



Delancey Street Vancouver

Business Case



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Executive Summary

Streetohome is committed to the development of thriving citizens by fostering system change that delivers safety and belonging, housing, health, employment and education to a vulnerable population. This is accomplished by leveraging and brokering a comprehensive system response to ensure that homelessness in Vancouver is prevented whenever possible and, when it can't be prevented, to ensure the experience is least harmful, brief and non-recurring. As Streetohome works to prevent homelessness, two significant areas of focus have emerged; employment and long-term live-in addiction recovery. Delancey Street Vancouver delivers on both of those facets, delivering a peer-led 'live-in' program requiring a minimum 2-year commitment, along with educational, vocational and life-skills training that has residents working within the program to support ongoing operations, and then successfully transition to mainstream employment opportunities upon graduation.

This business case proposes to add the Delancey Street model to the broader system of care within Vancouver, grounded in unique principles that provide a 'made in British Columbia' approach to this proven venture. It is modelled after the successful and long-standing program in San Francisco, CA that has been replicated numerous times, both independently as well as by the Delancey Street Foundation itself. Delancey Street Vancouver will focus on the vulnerable population transitioning out of institutional settings; and notably, the correctional services. This population lives with problematic substance use issues and is, by definition, homeless. They are vulnerable to a perpetuating cycle of crime, incarceration, and homelessness, caught in a 'revolving door'. Further, research shows that 53% of the homeless population in Vancouver is living with addiction and/or problematic substance use issues. When combined with other barriers to homelessness, including an unaffordable marketplace, Delancey Street Vancouver will provide an oasis within the larger community, delivering supports to a vulnerable population who have very few options.

Adverse childhood experiences and problematic substance use are two commonalities within homelessness; however, episodic treatment approaches have not proven to reduce the complexity of homelessness. Rather, the pathway out of homelessness needs to focus on the 'whole person'; a broad approach that seeks to understand the recovery journey, and address areas of the physical, emotional, intellectual, spiritual, social and vocational needs of the individual. A 'whole person' approach emphasizes the importance of self-help and self-motivation to improve the quality of life leading to more meaningful roles within the broader community. In 2017, the Centre for Applied Research in Mental Health and Addiction (CARMHA) was commissioned to explore service capacity, program characteristics, and key issues/concerns within the publicly funded live-in service providers in BC. They identified three key gaps in the system; it takes a long time to access treatment, even when you are ready to make that step; the treatment programs are not long enough; and, there is insufficient focus on vocational training.

As Streetohome looks to fill this gap, Delancey Street proves the best fit to meet the needs in this city. It addresses the challenges faced by a vulnerable population, fills a gap in the recovery continuum, and is a global best-practices program. This business case will take you through a *business model canvas*, painting a picture of the program, how it delivers services, how it connects with people, and the financial structure. The model is projected to be self-sustaining within two years of operations.

Delancey Street Vancouver requires three principal investments to open. First is a location to operate, envisioned to be a mix residential/commercial property in Vancouver, and able to be scaled in size and to co-locate one or two business ventures. That location could be a donated property, or a purchase and hold arrangement where the donor provides exclusive use of their property to enable operations. The second investment is start-up capital, estimated at \$485,000. The final investment is for operating funds to take the venture to its break-even point. The scalability of growth and business ventures should have the program self-sustaining after 23 months of business operations, and the investment required for this portion is \$595,000.

Upon receiving project approval, an aggressive implementation timeline can result in Delancey Street Vancouver opening its doors in December 2018 and the first business venture would commence in March 2019. Within two years of operating it should be fully self-sustaining, projecting for growth and expanding business ventures. At this time, four businesses will be in operation; including a moving company; coffee shop; bicycle repair shop; and, annual Christmas tree sales. Net revenue through the third year should reach \$280,000; which will then be used to expand the program and operations further. By 2024, estimates have 200 residents living and working in the program, with a net revenue of \$1.45 million.

This business case delivers on Streetohome’s objective of “Thriving Citizens”.

Streetohome is committed to the development of thriving citizens, by fostering system change that delivers safety and belonging, housing, health, employment and education to a vulnerable population.

Our role: Streetohome’s overarching goal is to leverage and broker a comprehensive system response to homelessness to ensure that homelessness in Vancouver is prevented whenever possible and, when homelessness can’t be prevented, to ensure the experience is least harmful, brief and non-recurring.

Our goals:

- 1) Provide stable housing with appropriate support services
- 2) Prevent people who are most vulnerable from becoming homeless
- 3) Build broad public support and commitment for permanent solutions to homelessness

Our focus area:

After broad consultation with the community and partners, and a review of what’s working in other jurisdictions, Streetohome is exploring opportunities to broker and leverage additional pathways out of homelessness in Vancouver, including employment and addiction recovery. As it did with supportive housing, Streetohome is collaborating with experts and reaching out to the private sector to move the dial on homelessness.

The ‘Streetohome Stool’ represents the individual needs that must be addressed for the vulnerable homeless citizens in Vancouver, and those at-risk of homelessness or with lived experience of homelessness, in order for each of them to thrive.



\$31m

In donations raised for housing and homeless prevention programs since 2008

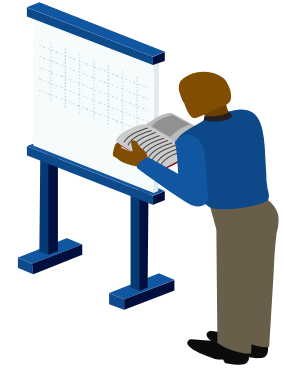
2600

Vulnerable individuals helped, who will not be included in future homeless counts

1335

Homes provided through supportive housing projects

A process of research, review, and consultation



1. Problem

- Streethome Board of Directors signal a shift in approach, focusing on phase II of the 10-year plan: addressing the drivers of homelessness, with movement towards 'homelessness prevention'. Two key areas of focus are employment and addiction recovery
- Addiction Recovery Committee sought to identify area where change could be made within the system of care, to fill a gap and reduce and/or prevent homelessness
- Hypothesis that there is a gap in the availability of long-term live-in addiction recovery programs

2. Research

- Commissioned a consortium of partners to fund a study into the availability of publicly funded live-in addiction recovery services in BC, conducted by the Centre for Applied Research in Mental Health and Addiction (CARMHA)
- Completed Study Trips to many addiction recovery and treatment centres, including long-term programs in Italy (San Patrignano) and the United States (Delancey Street)
- Engaged subject matter experts as a part of an Addiction Recovery Working Group, along with other partners from health, justice, civic government and non-profit organizations

3. Proposal

- Proposal to add the Delancey Street model to the recovery system of care within Vancouver
- Engaged targeted advisory groups specific to Indigenous input, lived-experience dialogue, and business acumen
- Engaged Mimi Silbert, CEO of the Delancey Street Foundation (San Francisco), and conducted replication site visits to further understand the model
- Developed 'Made in British Columbia' principles for the final solution for our community

4. Business Case

- Developed the robust model for a long-term peer-led live-in program delivering housing, education and vocational training, and life and social skill development, that targets a vulnerable population with homelessness, problematic substance use and prison histories
- Developed and refined the financial model to ensure an accurate picture of operating needs at start-up, along with a model that demonstrates financial self-sustainability within three years of opening

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Preventing Homelessness in Vancouver



“Everyone has the right to a standard of living adequate for the health and wellbeing of him/herself and his/her family, including food, clothing, housing and medical care and necessary social services”

– Universal Declaration of Human Rights,
United Nations (1948)¹

Every society has their own perceptions of the homeless, and how they are defined reveals the influence of local factors including; tradition, cultural values, social infrastructure, and financial-based and gender-based perspectives. These definitions ultimately determine who will be enumerated, what risk factors and conditions will be addressed, and who will receive services and supports.²

The Canadian Observatory on Homelessness describes homelessness as “the situation of an individual, family or community without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioral or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful and distressing.”³

As of March 2017, there were at least 3,605 homeless individuals recorded in Metro Vancouver– representing a 30% increase in the homeless population since 2014. The largest share of the homeless continue to reside the City of Vancouver (59%). These figures are likely to be under-estimated due to the “hidden homeless” who are not present/visible to be accounted for.⁴

51%

of the homeless in Metro Vancouver have been homeless for over one year.

3605

people experiencing homelessness in Metro Vancouver.

30%

increase in homelessness since 2014 compared to 6.5% population growth.

There is no single pathway to homelessness.

