



## ADMINISTRATIVE REPORT

Report Date: April 20, 2017  
Contact: Kathleen Llewellyn-Thomas  
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RTS No.: 11938  
VanRIMS No.: 08-2000-20  
Meeting Date: May 17, 2017

TO: Standing Committee on City Finance and Services  
FROM: General Manager of Community Services  
SUBJECT: Grant Request - Streetohome Foundation

### **RECOMMENDATION**

- A. THAT Council approve a grant of \$150,000 to Streetohome Foundation for 2017 from the Community Services 2017 Operating Budget for Street Homelessness.
- B. THAT Council authorize the General Manager of Community Services to negotiate and execute an agreement to disperse the grant described in Recommendation A on the terms and conditions set out herein and such other terms and conditions as are satisfactory to the General Manager of Community Services and Director of Legal Services.
- C. THAT no legal rights or obligations will arise or be created by Council's adoption of Recommendations A and B unless and until all legal documentation has been executed and delivered by the respective parties.

Recommendation A authorizes a grant and requires eight affirmative votes for approval.

### **REPORT SUMMARY**

Streetohome Foundation has requested that the City contribute \$150,000 towards their 2017 operating costs. Staff recommend approval of this grant request to support Streetohome Foundation's efforts which support the City's Housing and Homelessness Strategy 2012-2021 and the *Housing Vancouver Emerging Directions*. The source of funds for this grant is the Community Services 2017 Operating Budget for Street Homelessness.

### ***COUNCIL AUTHORITY/PREVIOUS DECISIONS***

On July 28, 2011, Council endorsed the Housing and Homelessness Strategy 2012-2021, which includes three strategic directions:

1. Increase the supply of affordable housing;
2. Encourage a housing mix across all neighbourhoods that enhances quality of life; and
3. Provide strong leadership and support partners to enhance housing stability.

On March 28, 2017, midway through the 10-Year Strategy, Council approved in principle the *Housing Vancouver Emerging Directions*. One of the directions is to continue to support people who are homeless through making homelessness rare, brief and one time, with a focus on strengthening collaboration and shared leadership with partners. A final draft of the Housing Vancouver strategy will be brought back for Council review in July 2017.

In 2008, Streetohome Foundation was established through a partnership between the City of Vancouver, the Province of British Columbia and the Vancouver Foundation. Each partner contributed \$500,000 towards start-up operating funding at that time.

For the last 6 years, Council has approved an annual operating grant to Streetohome Foundation. Between 2011 and 2015, the grant was in the amount of \$125,000/year, and in 2016 the grant was increased to \$150,000. The source of funds for the grants was the Community Services Operating Budget - Street Homelessness Budget.

The Vancouver Charter requires a resolution passed by eight affirmative votes of Council for the approval of grants.

### ***CITY MANAGER'S/GENERAL MANAGER'S COMMENTS***

Streetohome Foundation is an important partner in delivering the City's priorities around addressing homelessness. This request for operating dollars from the City of Vancouver reflects their commitment to expending donor dollars directly for homelessness prevention initiatives as well as new supportive housing for the homeless and those at risk of homelessness. The City Manager therefore recommends approval of this grant to support their operations which will, in turn, enable their strategy.

The City Manager and General Manager of Community Services RECOMMEND approval of the foregoing.

### ***REPORT***

#### ***Background/Context***

Streetohome Foundation was established in 2008 through a partnership between the City of Vancouver, the Province of British Columbia and the Vancouver Foundation. Each partner contributed \$500,000 towards start-up operating funding at that time. Streetohome Foundation brings a community and collaborative approach to breaking the cycle of homelessness, bringing together a broad-based coalition of leaders and

experts from business, service providers, government, and community sectors. In particular, it provides a key opportunity to engage the skills and resources of the private sector in our shared goal of preventing and reducing homelessness in Vancouver. A condition of the City's seed funding in 2008 was that the City have the right to appoint a member to the board of the Foundation and that the Foundation report annually to City Council. The City Manager is the City's member on the Board. This report provides a summary of the Board's activities and investment.

