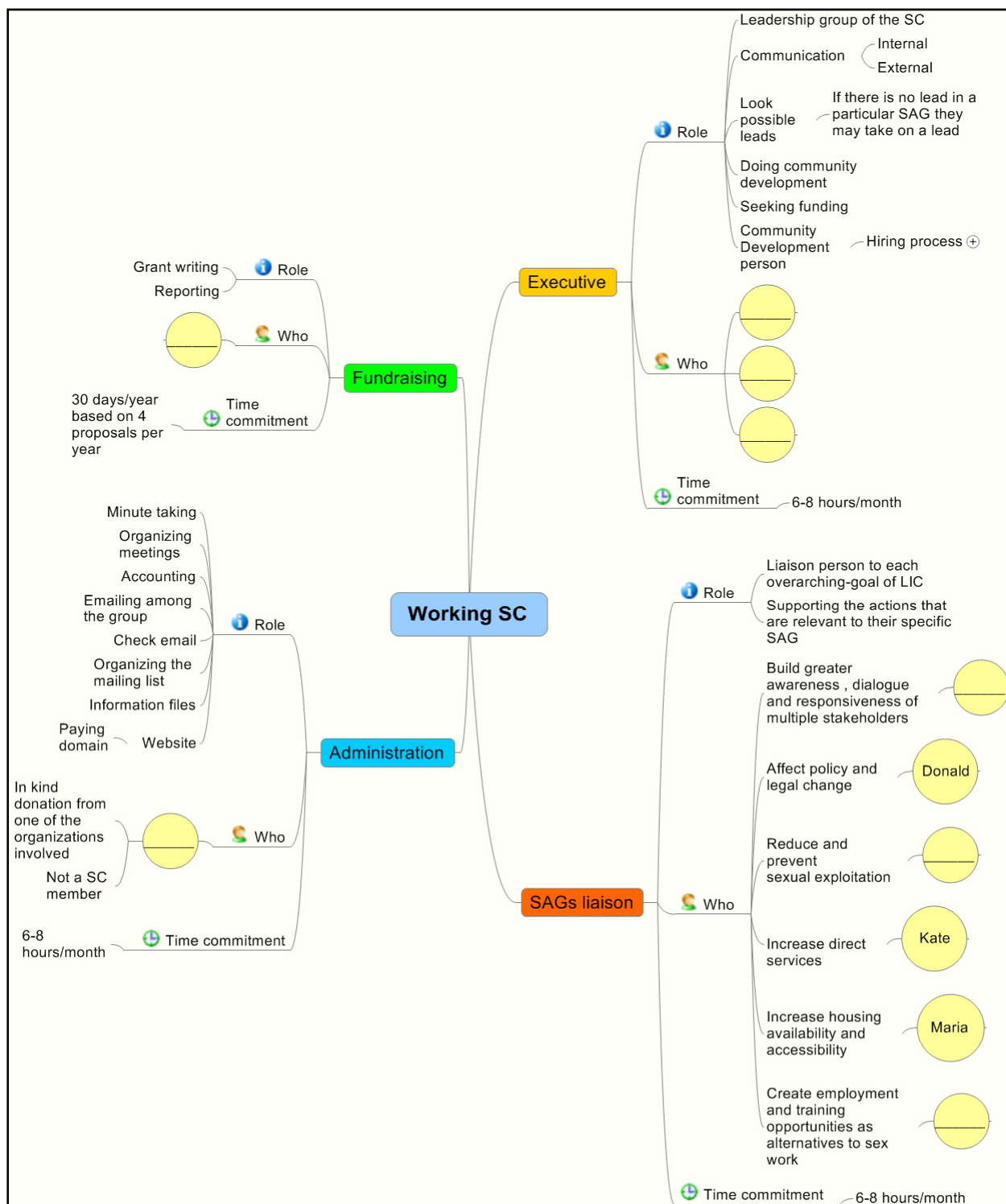**Figure 4.1 Living in Community governance structure**

Figure 4.2 Roles within the Steering Committee

TERMS OF REFERENCE

Following is the proposed Terms of Reference detailing the governance structure of the SC. The Terms of Reference are based on the discussions during and between the three workshops. This proposed version may change over time as the SC adapts to what arises with internal members, with the interactions between members, as well as to external changes that may affect the governing of the SC.

MANDATE

- ❖ To support the vision of LIC and to develop capacity to move the vision into action.
- ❖ To provide overall direction for LIC, particularly around how to move the LIC vision into action.
- ❖ To approve actions of the LIC Steering Committee.
- ❖ To act as liaison between LIC and the community.