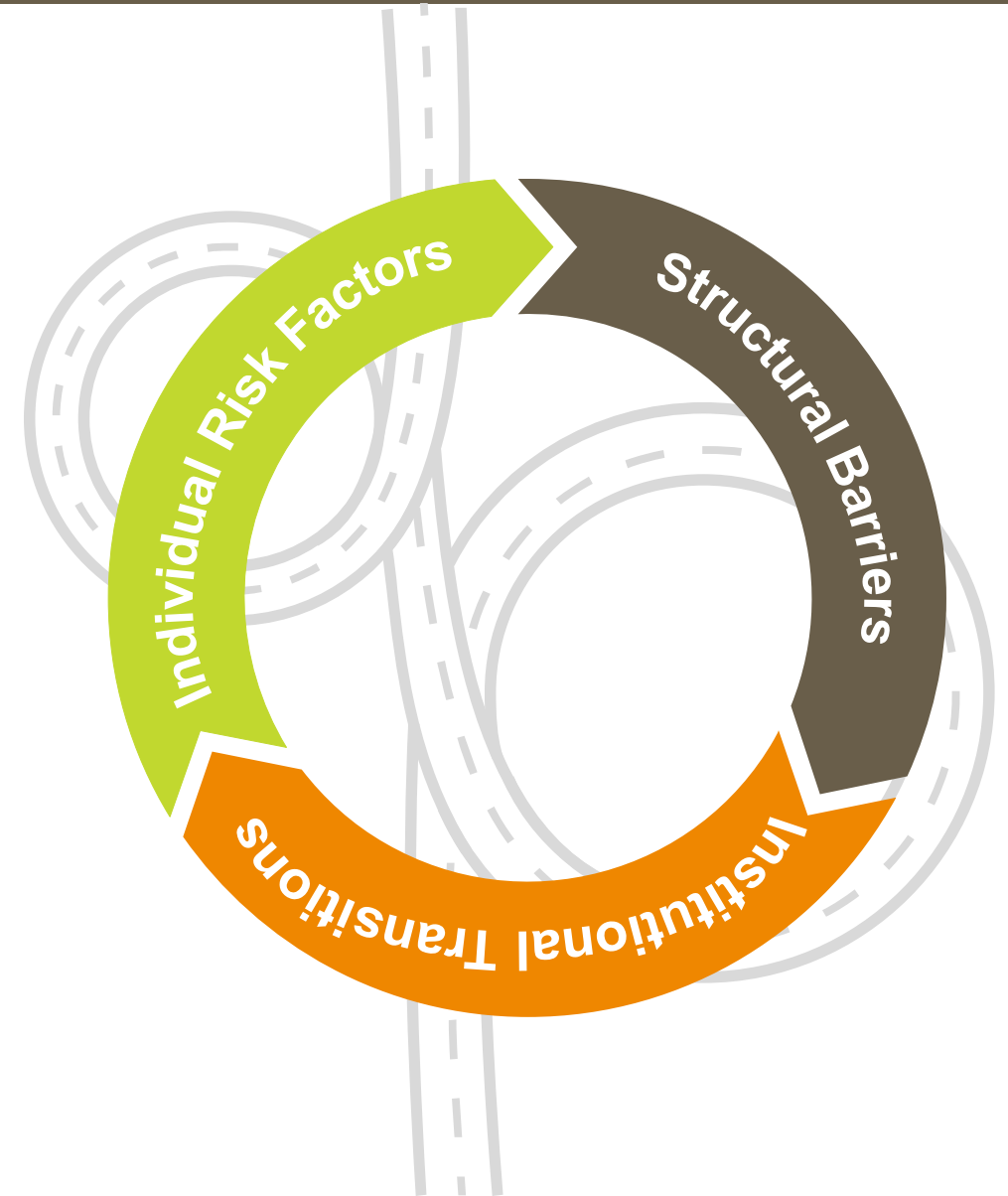
A homelessness pathway is defined as “the route of an individual or household into homelessness, their experience of homelessness and their route out of homelessness into secure housing”⁵.

In 2008, Mental Health Commission of Canada (MHCC) was commissioned by the Government of Canada to conduct a four-year research study on homelessness across five cities: Moncton, Montreal, Winnipeg, Toronto and Vancouver. Over 200 individuals were recruited through programs serving homeless individuals and participated in a series of face-to-face narrative interviews. The purpose of the study was to understand pathways to homelessness, reasons for continued homelessness and barriers to exiting homelessness.⁶

The following themes were uncovered consistently, across all five cities:

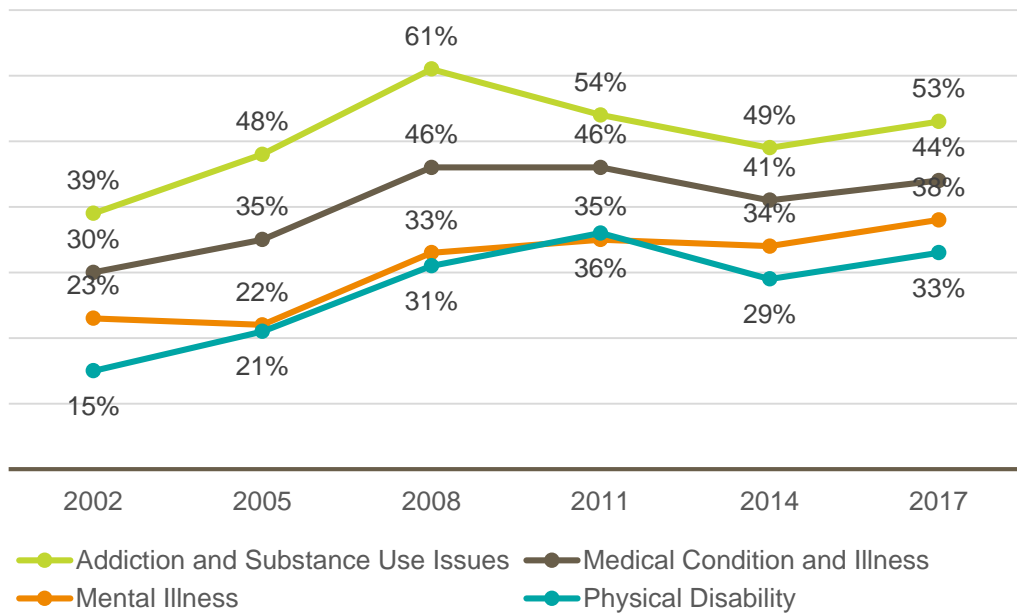
- 1) Interplay among individual risk factors like mental illness,
- 2) Becoming entrenched by structural barriers in unsafe, substandard and drug-involved neighborhoods.
- 3) Transitions from institutional settings like foster care, correctional facilities and psychiatric hospitals.⁶

Each of these themes will be explored in detail, and specific to Metro Vancouver, in the following sections.



A high prevalence of substance use, adverse life events and poor social supports among homeless

Figure 1: Prevalence of types of health condition among the homeless population in Vancouver from 2002 to 2017.⁴



Individual risk factors such as substance use disorders, trauma, relationship conflicts, family violence and mental health issues were found to contribute significantly to homelessness.⁶

Figure 1 shows that 53% of the homeless population in Vancouver self-reported with addiction and substance use issues. According to the latest report from the B.C. Office of Chief Coroner, alcohol and drugs accounted for 49% of all reported deaths of homeless individuals in 2015.⁷ Given the prevalent rates of problematic substance use, the homeless population becomes particularly susceptible to the opioid crisis; the first public health emergency in B.C. history.⁸

A recent study published by the U.S. National Institute of Health reported an average of **8.8 adverse life events** among a sample of the homeless population.^{10, 11} Adverse experiences during childhood are especially over-represented in homeless populations, ranging from a prevalence rate of 17-60% depending on the specific experience.¹²