### *Strategic Analysis*

In 2016, Council approved \$150,000 to the Streetohome Foundation towards the second half of their operational funding model. This grant request for 2017 will also be applied towards the second phase of the 10-year plan.

The operational funding model for 2017 includes funding from most of the original partners, including BC Housing, Vancouver Coastal Health, and the private sector. The partner contribution funding amounts are outlined in Table 1.

Table 1: Partner Funding Contributions towards Streetohome Operating Costs, 2011-2017

Funding Partner	2011	2012	2013	2014	2015	2016	2017 (Request)
BC Housing	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
City of Vancouver	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$150,000	\$150,000
Vancouver Coastal Health	-	-	-	-	\$25,000	\$50,000	\$50,000
Vancouver Foundation	\$200,000	\$200,000	\$125,000	\$125,000	\$75,000	\$25,000	-
Private Sector Operating Funding Donations	-	-	-	-	\$10,000	\$25,000	\$74,520
<b>Total</b>	<b>\$575,000</b>	<b>\$575,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$485,000</b>	<b>500,000</b>	<b>\$524,520</b>

In January 2010, Streetohome Foundation released and began implementing its 10-Year Plan in partnership with a wide range of community partners. The plan focuses on creating new supportive housing for individuals who are chronically homeless, youth, and families. The strategy identifies initiatives to prevent homelessness and the need to build broad-based community support and awareness of homelessness as an issue.

In addition to developing a 10-year plan, Streetohome Foundation has committed funding to a number of projects across the City that directly impact homelessness, as shown in the table in Appendix A.

The original grant request to Council in 2011 stated that operational funding for 2012 to the Streetohome Foundation would be based on performance outcomes of housing units created and individuals housed. To date these performance outcomes have proven useful in assisting the City to achieve its targets. Once again, funding for 2017 will be based on performance outcomes of units created and individuals housed.

Streethome Foundation is in Phase 2 of their fundraising campaign to help create new housing and support prevention programs aimed at breaking the cycle of homelessness in Vancouver. This campaign has received strong support from the community, with over \$30 million raised in total since 2008. All donor funds are directed to Streethome-supported housing and prevention projects. Analysis of the 2016 outcomes, as presented in Appendix A, indicate Streethome is performing well and is significantly contributing to the City's progress towards achieving its housing goals.

Since 2009, Streethome has played a significant role in the provision of affordable housing in Vancouver, providing funding towards the creation of over 1,300 new supportive housing units, 200 emergency shelter beds, and 100 temporary housing units, as well as various homelessness prevention initiatives. To date, 1,086 new supportive housing units have been opened, with an additional 238 units in various stages of development. Streethome's contributions to new supportive housing and homelessness prevention programs have helped house and stabilize over 2,600 vulnerable individuals, including more than 250 youth and children. This number includes residents living in supportive housing, those who have moved on to independent housing and freed up units to house additional homeless, and those who have benefited from the Vancouver Rent Bank.

For the second half of the strategic 10-Year Plan, Streethome is focusing on developing a comprehensive approach to homelessness prevention that includes breaking the cycle of homelessness and helping individuals thrive. To support this goal, Streethome is exploring opportunities to facilitate Addiction Recovery and Employment options for individuals with lived experience of homelessness (see Appendix B and C). Two new Board Committees, as well as an Addiction Recovery Working Group, have been created to help steer this new direction. The Streethome Committees are currently reviewing five new grant proposals (totalling \$2.74 million) which, if approved, could help create an additional 112 housing units and assist 262 individuals to access and remain in housing.

Streethome Foundation's work is essential in assisting Council's goals outlined in the Housing and Homelessness Strategy 2012-2021 as it leverages donor funds with other public sector investments in order to add value. The 2015 annual report highlights achievements and measurable results to facilitate solutions towards addressing homelessness in Vancouver. It also raises greater awareness at the business and community levels to create leveraging opportunities for further funding.