MEMBERSHIP/REPRESENTATION

- ❖ The SC will have at least one representative from the following groups, with no more than 16 members total:
  - Experiential persons
  - Non-profit organizations working around sex work issues
  - Community policing centres
  - Neighbourhood houses
  - Residents
  - Aboriginal community
  - Youth
  - Business
  - Government
  - Police
  - Other non-profit organizations as appropriate to LIC's vision

- ❖ All members will be in line with the vision of LIC.
- ❖ SC members will be proactive about nominating/seeking SC members

STEERING COMMITTEE STRUCTURE

- ❖ The SC will be comprised of a set number of members. The SC members will take on specific roles within the SC to support the work of the SC in a more focused and effective manner.
- ❖ SC members will volunteer for roles based on capacity, mandate of their working organization, interest and expertise. The SC as a group will agree on the volunteered positions. If there is disagreement, a majority voting system will be used to determine who will take on the roles.
- ❖ Roles will be reviewed each year. Positions will be rotated every 2 years unless it is agreed by the group that individuals will remain in their roles.

❖ The in-kind administrative contribution will be reviewed annually to see if it should be moved to another organization.

The additional roles will be as follows:

➢ **EXECUTIVE** — 6-8 hours/month (2 hour management, plus 4-6 hrs.)

The Executive will be responsible for:
- Planning SC meetings and setting meeting agendas.
- Internal/external communications.
- Political advocacy for support needed.
- Tracking LIC goals.

The Executive will be comprised of 3 members as follows:
- 1 experiential person who has a full understanding of the role of the Executive OR a member of a sex work organization. Does not have to be a current member of the SC.
- 1 neighbourhood representative to maintain original perspective.
- 1 person with social leadership skills/ experience.

➢ **FUNDRAISER** —30 days/year based on 4 proposals per year

The fundraiser will be responsible for:
- Researching and assessing potential funding sources for specific actions that the LIC SC wishes to undertake.
- Grant writing for LIC.
- Reporting for grants and ensuring requirements for grants being met.
- Identifying additional supports for successful grants.
- Directing SC members to liaise with connections and vice versa.
- Maintaining communication with SC.
- Working cooperatively with the organization responsible for LIC administration.

➢ **ADMINISTRATION** —6-8 hours/ month

Administration will be supported through an in-kind contribution by one of the representative organizations on the SC. All files and documentation of LIC will be kept at this organization.

The administration person will be responsible for:
- Emailing among the SC.
- Accounting.
- Organizing meeting logistics.
- Producing/circulating minutes.
- Organizing the mailing list.
- Information files.

- Keeping the website and LIC email up-to-date.
- Ensuring reporting is completed.

> **SAG LIAISONS** —6-8 hours/ month

SC members will take on the role of liaising with the different SAGs connected to LIC. SAG liaisons may create formal or informal networks, as required to place into action the different LIC meta-goals.

SAG liaisons will be responsible for:
- Creating networks of support and bringing appropriate contacts into the process.
- Communication between SAG, and SC.
- Reporting on goals.
- Identifying additional supports that will support the meta-goals.

Also see Appendix A.2 for an illustration of the different roles.

HONORARIUM

❖ Experiential members of the SC may be supported by an honorarium as decided on collectively by the SC.

TIME FRAME AND MEETINGS

❖ The SC will meet regularly as decided by the Executive. Meetings will be called as needed, and will be adaptable to the needs and possibilities for action that arise.

ATTENDANCE AND PARTICIPATION

❖ SC members are expected to attend all meetings. If a member is unable to attend a meeting, s/he will communicate her/his availability and keep her/himself up-to-date on the work of the SC.
❖ SC members will read and respond to emails in a timely fashion.
❖ SC members will agree to accept past decisions of SC.
❖ SC members will keep the work of LIC in mind in their work in other networks.
❖ If unable to attend regularly, a SC member may train/inform a replacement for the work.

OPERATION PRINCIPLES

❖ The SC will operate under a consensus model in which each SC member must be able to live with a decision that is being made.
❖ Participation in SC discussions shall normally be limited to SC members and assigned staff. Invited guests and other members of the public may participate with the approval of the SC.
❖ Where there is a disagreement that cannot be resolved within the SC, the Executive will engage a third party to resolve the issue at hand.

COMMUNICATIONS

- ❖ Internal
  - All internal communications of the LIC SC will be through the Administrative support of the SC, with support from the co-chairs of the Executive. Issues of disagreement will be handled by the Executive.

- ❖ External
  - All external inquiries with respect to LIC will be through the Executive of the SC. All correspondence with the public, which could be interpreted as reflecting the views of the SC, will be agreed upon by SC members at meetings.

NEXT STEPS - GOVERNANCE

- ☐ 1. Interim working group organize next meeting and agenda for meeting.
- ☐ 2. SC agrees on proposed Terms of Reference, as outlined in Section 4.1.
- ☐ 3. Populate SC and roles within SC.
  - Decide on number of seats in SC and balance of representation within SC.
  - Recruit individuals external to SC where required.
  - Assign specific roles to SC members:
    - ➢ 3 Executive members
    - ➢ Fundraiser
    - ➢ In-kind administration: Collingwood Neighbourhood House
    - ➢ SAG Liaisons:
      - ▪ Awareness building
      - ▪ Housing
      - ▪ Direct service
      - ▪ Sexual exploitation
      - ▪ Employment and training opportunities
      - ▪ Policy and legal change

- ☐ 4. Decide on how the $25,000 from the City of Vancouver will be spent.
- ☐ 5. Write proposal for the Vancouver Foundation for ongoing funding for Community Development (CD) position. See Section 4.2 for more detailed information about the CD position.
- ☐ 6. Clarify CD's role, responsibilities and hiring process.
- ☐ 7. Revisit SC membership, roles and Terms of Reference annually.