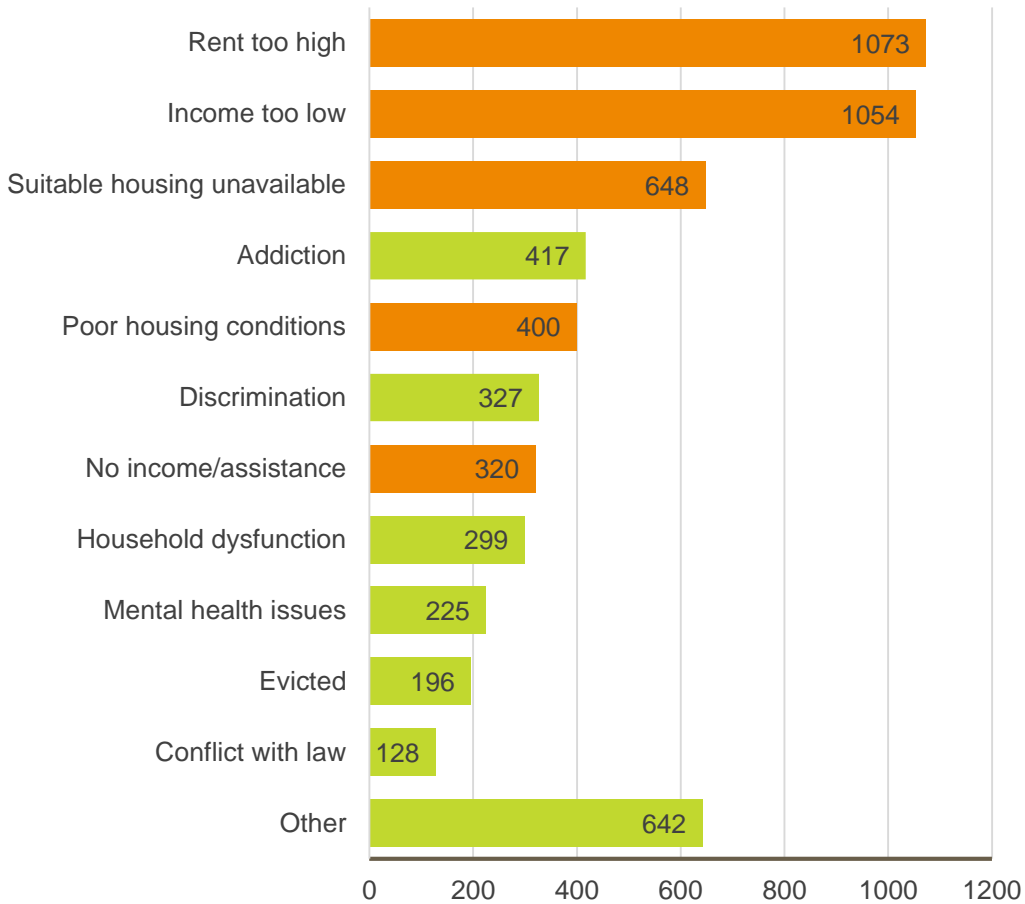
Adverse childhood experiences (ACE) are stressful and traumatic events that interrelate with a wide range of health risk factors later in life, including alcoholism, substance use, depression, and suicide.¹¹ Even among homeless individuals, those who have experienced childhood adversities were likely to be homeless for longer periods of time. The most prevalent childhood adversities being physical abuse, physical neglect and household dysfunction (e.g. domestic violence, family members with substance use disorders, etc.).¹²

Homeless individuals also have smaller social networks, which continue to become even smaller the longer they remain homeless.¹³ Many participants of the MHCC study described how intergenerational trauma and social isolation were initiating factors for their substance use, and eventual homelessness.⁶

I bounced around for a while, I got heavily into pills and because I was depressed, I didn't see a way out and I was young, my source of income was gone and then slowly bit by bit I couldn't afford housing anymore so then I went into a shelter.

Poverty, unemployment, and a lack of affordable housing are significant structural barriers

Figure 2: Barriers to housing reported by homeless individuals in Metro Vancouver (more than one response possible) (2017).⁴



Structural risk factors such as poverty, unemployment and lack of affordable housing were found to exacerbate the individual risk factors that initially led to homelessness.⁶

Socio-economic disparity continues to grow in Canada, resulting in economic strain and unstable employment opportunities for lower income populations.⁶ According to a 2010 research and policy report by Wellesley Institute, Canada is “falling behind other advanced economies in key housing-related measures, including poverty, income inequality, and public expenditures on housing.”¹⁴

As seen in Figure 2, the most prevalent barriers to housing among homeless individuals in Metro Vancouver are poverty (e.g. “income too low” and “no income or income assistance”) and unaffordable and substandard housing (e.g. “rent too high”, “suitable housing unavailable”, and “poor housing conditions”).⁴

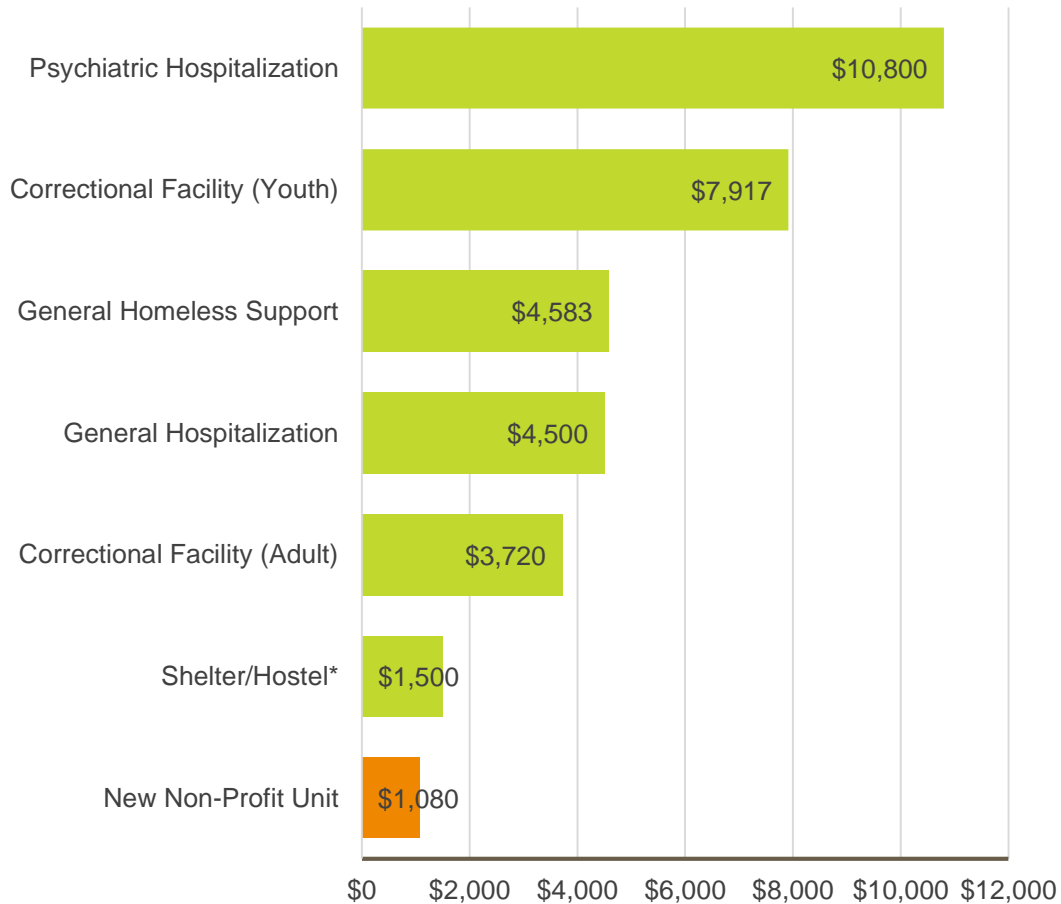
78% of Metro-Vancouver’s homeless are unemployed, and reliance on disability benefits was higher than previous years, from 21% in 2014 to 28% in 2017. Dependence on income support programs (e.g. Old Age Security, Guaranteed Income Supplement, etc.) also increased from 2% in 2008 to 11% in 2017 (see Appendix 1).⁴

Among large metropolitan areas, Vancouver has the largest proportion of households that spend more than 30% of their income on shelter (44.7%), which is a common measure for risk of homelessness (see Appendix 2).¹⁵ In 2016, Vancouver was evaluated with the highest real estate bubble risk globally according to the UBS Global Real Estate Bubble Index.¹⁶

These barriers further entrench individuals in unsafe neighborhoods, and contribute to continued homelessness. In addition, many participants of the MHCC study described experiences of social isolation and being forced to stay within neighbourhoods that further exposed them to violence and drug activity – even when seeking addictions treatment and mental health services.⁶

Transitioning from institutions often leads to homelessness

Figure 3: Monthly cost of housing per person by housing type (1999).¹⁸



Transitions from institutional settings such as correctional facilities, foster care and psychiatric hospitals into the broader community contribute to the risk of homelessness. There is little to no support for transition planning and helping individuals acquire the necessary skills for independent living.⁶

The relationship between incarceration and homelessness is bidirectional, where individuals are trapped in a “revolving door” of staying in shelters, correctional facilities and hospitals, further isolating them from mainstream society.¹⁹ In a 2006 study conducted by the City of Toronto, 18% of surveyed homeless individuals had interactions with corrections in the previous six months. In a similar 1998 study by the Mental Health Policy Research Group, 73% of male adult shelter users and 27% of female adult shelter users had been arrested at least once since the age of 18.¹⁸

Upon release, offenders often fall into homelessness due to lack of access to housing, employment, and addiction and mental health services. Conversely, many homeless individuals are exposed to the same risk factors that increase their likelihood of offending, and re-offending. In 2009, the University of Toronto assessed the impact of discharge planning on the living conditions of released inmates from Ontario and British Columbia. 40% of those who have found stable housing had seen a discharge planner prior to release, while only 29% of those who were living in shelters or on the streets had met with correctional staff for transitional support.¹⁹ The results of this study highlight the need for discharge planning services and transitional programs that recognize the interlinked risk factors of incarceration and homelessness.¹⁸

Although the political stance on criminal offenders and the homeless in Canada tends to vary, the financial implications of finding stable housing for ex-inmates provides a clear supporting case. Figure 3 shows the monthly cost of non-profit housing relative to institutional alternatives, and the general support costs for homeless individuals.¹⁸

How can we address the spectrum of risk factors for homelessness?