### *Implications/Related Issues/Risk (if applicable)*

#### *Financial*

The funding source of the \$150,000 grant is the Community Services 2017 Operating Budget - Street Homelessness Budget.

**CONCLUSION**

The City of Vancouver has ambitious goals to increase the supply of affordable housing, as outlined in the Housing and Homelessness Strategy 2012-2021 and in *the Housing Vancouver Emerging Directions*. Streetohome Foundation is committed to helping the City of Vancouver reach its targets by working with a coalition of local leaders from the community, government, and business. Approval is recommended for a grant of \$150,000 to Streetohome Foundation for operating costs for 2017 from the Community Services 2017 Operating Budget - Street Homelessness Budget.

\* \* \* \* \*



May 3, 2017

Mayor Gregor Robertson and City Council  
City of Vancouver  
453 West 12 Avenue  
Vancouver, BC V5Z 1V4

Dear Mayor and City Council Members,

We are proud of our success in fundraising for 21 supportive housing buildings (1324 units) to date that will and do provide homes to more than 1800 vulnerable individuals. Fundraising continues for four projects as identified in Appendix A, and new supportive housing grant requests are currently under review. In addition, Streethome continues to explore pathways out of homelessness and in particular, a private sector role in facilitating the moving, employment and addiction recovery intentions of individuals with lived experience of homelessness.

The list of projects in Appendix A is provided to fulfill Streethome's annual reporting requirement to the City of Vancouver. In addition, Quarterly Streethome CEO Reports that identify performance outcomes are shared with the City Manager. We also look forward to providing you with our 2016 Annual Report that is published in July.

On behalf of the Board of Directors at Streethome Foundation, we are thankful for your generous support and continued commitment. For 2017, we respectfully request a grant of \$150,000 towards our operating funding. It is notable that one of things donors appreciate is that 100% of their capital contribution goes directly to a project as Streethome continues to fund operations separately.

Kindest regards,

Rob Turnbull, Ph.D., CHE

cc. John McLernon, Chair, Streethome Foundation Board

Streethome Committed / Funded Projects - 2008 - 2017

ID	Status	Project / Site	Building Name	Units	STHF \$	Leveraged Assets	Partners	Neighbourhood/ Developer	Start Date	End Date	Tenancing Start	Full Occupancy	Official Opening Date
<b>Buildings Under Construction and/Being Tenanted</b>													
1	In Progress	<b>730 E. Hastings (between Heatley &amp; Hawks)</b> Client: Women & Children Permanent Supportive Housing	<b>Cause We Care House</b>	21	\$1,000,000.00	Total: \$24.5m Land: CoV	YWCA	DTES/ City Spaces Consulting	November 2014	July/August 2016	August 2016	September 2016	Fall 2016
2	In Progress	<b>41 E. Hastings (between Carrall &amp; Columbia)</b> Client: Women Permanent Supportive Housing		52	\$1,040,000.00	Total: \$24.5m Land: Atira	Atira Women's Resource Society	DTES/ Atira & Cressey Development	November 2015	June 2017	TBD	TBD	TBD
3	On Hold		<b>City Site</b>	89	\$1,780,000.00	Total: \$30.6m Land: CoV		TBD	ON HOLD	ON HOLD			
<b>Ongoing Projects: Not building related</b>													
4	Ongoing	<b>Semi-Independent Housing Program</b> Client: Youth Homelessness Prevention		n/a	\$500,000.00	n/a	Covenant House Vancouver	n/a	January 2012	January 2018			
5	Ongoing	<b>Vancouver Rent Bank</b> Client: City of Vancouver Residents Homelessness Prevention		n/a	\$365,800.00	Total: \$667,042	Network of Inner City Community Services	n/a	September 2012	COV operational agreement ends Feb 2017.			
<b>Completed Projects</b>													
6	Completed	<b>208 East Georgia (at Main) - London Hotel</b> Client: Homeless Adults Permanent Supportive Housing	<b>London Hotel</b>	25	\$250,000.00	CoV: \$1.374 m, Aitra: \$350,000 Land: Porte Development	Atira Women's Resource Society	DTES/Varos	2009	2009			
7	Completed	<b>HEAT Shelter Program</b> Client: Homeless Adults Emergency Housing		200* Beds	\$500,000.00	CoV: \$500,000 Land: CoV	City of Vancouver	n/a	2009	2009			
8	Completed	<b>2299 Fir (at 7th Ave)- Sanford Apartments</b> Client: Mental Health Permanent Supportive Housing	<b>Sanford Apartments</b>	62	\$1,240,000.00	Total: \$13.4m Land: CoV	Sanford Housing/MPA Society	Fairview/ Ledcor Construction	December 2010	June 2012			