SUMMARY

The LIC Action Plan that came out in June 2007 contained a series of 27 actions to make communities healthier and safer in relation to sex work and sexual exploitation. In order to begin to move actions forward, it was agreed by the SC that not all recommendations could be implemented in the short-term. Based on the scope of achievability, current opportunities that exist, how they fit with the LIC vision, and the potential for making real change in the community, eleven recommendations have been identified to prioritize in the initial implementation phase.

There are six overarching meta-goals that arise out of the LIC vision, under which all of the actions fall. The six meta-goals serve to organize the actions into broad themes so that these goals continue to be met, even if the specific actions being targeted shift over time. The meta-goals also provide a means of ensuring the actions remain connected to the overall vision. The priority actions fit under the different meta-goals as follows:

- ➢ Build greater awareness, dialogue and responsiveness of multiple stakeholders
    - o   Action 1: Fund a community based position
- ➢ Reduce and prevent sexual exploitation
    - o   Action 4: Education & prevention re: sexual exploitation of children & youth
    - o   Action 5: Public education re: exploitation & realities of sex work
- ➢ Increase direct services
    - o   Action 9: Safety measures for street based workers
    - o   Action 10: Ongoing funding for MAP van
    - o   Action 14: Core funding for NGO sex worker supports
- ➢ Increase housing availability and accessibility
    - o   Actions 15 & 19: All aspects of housing
- ➢ Affect policy and legal change
    - o   Action 27: Review impact of law enforcement
    - o   Action 3: Sex worker health and safety working group
- ➢ Create employment and training opportunities as alternatives to sex work
    - o   20: Employment options for exiting sex workers

Although there are specific priority actions under each of the meta-goals, these actions may shift and evolve as the social, political and economic context changes, or as new opportunities arise and come to the forefront.

The governance structure, as outlined in Section 4.1, will provide guidance and support as the vision is moved forward. The SAGs of each meta-goal will be the vehicles for moving the actions forward. The SAGs represent an opportunity to direct the effort of groups or of individuals working on the meta-goals, and to move to implementation through a structured and focused approach.

This section details one of the key actions, the funding of the Community Development (CD) position and next steps to move the position forward. It then goes on to detail the principles for the functioning of the SAGs, an initial implementation plan for each SAG, and the next general steps.

CD POSITION

One of the key recommendations in the LIC Action plan was to fund a CD position to support the work of LIC, particularly to support the ongoing dialogue about sex work and sexual exploitation, and the work of the SAGs to

implement priority actions. Securing funding and seeing this position through was identified by the SC as an important next step in the process. Based on the information from the workshops, the mission and focus of the CD position would be as follows:

- To support the vision of LIC and to develop capacity to move the vision into action
- To support communication between the SC and SAGs.
- To network and build relationships with multi-stakeholders about issues to help facilitate change.
- To facilitate ongoing dialogue about sex work issues.
- To empower SAGs to take action towards LIC goals.
  - e.g. to carry out specific tasks that support the action of the SAGs
- To facilitate the SC members and the work of the SC
  - e.g. to carry out specific tasks as identified by the SC

The SC would need to determine the specific roles and responsibilities of the CD position, as well as the nature of the relationship between the CD person and the SC.

PRINCIPLES FOR THE SAG'S

Because the SAGs are interconnected with LIC and with the work of the SC, it is important that there remains some consistency between the different individuals and groups who are implementing the actions. The following principles are meant to strengthen the connections within SAGs, in between SAGs, and with the SC.

The SAGs:

1. Will uphold and work towards the purpose of Living in Community.
2. Will strive to embody the values of Living in Community.
3. Will strive to build healthy relationships within and in between each group
   - This principle requires members to communicate and cooperate with openness, respect and trust—it must be genuine and sustained relationship building. This demands cultural and language sensitivity.
4. Will engage in ongoing reflection about the current work and new opportunities that arise.
5. Liaisons will seek opportunities to partner with other SAGs to achieve actions of shared concern.
6. Liaisons will periodically communicate with the SC the activities of the SAG.

IMPLEMENTATION PLAN FOR EACH SAG

This section outlines the detailed implementation plans for each action under each meta-goal. The plans detailed below represent the initial next steps. As the SC membership is finalized and the SAGs begin to form more cohesively, these plans will evolve and respond to the current context and opportunities that arise.

| Meta-Goal | – | Reduce and prevent sexual exploitation | | Date: | Jul-08 |

Action: 3 — Sex work health and safety working group

Stakeholders: Vancouver agreement, Civil City, social Planning, Coalition of Experiential People, VPD, Safety for all, Community police Centre, UCHA

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Develop working group (SAG)	Identify a SAG liaison	Steering committee	Fall 2008	
	Form working group	SAG liaison with CD worker	Fall 2008	
	Implement actions 4 and 5	SAG liaison	Fall 2008	
	Marketing the process			
Review existing policy and practices	Work in collaboration with Legal and Policy SAG	SAG liaison	Ongoing	