Pathways out of homelessness should address the “whole person”.

Lived-experience narratives and population-based studies consistently show that we need to broaden our understanding of pathways leading to homelessness. Homelessness is a complex and cumulative process, it is not the outcome of a single factor and/or event.⁶

While there is overwhelming evidence that problematic substance use is associated with the risk and persistence of homelessness, treating any one risk factor in isolation does not provide efficient nor long-term recovery outcomes.

For example, problematic substance use is regularly treated in an episodic manner when an individual experiences a crisis or relapse. However, this treatment often fails to acknowledge the chronic nature of substance abuse, and concurrent issues that need to be addressed for ongoing recovery such as employment, housing, financial support and social rehabilitation. With the urgency surrounding the opioid crisis in B.C., it is important not only to focus on medical treatment, but also the coordination of ‘wrap-around services’ that helps to maintain recovery, reduce risk of relapse, and support social reintegration.²⁰

The whole-person approach integrates the ideas, beliefs, and experiences of an individual into recovery. It provides a broader framework to understand the recovery journey and integrates activities to better address physical, emotional, intellectual, spiritual, social, and vocational needs. It emphasizes the importance of self-help and self-motivation to improve quality of life and take on meaningful roles within the community.^{21,22}

With this approach, the pathway out of homelessness and substance use then becomes less focused on addiction recovery, and more on whole-person development.



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CARMHA researched the service gaps within publicly-funded live-in addiction recovery services

In 2016, the Centre of Applied Research in Mental Health & Addiction (CARMHA) was commissioned by Streethome to explore service capacity, program characteristics and key issues/concerns within publicly funded live-in addiction recovery service providers in BC. The lead donor was St. Paul's Hospital under the direction of Dr. Bill MacEwan. Other contributors included Streethome Foundation, First Nations Health Authority, Vancouver Police Department, Vancouver Coastal Health and City of Vancouver.

The survey captured 24 B.C. facilities that have a minimum program duration of 30 days and receive public funding through health authorities for designated beds.²³ Live-in addiction recovery services are appropriate for physically and emotionally stabilized individuals with chronic and complex substance use issues, and those with a history of relapse. These individuals require services and supports that cannot be provided in community or outpatient settings, or within their usual living situation.^{24,25}

Although the definition of live-in addiction recovery services varies across agencies, they generally provide structured services and supports in a substance-free 24-hour setting outside of hospitals. These live-in services ideally operate within a broader continuum of substance use services, corresponding to problem severity, and complementing lower levels of service such as primary, home and community care.²⁴

The CARMHA study revealed gaps that prevent individuals from receiving appropriate services and supports. These gaps can be grouped into three main themes that align with the guiding principles identified in the B.C. *Provincial Standards for Adult Residential Substance Use Services*:

- 1) Availability
- 2) Length of Stay
- 3) Appropriate Services

Streethome's Addiction Recovery Committee subsequently focused on these gaps in its desire to identify a promising model for live-in long-term care and recovery, and the 'whole person' development of this vulnerable population.

Availability

Defined as the lack of available services due to high demand for insufficient supply of services.

Length of Stay

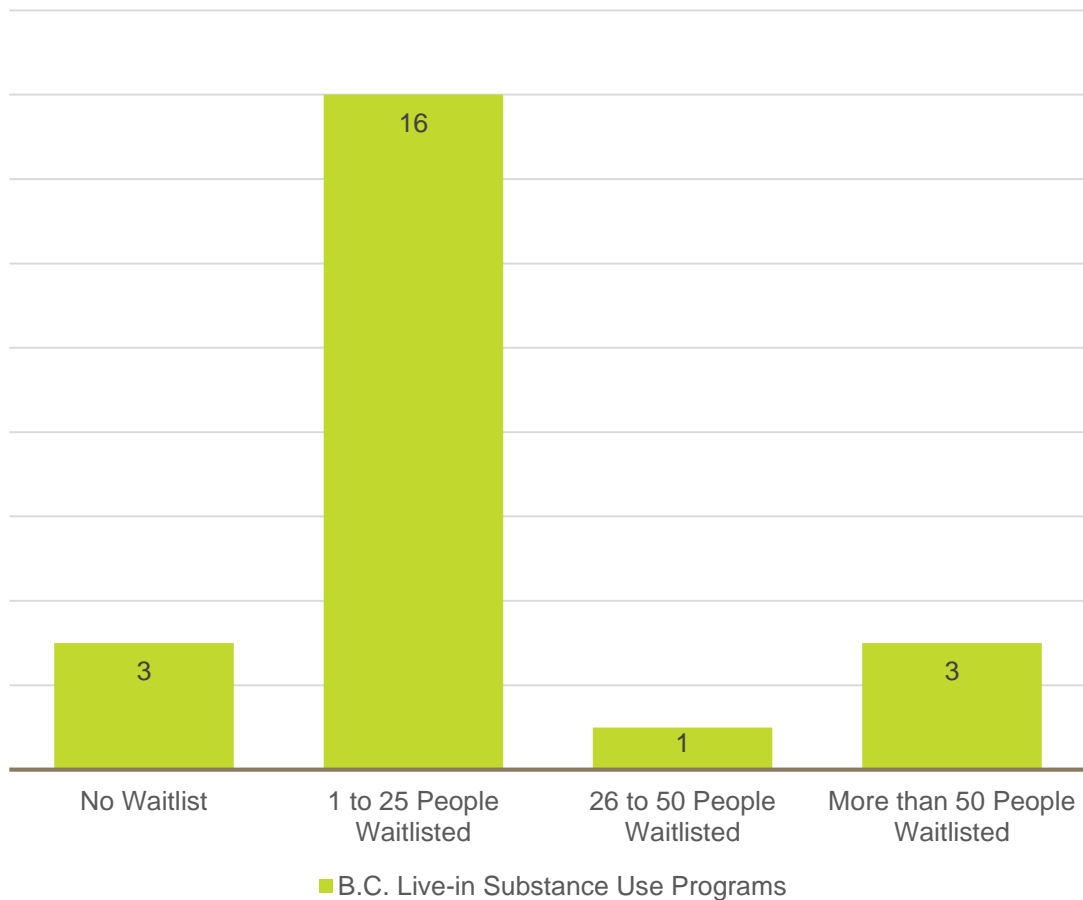
Defined as the lack of programs that offer appropriate length of treatment and support.

Appropriate Services

Defined as the lack of alignment between services provided and the needs of the individual.

It takes a long time to access treatment, even when you're ready to make that step...

Figure 4: Number of people waitlisted at B.C. live-in substance use programs (2017).²³



Availability

Defined as the lack of accessible services due to high demand for insufficient supply of services.