9	Completed	<b>2019 Dundas (at Wall St)</b> Client: Women Transitional Housing	<b>Aboriginal Mothers Centre</b>	16	\$500,000.00		Lu'ma Native Housing/ Aboriginal Mother Centre	Hastings	October 2009	November 2011			
10	Completed	<b>Non-Profit Shared Services Business Case</b> Client: Non-profit serv. providers /Other		n/a	\$30,000.00	n/a	Raincity, St. James, & MPA	n/a	2011	2012			
11	Completed	<b>1060 Howe (between Nelson &amp; Helmken)</b> Client: Mental Health Temporary Housing	<b>At Home/Chez Soi (Bosman Hotel)</b>	100*	\$1,100,000.00	CoV: \$500,000 Land: Rented from private owner	Mental Health Commission of Canada	Downtown	December 2009	April 2012			
12	Completed	<b>Portable Subsidy Rental Program</b> Client: HIV/AIDS Homelessness Prevention		n/a	\$45,000.00	n/a	McLaren Housing Society	n/a	2011	April 2012			
13	Completed	<b>31 West Pender (near Abbott)</b> Client: Aboriginal Permanent Supportive Housing		24	\$500,000.00	Total: \$10.5m	Vancouver Native Housing	DTES/Van Mar Constructors	Completed	September 2012			
14	Completed	<b>502 Alexander - Container Housing</b> Client: Women Permanent Supportive Housing		12	\$240,000.00	Land: Atira	Atira Women's Resource Society	DTES/ James Weldon	September 2012	August 2013			
15	Completed	<b>215 West 2nd (at Cook St.)</b> Client: Mental/Health Addictions/Supportive Housing	<b>Marguerite Ford</b>	147	\$2,940,000.00	Total: \$34.2m Land: CoV	Sanford Housing/RainCity Housing	Mount Pleasant/ Ledcor Construction	July 2011	April 2013			
16	Completed	<b>1249 Howe (near Davie)</b> Client: HIV/AIDS Permanent Supportive Housing		110	\$2,200,000.00	Total: \$22.3m Land: CoV	McLaren Housing Society	Downtown/ Performance Builders	July 2011	August 2013			
17	Completed	<b>101 East Cordova - Bridge Housing</b> Client: Women/Transitional Housing		8	\$160,000.00	Land: PHRC	Atira Women's Resource Society	DTES/ James Weldon	2013	July 2014			
18	Completed	<b>1134 Burrard (near Helmken)</b> Client: Youth (30), Mental Health (111) Permanent Supportive Housing		141	\$2,820,000.00	Total: \$30.4m Land: CoV	The Kettle/Family Services of Greater Vancouver (Directions)	Downtown/ VanMar Constructors	March 2012	March 2014			