Action: 4 — Develop education & prevention programs for sexual exploitation

Stakeholders: VSB (Val Overgaard), VCH managers of youth addictions, Experiential people, prevention network (Zarina Mulla), Ministry of Education (Art Steinmann), Justice Institute, Watari

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Develop curriculum and programs to prevent sexual exploitation	Consider partnerships with academia (students)		Fall 2008	Jan-09
	Environmental scan of curriculum		Fall 2008	Jan-09
	Identify strengths and gaps		Jan-09	Jan-09
	Build on toolkit and website		Feb-09	Mar-09
	Strategic plan development		Jan-09	Mar-09

Action: 5 — Public education campaign about sex work and sexual exploitation

Stakeholders: Experiential coalition, media people (Global, Broadcaster network), Ministry of Education, VSB, community groups/ parental groups

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Public education and promotion campaign	Clarify who is involved	SAG liaison	Mar-09	Apr-09
	Develop clear and consistent messages		Apr-09	Oct-09
	Launch publicity and communication campaign		Oct-09	
Focus on promotion, media, education				

Figure 4.3 Reduce and prevent sexual exploitation

Meta-Goal -	Create employment and training opportunities as alternatives to sex work		Date:	Jul-08
Action: 20	**Employment options for exiting sex workers**			

| Stakeholders: | Peer organizations, as leaders and experts, especially those doing employment/training programs
Funders – Service Canada, VanCity, Board of Trade
Potential employers
Commercial developer
Service providers as partners and resources, provide support (EMBERS)
Employment agencies and networks, NERCO, FTE | | | |

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Develop working group (SAG)	Identify a SAG liaison	Steering committee	Fall 2008	
	Form working group	SAG liaison with CD worker	Fall 2008	
Develop employment and training program	Bring partners together, share ideas	SAG liaison with CD worker		
	Research and identify employment barriers and existing successful programs			
	Develop and describe program			
Get Funding	Identify potential funders			
	Leverage SC funding contact			
	Leverage business partners			
	Write funding proposal			
Implement	Implement program			
	Develop further partnerships			

Figure 4.5 Affect policy and legal change

Meta-Goal — Affect policy and legal change			Date:	Jul-08
Action: 27	**Review impact of law enforcement**			
Stakeholders:	Experential persons(e.g. BC coalition), academics (e.g. SFU criminology), community, police, PIVOT Legal Society			

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Develop working group (SAG)	See potential of collaborating with Reduce and prevent sexual exploitation SAG	Steering committee	Fall 2008	
	Bring people with divergent views together -> broaden perspective			
Identify areas of consensus to move foward on	Pull together existing documents			
	Map out agreements and disagreements			
	Public education & dialogue to build consensus			

Figure 4.6 Increase direct services

Meta-Goal	–	Increase direct services		Date:	Jul-08

Action: 9 — **Safety measures for street based workers**

Stakeholders: Downtown Eastside Women's Center (DEWC), WAVAW, SWAN, Asian Society for the Intervention of Aids (ASIA), PACE, PEERS, Positive Women's Network (PWN), Vancouver Native Health (VNH), Downtown Community Health Center (DCHC), VCH, Atira, VPD, Maka Project, Vancouver Women's Health Collective, DAMS

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Meeting of interested organizations	Bring together organizations who can support one another's immediate activities beyond what they might do right now	SAG liaison		
	Communication between involved organizations as to current and future initiatives	SAG liaison		
	Determine future links between organizations that would increase services	SAG liaison		
	Involve experential people at all stages	SAG liaison		
Review of the work the MAKA project				

Action: 10 — **Ongoing funding for MAP van**

Stakeholders: WISH; Steering Committee

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Securing long-term funding	WISH will continue to seek Provincial Government support and may try to involve some Federal Government departments	SAG liaison	Now	
	Have the SC at the ready to bring MAP to the attention of their influential connections if needed	SAG liaison	Now	
	Engage broader community support			

Action: 14 — **Core funding for NGO sex worker organizations**

Stakeholders:

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Identify potential funders	Explore opportunities within the Women's Health Research Network			
	Develop collaborations with other organizations			
	Communication with potential funders			

Figure 4.7 Increase housing availability and accessibility

Meta-Goal	-	Increase housing availability and accessibility	Date:	Jul-08

Action: 15, 19, +	All aspects of housing

Stakeholders: VCH, BC Housing, housing providers (Raincity, Atira, St. James, etc.), MCFD, City Housing Centre, faith groups who are involved in housing (UGM, Sally Ann, etc.)