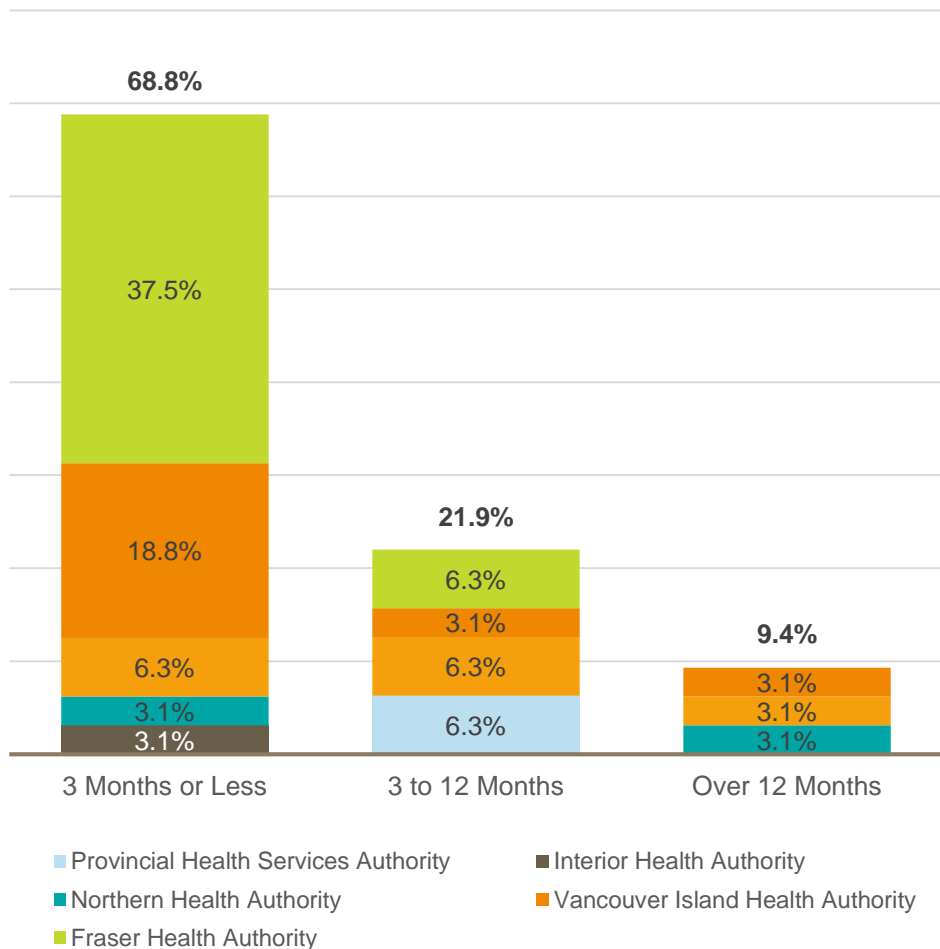
Findings from the CARHMA study on the capacity of publicly funded live-in addiction recovery programs yielded a count of 749 beds. It is difficult to determine whether this is the optimal number of residential service beds, given the lack of accepted service planning benchmarks in Canada. It is also contingent on adequate services and supports across the continuity of care to support individuals at all levels of problem severity.

For example, CARHMA notes that lower intensity interventions (e.g. primary care, methadone maintenance treatment, outpatient counselling) may prevent or delay the progression of problematic substance use that require more intensive services and supports in a residential settings.

The CARHMA findings on program waitlists revealed that all but three programs were full at the time they conducted their research in 2017. Figure 4 shows that 87% of the surveyed residential substance use programs in B.C. had people waitlisted, 70% had up to 25 people on their waitlists, while other programs had more than 50 people on their waitlist. This backlog translates into a treatment and support delay of 3 weeks to 6 months, and suggests a significant service gap in residential beds.²³

The treatment programs are not long enough...

Figure 5: Program length of publicly-funded live-in substance use programs in B.C., by health authority (2017).²³



Length of Stay

Defined as the lack of programs that offer appropriate length of treatment and support.

Live-in substance use programs in B.C. can specify a fixed program length or allow for variable lengths of stay. 69% of these programs have a program length of 3 months or less, while only 9.4% have a program length of over 12 months (see Figure 5)²³

Research evidence suggests a positive correlation between program length and patient outcomes. Long-term programs (with a two-year discharge minimum) had significantly improved outcomes over short-term programs (specified at 3 to 6 months).²⁶ The findings are highlighted as follows:

- Long-term live-in treatment is effective for dual diagnosis individuals who have not been treated successfully by outpatient treatment.
- Patient outcomes in abstinence and homelessness were significantly better.
- The longer a patient remained in the program, the less they relapsed into substance use.²⁶

There are several reasons why long-term live-in programs may yield better outcomes.

- Provides participants with an abstinence-based and stable living environment where life, social and vocational skills are emphasized.
- Provides a longer period of time for participants to learn necessary skills to maintain stable living situation and abstinence.
- Provides more flexibility with transitioning back into mainstream society through community engagement, and social and vocational rehabilitation.²⁶

Similar studies on the effect of program duration and patient outcomes in the U.S. and U.K. (covering 85 programs) have also yielded similar findings.^{27,28} This suggests a need for a higher proportion of longer-term live-in substance use programs in B.C..

There is insufficient focus on vocational training...

Figure 6: Weekly program components of publicly funded live-in substance use programs in B.C. (2017).²³

	#	%
Life Skills	23	96%
Support Groups	23	96%
12-Step	22	92%
Group Therapy	22	92%
Community Events	22	92%
Yoga/Meditation	20	83%
Art Therapy	20	83%
Educational Training	18	75%
Physical Education	18	75%
Outdoor Recreation	17	71%
First Nations	14	58%
Musical Activities	14	58%
SMART Recovery	14	58%
Vocational Training	8	33%
Faith-Based	6	25%

Appropriate Services

Defined as the lack of alignment between services provided and the needs of the individual.

CARHMA assessed the weekly program components offered by live-in substance use programs in B.C. Long-term live-in programs are more likely to emphasize developing life, social and vocational skills compared to short-term programs. This alignment to whole person development results in a more multi-faceted set of program activities, as seen in Figure 6. However, it is important to note that vocational training is the second-least common program component, offered by only 33% of the facilities surveyed by CARHMA.²³

A literature review published by the American Psychological Association has validated arguments on the necessity of employment in rehabilitating individuals with substance use issues. Employment status is found to be correlated with treatment retention, reduction in substance use, and refrainment from criminal activity. While most research on addressing substance use focuses on medical treatment, *work as rehabilitation* has proven to hold an important role in recovery by:

- 1) Establishing a legitimate and sustainable source of income.
- 2) Improving self-esteem and self-motivation.
- 3) Removing barriers from long-term employment (e.g. lack of education and training, minimal work experience, employer attitudes).
- 4) Facilitating socialization and integration with broader communities.²⁹

The long-standing rehabilitation outcomes of employment captured across 20 years of academic papers suggests that B.C. will benefit from more vocational training services .

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What can Streetohome do to fill the gap?

	Criteria	Importance	Criteria Description
Program Characteristics	Program Length	High	Program duration is over two years.
	Program Sustainability	High	Program is financially independent from government funding, and has a diversified group of private donors or sufficient endowment funds.
	Program Environment	Low	Program is based in an urban environment that is comparable with Vancouver.
	Program Accessibility	High	Program does not impose financial barriers for participant entry.
	Program Longevity	High	Program has been operating for several years and replicated successfully across multiple sites.
	Program Retention	Moderate	Program graduation and retention rates are acceptable.
Program Services	Health	Moderate	Addiction recovery and mental health supports, as well as general medical, vision and dental care
	Education	High	High-school equivalency certificate, job training and/or certification as well as life-skills training
	Housing	High	Housing to meet immediate needs– shelter, supportive housing, live-in addiction recovery.
	Employment	High	Support employers and employees in labour market engagement
	Safety & Belonging	High	Personal, gender and cultural safety and community inclusiveness

The main objective of Streetohome is to promote a systematic approach while adding capacity across the continuum of recovery in B.C. Building capacity within the broader system of connected services and supports will help decant other areas of the system. This results in improved flow in and out of other treatment options, and will improve access to the most appropriate programs for each individual.

Streetohome has done considerable work searching for evidence-based and promising practices to fill in the gap of long-term live-in substance use programming in B.C. Seventeen diverse programs across North America and Europe were assessed for innovative, tried and tested model components that can be successfully replicated in B.C. (see Appendix 3). There are unique features to many of these programs that can be adapted for, and tested in Vancouver, using Plan>Do> Study>Act cycles, once the foundational program is established.

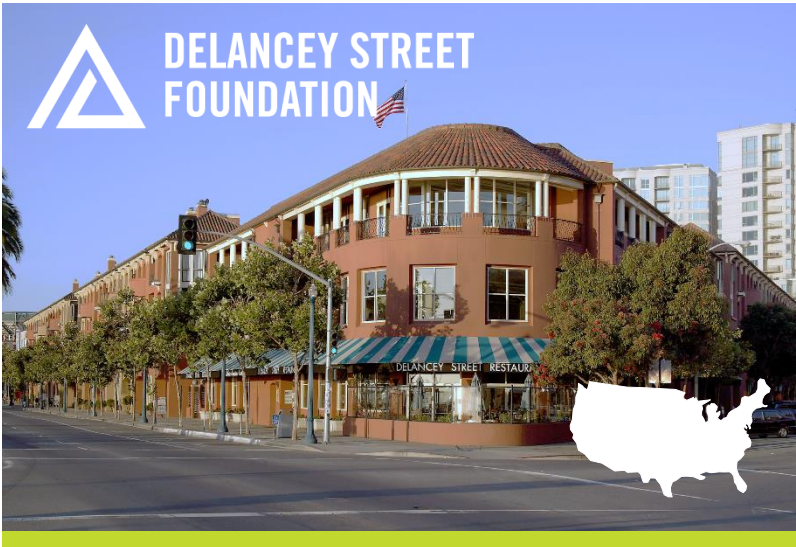
An overall program evaluation criteria was developed to narrow down and compare across best practice programs. The evaluation criteria takes two perspectives:

- **Program Characteristics:** How does the program model work, and what are the indicators that the model works well?
- **Program Services:** What is the depth and breadth of services offered to program participants? Are there limitations and/or exceptions?