19	Completed	<b>951 Boundary Rd (at Adanac) - Taylor Manor</b> Client: Mental Health/Addictions Permanent Supportive Housing	<b>Taylor Manor</b>	56	\$1,400,000.00	Land: CoV	City of Vancouver, The Kettle (services)	Hastings Sunrise	April 2013	December 2014			
20	Completed	<b>2465 Fraser Street</b> Client: Youth (30), Aboriginal (69) Permanent Supportive Housing	<b>Kwayatsut</b>	99	\$1,980,000.00	Total: \$28.3m Land: CoV	Vancouver Native Housing/Pacific Community Resources Society (BYRC)	Mount Pleasant/ Darwin Construction (Canada)	August 2012	December 2014			
21	Completed	<b>111 Princess (at Alexander)</b> Client: Mental Health/Addictions Permanent Supportive Housing		139	\$2,780,000.00	Total: \$31.2m Land: CoV	PHS Community Services	DTES/ Darwin Construction (Canada)	October 2012	December 2014			TBD
22	Completed	<b>220 Princess (at Powell) - Budzey Building</b> Client: Women & Children Permanent Supportive Housing	<b>Budzey Building</b>	147	\$2,940,000.00	Total: \$34.6m Land: CoV	RainCity Housing	DTES/ Stuart Olson Dominion Construction	November 2012	March 2015			TBD
<b>Current Fundraising Projects</b>													
23	Fundraising	<b>Fire Hall #5 3090 East 54th Ave (at Kerr)</b> Client: Women & Children Transitional Housing	<b>FireHall #5</b>	31	\$892,000.00	Land: CoV	YWCA	Champlain Heights- Killarney/ COV	tentative: June 2016	January 2018	February 2018	March 2018	tentative: March/April 2018
24	Fundraising	<b>1723 Victoria Drive - CoHERE Housing</b> Client: Mental Health Permanent Supportive Housing	<b>Co:Here</b>	18 (+ 8 for mentors)	\$520,000.00	Land: Grandview Calvary Baptist	Co:Here Foundation, in partnership with Salsbury Community Society and Grandview Calvary Baptist	Grandview Woodlands	April 2016	March 2017	April/May 2017	May 2017	TBD
25	Fundraising	<b>420 Hawks</b> Client: Women and Children Permanent Supportive Housing	<b>TBD</b>	21	\$420,000.00	BC Housing/CoV/Maria Marina	Atira Women's Resource Society	Strathcona	Spring 2017	Winter 2018	TBD	TBD	TBD
26	Fundraising	<b>Annex 2: Youth Housing</b> Client: Youth Youth Housing	<b>TBD</b>	6	\$140,000.00	Total: \$800,000 BC Housing	Pacific Community Resources Society Society	East Vancouver	TBD	TBD	TBD	TBD	TBD
27	Fundraising	<b>St. Paul's Hospital</b> Client: Mental Health 10 clinical treatment spaces with a translational centre (capacity 6,000 patients annually)	<b>The Hub</b>		\$500,000.00	CoV: \$750,000; Vancouver Police \$750,000	St. Paul's Hospital	Downtown Vancouver		January 2017 for clinical spaces; Spring 2017 for Transitional Centre			TBD
<b>Total number of units completed</b>				<b>1086*</b>									
<b>Total number of units committed &amp; funded</b>				<b>1324*</b>									
										Last updated: January 2017			
										*Emergency housing not counted in total number of units			

# ADDICTION RECOVERY FLOW CHART

**Referral sources may include:** Hospital (St. Paul's HUB, Withdrawal Management Services, Emergency Departments, In-Patients) Police, Corrections, Addiction Recovery Programs, Supportive Housing & shelters, churches and self-referral.



## Pre-Care and Transitional Housing (PC&TH)



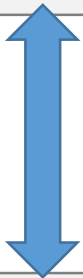
**Pre-care** provides a temporary (e.g., two weeks to three months), substance-free, dormitory style accommodations for adults (18+ years of age), with lived experience of homelessness, chemical addictions and possibly mental illness, who are interested in pursuing addiction recovery. It will function as a centralized intake, assessment and referral hub to higher and lower tier services as appropriate. Withdrawal management may be available for non-alcohol and lower risk dependencies. Supports and services will be available to prepare screened individuals (deemed to be a fit) for entry into a publicly funded short term live-in addiction recovery programs.