Milestones	Tasks	Who is Responsible	Start Date	Completion Date
Engage women and women-serving organizations in designing some of the supported housing and treatment services being developed in the community.	Engage with women's organizations and experiential women to design the engagement process	Maria	Jul-08	
	Carry out engagement process with women in DTES	VCH's CE Team and women's orgs/housing providers	Sep-08	
	Implement recommendations for housing/treatment services, based on feedback from women who use the services	VCH's Directors of Housing and Addictions, BC Housing, housing providers in the DTES	Sep-08	Apr-09
Ensure housing availability for experiential persons				

NEXT STEPS – STRATEGIC ACTION GROUPS

- ☐ 1. Appoint SAG liaison (as per Next Step in Governance Section 4.1).
- ☐ 2. If the SAG will operate as a group, decide on and invite appropriate participants to be involved.
- ☐ 3. Agree on, and if needed build on, initial implementation plan, as outlined below.
- ☐ 4. Work through implementation steps.
    - a. Tasks
    - b. Resources
    - c. Timeline
    - d. Responsibility / Leadership
- ☐ 5. Secure funding for CD position (as per Next Step in Governance Section 4.1).

A.1 WORKSHOP 1 – VISION AND PRIORITIZATION OF ACTIONS

The workshop took place on June 5th 2008, from 5pm to 8:30pm. The workshop participants were: Donald, Chris, Maria, Paula, Nancy, Sue, Kate, Christine and Patricia. The workshop was an opportunity for the Steering Committee (SC) members to come together after few meetings over the past year. The focus of the workshop was on beginning to vision the next stages of Living in Community (LIC), including the importance of working together as a multistakeholder group. The second focus of the workshop was on narrowing down the 27 actions that are contained in LIC's Action Plan that was released in June 2007. Participants also agreed on criteria for prioritizing actions and ranked the actions based on those criteria in order to decide on the actions that will be focused on in the initial implementation phase.

AGENDA

- ❖ Welcome and check-in
- ❖ Review of LIC
- ❖ Mini-world café
- ❖ Set criteria for prioritizing actions
- ❖ Apply criteria to actions (individual exercise and then as a group)
- ❖ Discussion on outcome
- ❖ Agreement on top 5-7 actions
- ❖ Agreement on actions for medium and long-term implementation
- ❖ Closing

LIC VISION IDEAS

Participants took part in a mini-world café where they addressed two questions. Below is each question and the main points that each table discussed:

Q1. What is your vision for living in Community as a project? Ongoing communication and dialogue that results in making a real difference

- Bring about change
- Broad grassroots voice
- Diverse, inclusive
- Reduce exploitation
- Keep community engaged
- Check with community
- Hold everybody accountable
- Ongoing inclusive project/process fed by community wisdom
- Respect all opinions
- Addresses key concerns

- Expand the circle
- Movement
- Ongoing deep community engagement
- Wisdom
- Intentional dialogue
- Implementing by everyone – the parts we can do or live with
- Achieve success – take something to the next step that it grows

- Sow more seeds for nurturing by others
- Expanding the circle
- Need more energy from outside
- Need to let it go at some point and/or redefine our roles.
- Need to find responsible, committed people to take it on.

- First step was dialogue but second step who/what is the anchor?
- Connect
- Matchmakers

- Keep the dialogue alive
- Focus and flexibility
- Intentional dialogue
- Seeds
- Cultivates the ground

- Harmony
- Movement/scattered
- A focus for movement
- Ongoing

Q2. What are the benefits of continuing to work together as a multistakeholder group? What can we do together that you cannot do alone?

- Benefits – all sides of discussion
- Think through and get perspectives
- How things happen?
- Mirrors community
- Provides links to other groups
- Provides support, not standing alone
- Broadens thinking/great think talk
- Individual – can't come up with best solutions
  o Isolating
  o Can't build movement
  o Don't have credibility
- Group – better solutions
  o Support
  o Movement
  o Credibility
- We carry more weight
- Focus on and identify gaps

- Need diverse perspectives
- Increases likelihood of success
- Central reference for emerging issues
- Can stimulate each other's initiatives
- Hold the focus on parts of the community and who is involved. Keep lives of communication open
- Hold on to support of group and connections of individual members
- Individuals can broaden the group but must not dilute the focus
- Groups has the power to push the agenda
- What can we do as individual or pairs that we cannot do as a group? Lots because we can diversity
- Group re-energizes the individuals that make up the group
  o have to have someone coordinate the group

The following points came out the discussion that followed the mini-world café

1st question discussion
- ongoing community for change
- grassroots
- Achieve success
- Expanding the circle
- Let it go, redefine our role
- Dialogue – implementation
- Flexible – bring new people in.
- Focus for ideas, seeds
- Movement and change
- LIC as an expert group
- Consistent with original values and principles

2nd question discussion
- Better solutions – more perspectives
- Opens new opportunity
- Supports people – broaden individual perspective
- Provides credibility
- Creates connections – broadness view
- But consistent with original values
- Power to make change
- As a group see gaps in our thinking

CRITERIA FOR PRIORITIZING ACTIONS

SC members were asked to provide ideas for criteria that would inform the ranking of the actions prior to the first workshop via email. The workshop facilitators synthesized the responses to come up with the following criteria that were agreed on by the SC.