The two leading programs based on preliminary findings are Delancey Street (San Francisco, USA) and San Patrignano (Rimini, Italy). John Volken Academy (Surrey, BC) was identified through the Streetohome Addiction Recovery Working Group, and included as a comparator to understand how the direction proposed for Streetohome is different from an existing and comparable local program. The following section provides high-level detail and comparison on these programs.

What are the best practices of supportive residential programs globally?

Three leading long-term residential and vocational models



Delancey Street is a residential rehabilitation program that has supported over 18,000 individuals with histories of substance abuse, incarceration and homelessness. They presently have 750 residents across their six sites. It is recognized as a pioneer for residential self-help for former inmates.³⁰

Residents learn life-necessary social skills, receive and teach academic education (high school and college), and study vocational, administrative and interpersonal skills by working in Delancey Street training schools (ventures). Delancey Street emphasizes “work as rehabilitation”, where individuals are responsible for their own development, while interacting with a supportive community that holds them accountable.³¹

Establish since: 1971

Location(s): San Francisco, Los Angeles, New Mexico, North Carolina, South Carolina, and New York (United States)



San Patrignano is the largest residential rehabilitation centre in the world. To date, it has provided support for 25,000 individuals and currently houses approximately 1,400 residents.³²

San Patrignano is a therapeutic program that focuses on education and vocational rehabilitation. Residents are able to access over 50 job training opportunities, 9 different courses for earning secondary school diplomas, and a dedicated medical center for outpatient care, long-term care for HIV/AIDS, and physical therapy.³³ The community has been recognized by the United Nations and accredited with the status of Special Advisor to the Economic and Social Council of the U.N..³⁴

Establish since: 1978

Location(s): Rimini (Italy)





The John Volken Academy is a long-term residential treatment program for those aged 19-34.

John Volken Academy is based on a therapeutic community model that focuses on cultivating self-worth and self-efficacy, teaching relevant life and vocational skills, and advancing secondary and post-secondary education. Residents have access to consultation from addiction professionals and health-living specialists, and develop their vocational skills working in a grocery store environment run by the academy.^{35, 36}

Establish since: 2001

Location(s): Seattle, Phoenix (United States) and Surrey (Canada)

Delancey Street is the best-suited model for Vancouver

					
	Importance				
Program Characteristics	Program Length	High	✓	✓	✓
	Program Sustainability	High	✓	✗	✓
	Program Environment	Low	✓	~	✓
	Program Accessibility	High	✓	✓	✗
	Program Longevity	High	✓	✓	✓
	Program Retention	Moderate	✓	✓	✓
Program Services	Health	Moderate	~	✓	~
	Education	High	✓	✓	✓
	Housing	High	✓	✓	✓
	Employment	High	✓	✓	✓
	Safety & Belonging	High	✓	✓	~

Streethome staff and Board members from the Addiction Recovery Committee settled on the Delancey Street model as a ‘best practice’ to fill the gaps identified earlier. This direction was based on significant research and study, combined with program evaluation informed by multiple site visits, and included significant input from stakeholders representing health, justice and housing.

Delancey Street emerged as the best fit for a long-term residential substance use program in Vancouver for the following primary reasons:

- 1) Financial Sustainability:** The vast majority of revenue required to run Delancey Street sites is generated by business ventures (49%), rather than public funding (0%) and/or private donations (25%). While San Patrignano also has a similar distribution of revenue sources, it relies heavily on one major private donor, making it vulnerable to a funding shortfall.³⁰
- 2) Accessibility:** Delancey Street is offered free-of-charge to participants, unlike the John Volken Academy (which requires a \$5,000 admission fee, which is variably waived at times).³⁵ Further, Delancey Street has no barriers to admission for the identified target population (e.g. individuals with a history of incarceration, problematic substance use and homelessness). While all three programs do not accept participants requiring psychiatric care, the John Volken Academy also does not accept referrals from the Criminal Justice System.³⁵
- 3) Environment and Longevity:** Delancey Street is an urban-based model that has been replicated multiple times by the Delancey Street Foundation and other private groups in different regions across the USA.
- 4) Peer-led:** Delancey Street emphasizes a peer-led, self-help model, rather than a clinical, therapeutic model. This reduces the likelihood of hierarchal differences and dependencies between professionals and peers.

Delancey Street targets the 'down and out', gives them hope and the opportunity to thrive.

1

Delancey Street Vancouver addresses the challenges faced by the "down and out" population

- Focused on the whole person, this abstinence-based, peer-led community is grounded in the people becoming the solution to their own problems;
- Grounded in right living, mutual self-help and social learning, residents develop life skills and support each other, and work is their therapy; and,
- Accountability, by acknowledging mistakes, taking responsibility for one's actions, and growing from it.

2

Delancey Street Vancouver fills a gap in the continuum of recovery within B.C.

- Delivers a program that increases the supply of housing, and services to help people remain housed;
- Delivers an innovative housing project targeting people leaving public institutions, including hospitals and correctional facilities; and,
- Delivers a long-term, supportive program intended to break the cycle and prevent homelessness.

3

Delancey Street is a best practice among residential substance use programs globally

- Fundamentally designed to develop thriving citizens, aligning fluidly with Streethome's goals;
- Increases public understanding of the underlying causes of homelessness, delivering a proven approach, and fostering widespread community involvement; and,
- Increases public, private and philanthropic investment in homelessness prevention.

down-and-out /'daʊn ən 'aʊt
adjective

1. (of a person) without money, a job, or a place to live; destitute.
2. without physical strength or stamina; disabled; incapacitated.

Synonyms: destitute, poverty-stricken, impoverished, penniless, insolvent, impecunious; needy, in straitened circumstances, distressed, badly off; homeless, on the streets, vagrant, sleeping rough

Informal: hard up, (flat) broke, strapped (for cash), without a red cent, on skid row.³⁷

“

I graduated Delancey Street. I was in LA for 4 and a half years. It helped change my life. People can change, they have to want to change. I lived on the streets, addicted to drugs, did people wrong, all of it. Now I'm a productive, helpful, member of society. I'm married and I just had my first child. I owe my life to Mimi Silbert.⁴⁷

”