**Transitional housing** provides time-limited, abstinence-based studio apartments (e.g., six months to two years) for individuals who are graduating from publicly funded short term live-in addiction recovery programs and require additional support to re-integrate back into the community. Supports will include: comprehensive assessment; assistance with independent living skills and eventually, with a search for suitable housing; education and/or employment navigation and coaching; case management and linkage with community health services (physical and mental health); and information on local mutual aid support groups.

## Centre for Applied Research in Mental Health & Addiction (CARHMA)

Mapped the publicly funded live-in addiction recovery programs across BC that would be accessible to individuals in Vancouver with lived experience of homelessness. The project's intention is to lay a foundation for improved access and to optimize the use of limited resources.

*In partnership: St. Paul's Hospital, First Nations Health Authority, Provincial Health Services Authority, Vancouver Police Department, Vancouver Coastal Health, City of Vancouver and BC Housing*



## Publicly Funded Short Term Live-In Addiction Recovery Programs

Treatment is provided for individuals in a safe, structured, and substance-free living environment for a period between 30 and 90 days. Treatment includes assessment, education, structured individual, group and family counselling/therapy. Addiction recovery houses operate with a range of philosophies and practices. They differ in location, number of beds, staffing credentials and staff to client ratios, client inclusion and exclusion criteria, cultural and religious accommodations, program length, intake and referral practices, graduation rates and accreditation engagement.



**LARP** will address an unmet need for clients who are not successful at less intensive and shorter duration recovery programs.



## Long term Live-in Addiction Recovery Program (LARP)

A two-four year intensive experience similar in developmental pathway to students going away to university for four years and maturing through lived experience managing their household, academic and social responsibilities in preparation for the real world.

Employment and peer support are fundamental components of treatment.

This model is intended for, but not restricted to, those with multiple failures at lower tier interventions.

# Employment

## THE PROJECT

Streetohome is partnering with TPD, an international Workforce and HR Solutions company, to incubate Work With Us - a new non-profit foundation seeking national charitable status in Canada. More than 500 marginalized individuals will be supported with employment opportunities and the organization fully intends to be self-sustaining without additional public or private investment. This work will build on the success of the Galt Foundation which TPD has successfully introduced in Eugene, Salem and Portland, Oregon and Oklahoma City, Oklahoma. Galt Foundation currently employs more than 2500 individuals with disabilities and other vocational barriers.

## WHY EMPLOYMENT?

Research consistently shows that people who have experienced homelessness want to work and that a substantial portion can secure and retain jobs. Unfortunately, stigmas (feelings of being perceived by others as incompetent, lazy, unmotivated) are barriers to employment and disrupt performance in work settings. Motivation training, based on insights from behavioural economics and cognitive and social psychology (and empirically shown to change the way individuals cope with employment challenges), will enhance the adaptation of the Galt model in Canada. With the appropriate supports, individuals have been shown to overcome barriers to thrive and succeed in the workplace.

*"We believe that individuals not only need a home, but also a sense of purpose and a job provides an opportunity to: become contributing members in society; belong to a team; learn new skills; develop one's potential and a path to self-sufficiency."*

*John McLernon, Chair,  
Streetohome Foundation Board*

Streetohome  
has committed  
\$500,000

**Help us fund it!**



## Work With Us Foundation:

- **Cross-appoint two Streethome Foundation Board members** to the Work with Us Foundation Board.
- **Capitalize on Streethome Board's relationships** with employers in the Vancouver area.
- **Deliver an innovative model** of employment that mitigates the risk to employers who choose to embrace inclusivity.
- **Access an integrated software system** that matches employer needs with employee capabilities.
- **Provide efficient business methodologies** of finding, onboarding and retaining staff for employers.
- **Collaborate with supporting housing and education/training providers** to enhance work readiness and develop job-specific knowledge and skills.
- **Scale the self-sustainable charity quickly** from 500 to the thousands without additional public or private investment.

Streethome Foundation is working to leverage pathways out of homelessness in Vancouver. By the end of 2016, our funding has directly helped more than 2,600 vulnerable people through new supportive housing and homelessness prevention programs.

## Pathways out of Homelessness