1. Increase health and safety for sex workers, including
   a. Housing
   b. Supportive services
   c. Promotes stabilization of the continuum of support :frontline, direct and exiting
   d. Legislative changes
2. Increase health and safety for all community members, including
   a. Reduce crime
   b. Welcoming neighbourhoods
   c. Education and prevention
   d. Initiatives that will have a lasting impact
3. Increase scope of achievability, including
   a. Time
   b. Resources
   c. Actions that leverage current initiatives/opportunities
   d. Are they supported by the broader community
4. Increase dialogue and partnerships in the community

TOP PRIORITIES

In order to decide upon the priority actions, the SC members individually filled out a tool where they had the opportunity to rank each of the 27 actions according to the agreed upon criteria. This information was fed into a computer program, which then graphically illustrated which actions came out on top. This was used as a foundation to have a group discussion about the top actions, where there was agreement and disagreement about the ranking that the tool revealed, and some of the key points for consideration as actions are prioritized.

Figure A.1 Priority ranking of actions
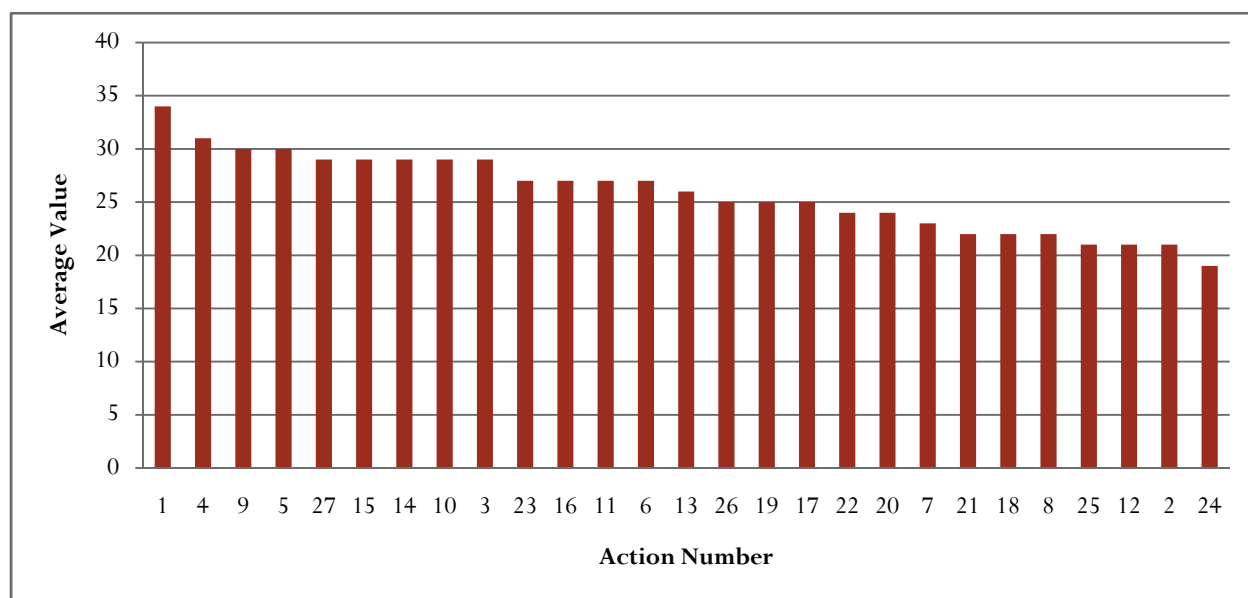
In the first workshop we narrowed down the focus to the following actions:

- ➢ Action 1: Fund a community based position
- ➢ Action 3: Sex worker health and safety working group
- ➢ Action 4: Education & Prevention re sexual exploitation of children & youth
- ➢ Action 5: Public Education re exploitation & realities of sex work
- ➢ Action 9: Safety measures for street based workers
- ➢ Action 10: Ongoing funding for MAP van
- ➢ Action 14: Core funding for NGO sex worker supports
- ➢ Actions 15 & 19: All aspects of housing
- ➢ Action 20: Employment options for exiting sex workers
- ➢ Action 27: Review impact of law enforcement

A.2 WORKSHOP 2 – LIC VISION AND STRUCTURES FOR IMPLEMENTATION

The second workshop was held on Wednesday, June 18th, 2008 from 5pm to 8:30pm. The workshop participants were: Donald, Maria, Paula, Nancy, Kate and Patricia. This workshop focused on clarifying LIC's vision as it moves forward into implementation, including the values, purpose and meta-goals to guide the implementation. The participants also looked at what kind of structure would support the move into implementation, including what the Community Development (CD) position would look like. There was rich discussion that occurred throughout the workshop, and the discussion did not allow the group to move into detailed discussion about the actions. It was agreed that holding a third workshop would be important to come to agreement on the structure as well as to begin to detail how actions will be moved forward.

- ❖ Check-in
- ❖ Overview of workshop 1
- ❖ Clarifying LIC's vision
- ❖ Deciding on structure & process of LIC
- ❖ Closing

VISION OF LIC

Based on the discussions from the first workshop as well as information gathered through a questionnaire in between workshops, a draft purpose and values were presented to the Steering Committee. Through discussion in pairs and in the large group, agreement was made on the purpose and values that will guide the ongoing work of LIC.