1 | Understanding the Challenge

2 | Filling in the Gap

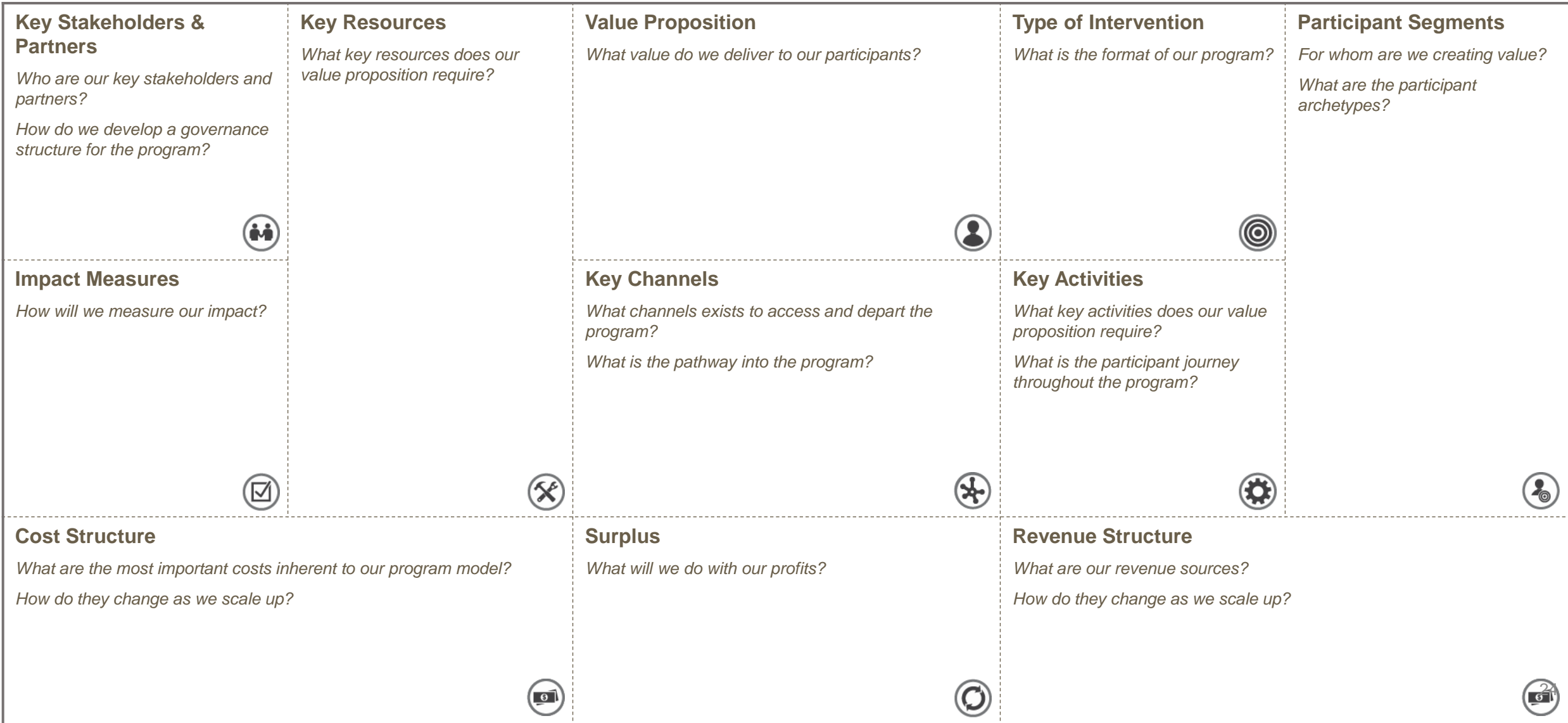
3 | Evaluating Best Practices

4 | Exploring the Delancey Street Model

5 | Planning for Implementation

What are the core components of the Delancey Street model?

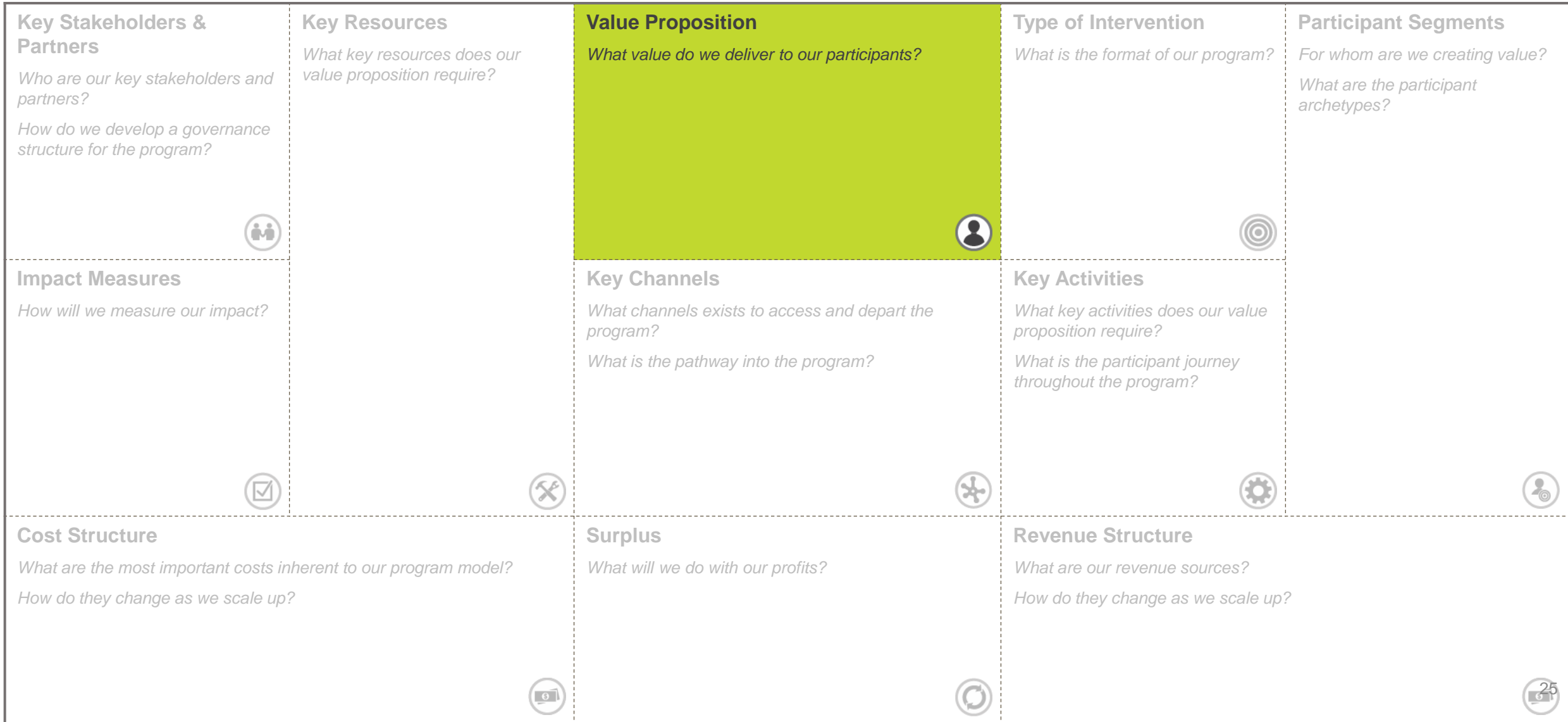
Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



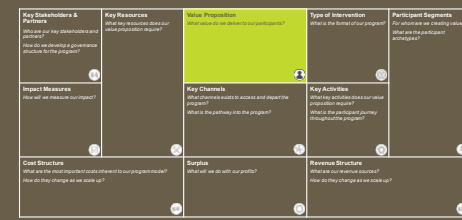
* Adapted from Social Business Model Canvas¹⁷

What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



Value Proposition



1. What value does the program deliver to its participants?

“Changing Lives and Building Futures”: Delancey Street Vancouver is a self-help live-in community that provides vocational, educational and rehabilitation services to former substance users, ex-convicts, homeless, and others who are down and out.

The minimum stay at Delancey Street is two years while the average resident remains for almost four years. During their time at Delancey Street, residents live drug, alcohol and crime-free, receive a high school equivalency degree, and are trained in three different marketable skills. Beyond academic and vocational training, residents learn important values, habits and the social and interpersonal skills that allow them to integrate successfully in mainstream society.³⁷

2. Which population needs and risks are addressed by the program?

Delancey Street Vancouver addresses the following population needs and risks:

- **Problematic substance use:** Residents recover from substance use in a non-clinical, peer-led environment that is founded on “work as rehabilitation”.
- **Incarceration:** Residents may be provided an alternate sentencing option for Drug Court, Community Court, First Nations Court, and Provincial Court, or may avail themselves of support during their transition back into society after incarceration.
- **Unemployment:** Residents learn marketable skills by working within and outside of Delancey Street training schools and ventures.
- **Low Education:** Residents are tutored to complete a high school equivalent education, and tutor others upon completion.
- **Poor Social Support and Networks:** Residents develop social and interpersonal skills through 24-7 communal living and interactions with customers in the public community.
- **Lack of Long-Term Live-in Services:** Provides an additional “open door” option in the broader system of care for a population that is not served by existing programs.

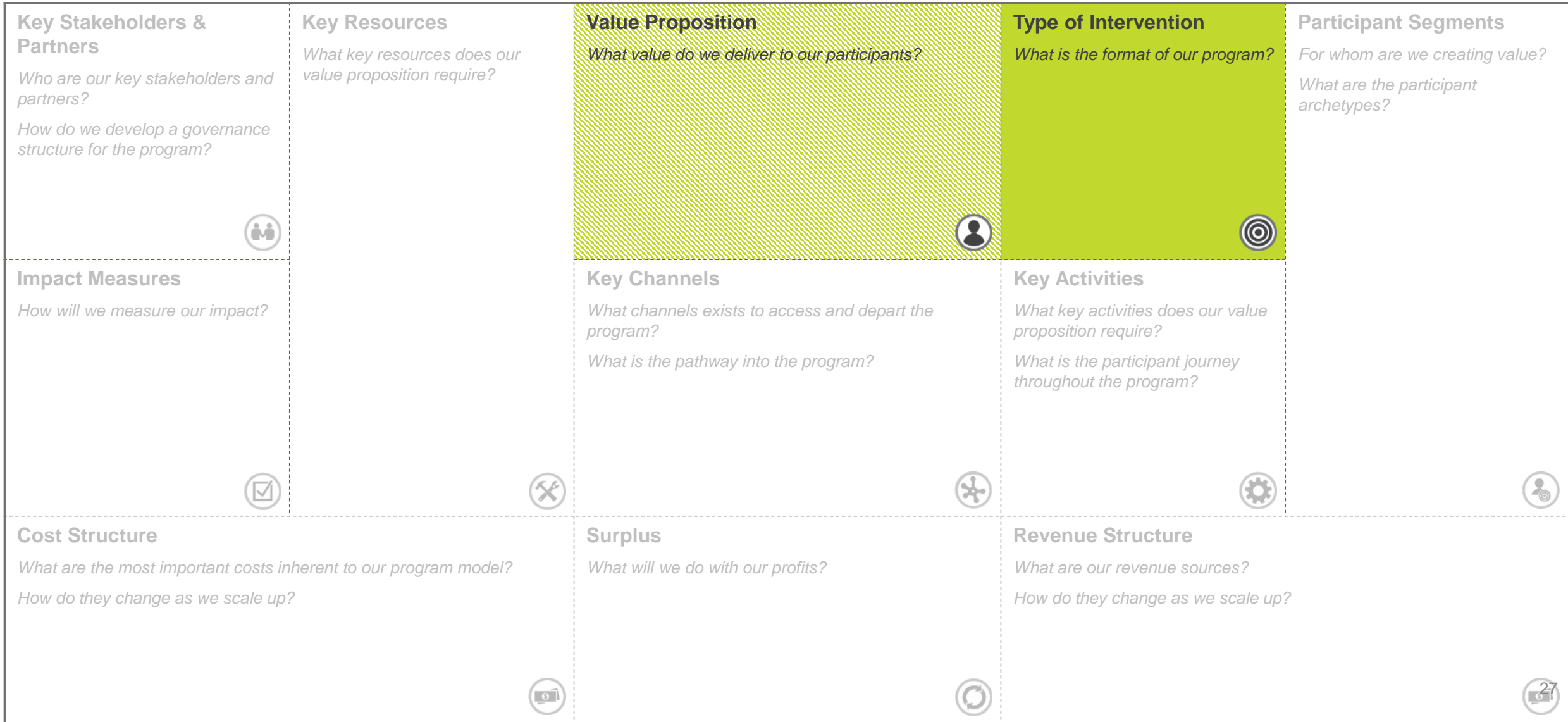
3. What are the ‘Made in B.C.’ principles for this program?