Based on discussions in the first workshop as well as information gathered through a questionnaire in between workshops, a series of five meta-goals were presented as the overarching strategic objectives under which the priority actions will fall. The meta-goals support the development of a cohesive strategy that makes tangible the movement of the actions into implementation. Through discussion, the meta-goals were altered and six areas were agreed upon. See Section 3 for the agreed upon purpose, values and meta-goals.

STRUCTURE AND PROCESS OF LIC

A draft structure for the SC was presented through a series of slides. The group was then split into two tables, one that focused on the different roles within the SC, and one that focused specifically on what the CD position would look like. There was some disagreement by participants on whether the structure of the SC should be developed based on the presence or absence of the CD position. The initial structure for the SC was presented as how it would operate currently before a CD position had been hired. As the two groups presented their information, new maps were created that represented the ideas collected, as well as disagreements between participants. The following maps illustrate what came out of this workshop. These maps were updated at the third workshop (see Section 4.1 for the final versions).

Figure A.2 Mindmap of Steering Committee structure

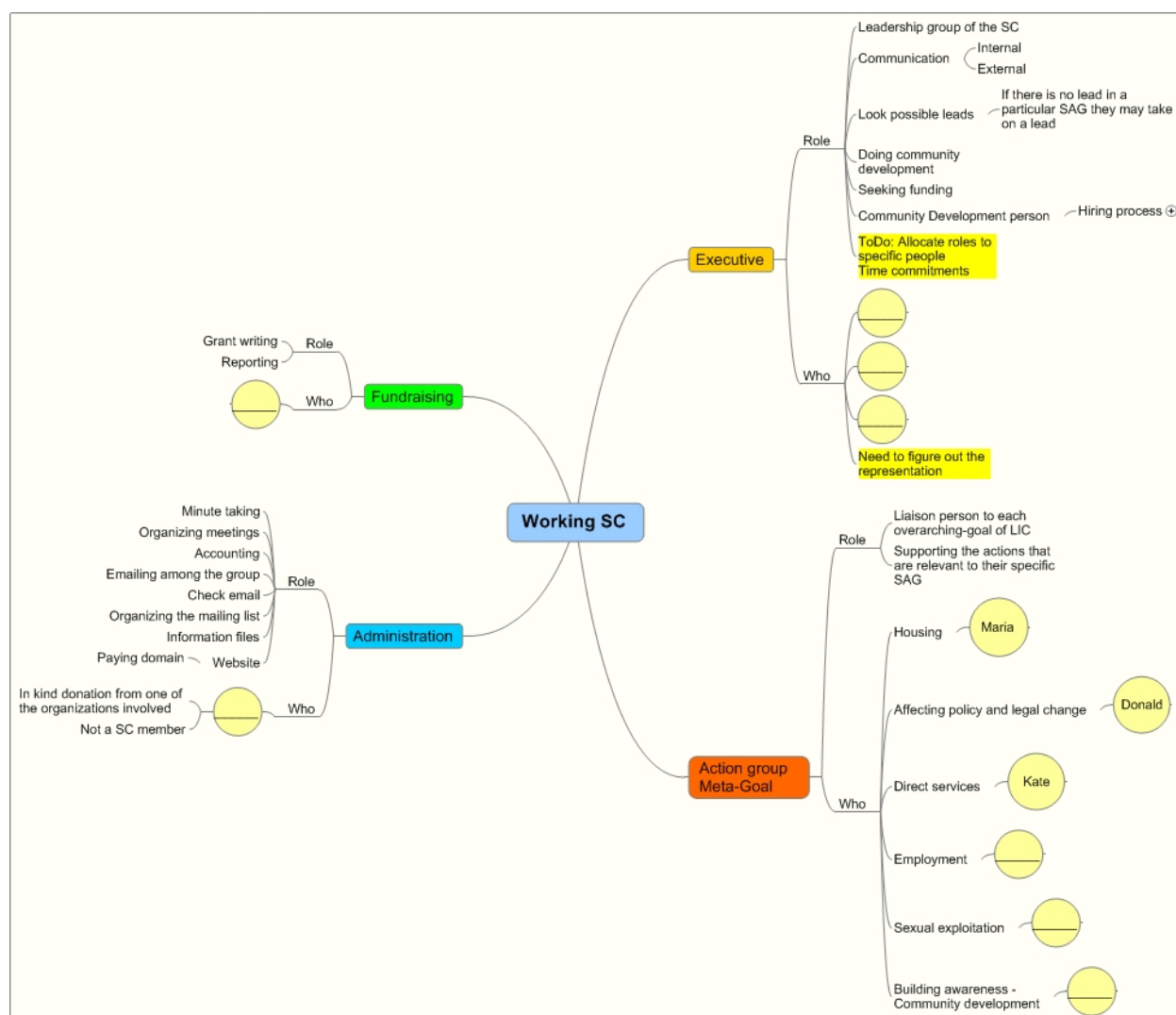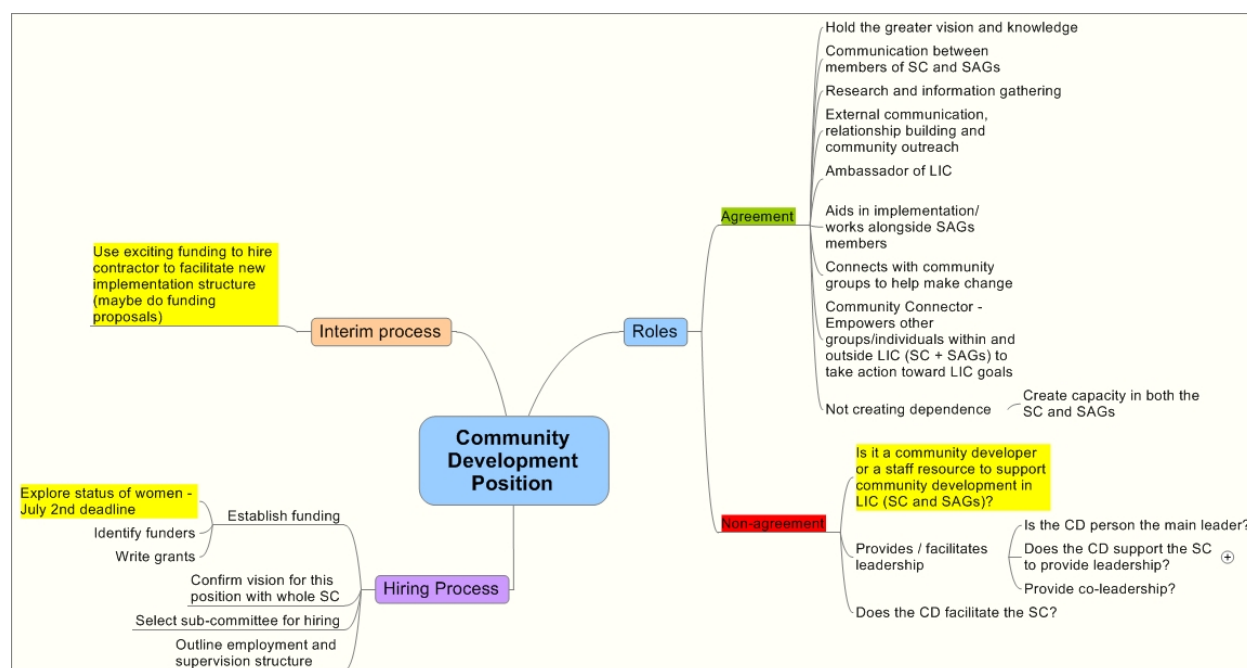Figure A.3 Community Development position

A.3 WORKSHOP 3 – DETAILED STRUCTURE AND ACTIONS FOR IMPLEMENTATION

The third workshop was held on Wednesday, July 2nd, 2008 from 3pm to 6pm. The workshop participants were: Donald, Maria, Paula, Nancy, Kate, Melanie and Patricia. At the third workshop, participants focused on clarifying the structure for the Steering Committee, including roles and responsibilities of different individuals from the executive to the administrative functions. Individuals also worked to detail the actions that fall under the different meta-goals in order to begin to figure out who needs to be involved in the different actions, what the timeline looks like and what resources are needed.

AGENDA

- ❖ Check-in
- ❖ Overview of workshop 1 & 2
- ❖ Finalizing structure and process
- ❖ Detailing actions of SAGs
- ❖ Closing

FINALIZING STRUCTURE AND PROCESS OF LIC

The group was split into two tables to flesh out the details of the governance structure for LIC through a series of specific questions. The first table looked at the operational aspects the Steering Committee and the second table focused on the responsibilities and time commitments of the different roles within the Steering Committee. The

following is the list of questions that participants answered. The responses have been synthesized into the governance structure that is presented in Section 4.1.

Table 1
Operational aspects of the SC structure
- How is it decided who takes each role, how often are the roles rotated?
- How does new blood come in, and how is the representation balanced and maintained?
- Is it a closed or open group?
- Will the group remain a consensus model, or do the executives have the power to enforce a decision, or another model for decision making?
- Does the in-kind administrative contribution get rotated?
- Should the in-kind contribution of administration/accounting be split by various organizations?
- Are SAGs autonomous? Or do they need to seek approval from the SC?
- What is going to de done with the 25,000?

Table 2
Roles of:
- Executive (3people)- what does the representation look like
- SAG liaison
- Administration
- Fundraising
- Other
  - Responsibilities of each
  - Time commitments of each

- What is expected of people who are sitting in the SC, regardless of the role they are playing? (e.g. Attendance to meetings, commitment to feeding back information to their networks, etc)

DETAILING ACTIONS OF SAG'S

In the second part of the workshop, participants were asked to move through a structured activity to fill in the details of how the meta-goals and the actions that fall under the meta-goals will be moved forward. As there was a small number of participants at the workshop, participants worked individually to fill out the information and the facilitators collected the information. The information collected during this exercise, as well as information collected through the other workshops, email feedback and one-to-one discussions is contained in Section 4.2.