As Streetohome explores the best practices for the development of a long-term live-in community, the unique aspects of British Columbia must be recognized and considered. The following guiding principles have been identified for the start up and ongoing operations of Delancey Street Vancouver:

- 1) Part of the larger systems of care, providing ‘choice’ for a vulnerable sector of the population that enables individuals to take action to improve their future;
- 2) Focused on individuals making a ‘change’ in their lives, through peer-led support, and continuous teaching and learning, within a supportive live-in community; and,
- 3) Delivering a gender and trauma-informed practice with a focus on Indigenous wellness.

What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



Type of Intervention

Key Stakeholders & Partners Who are our key stakeholders and partners? How do we establish a governance structure for the program?	Key Resources What resources do we have to deliver the program?	Value Proposition What value do we deliver to participants?	Type of Intervention What is the format of the program?	Participant Segments Who are the people we want to serve? What are the participants' needs?
Impact Measures How do we measure our impact?	Key Channels What channels do we use to access and deliver the program? What is the pathway into the program?	Key Activities What key activities do we do to deliver the program? What are the participants' learning and engagement activities?		
Cost Structure What are the most important costs associated with our program? How do they change as we scale up?	Surplus What do we do with our profits?	Revenue Structure What are our revenue sources? How do they change as we scale up?		

1. What kind of intervention does the program provide?

Delancey Street Vancouver will be defined as a live-in treatment program for individuals with a history of problematic substance use and incarceration. While this describes the goals of the program, its processes have more in common with the concept of ‘family’ than with a funded and staffed treatment program. Like families, members are dependent upon one another as they grow to develop their own identity and independence to re-enter the broader community.³⁹ Residents are “united by certain convictions or a common affiliation”⁴⁰ and choose to pool their resources, rely on their own strengths and help one another develop.

Delancey Street has often been referred to as a ‘therapeutic community’. Therapeutic communities have a recovery orientation, focusing on the whole person and overall lifestyle changes, and not simply abstinence from drug use. They encourage participants to examine their personal behavior to help them become more pro-social and to engage in “right living” – considered to be based on honesty, accountability, hard work, and a willingness to learn.⁴¹ Although Delancey Street is commonly identified as a ‘therapeutic community’, it does not deliver clinical interventions and does not rely on the expertise of counsellors and psychologists. Rather, the *therapy* depends on its residents in a peer-led, work-as-rehabilitation model.³⁹

2. What are the core philosophies of the program?

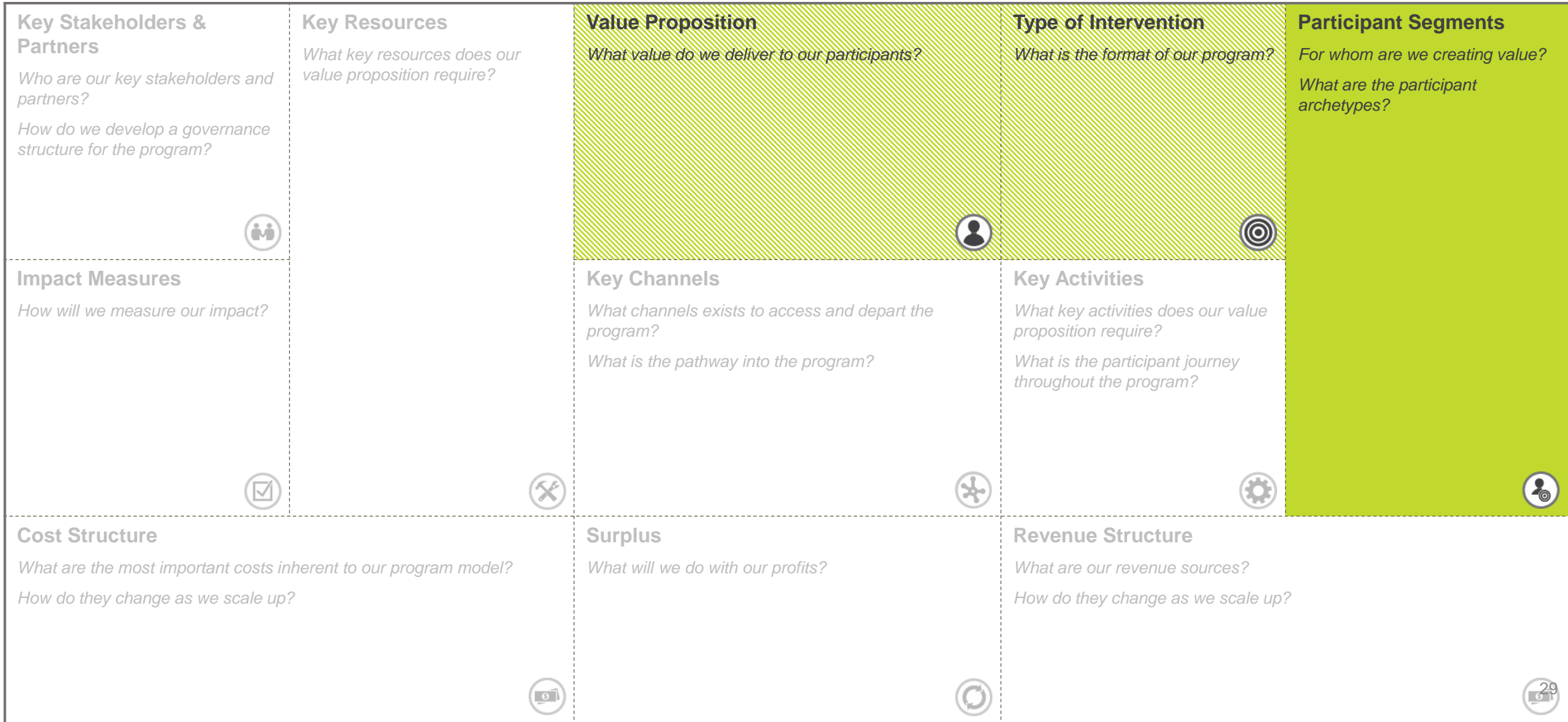
The philosophy of change at Delancey Street is based on “**mutual restitution**”: “The residents gain the vocational, personal, interpersonal skills necessary to make restitution to the society from which they have taken illegally, consistently, and often brutally, for most of their lives. In return, Delancey Street demands society delivers access to the legitimate opportunities from which the majority of residents have been blocked for most of their lives. By living together and pooling resources, Delancey Street residents acquire enough strength and credibility that the demands to gain access to society’s opportunities must be taken seriously.”³⁹

Delancey Street is also grounded in the “**each one, teach one**” philosophy. Ask any resident of Delancey Street and he or she will tell you that “each one, teach one” runs at the core of the organization. Because there are no employees, residents must perform all the tasks necessary to make the living arrangements work. The model works by empowering the people who have the problems to become the solution. In an “each one, teach one” environment, the student learns, but the teacher grows as an individual. Delancey Street promotes itself as an ‘educational community’.



What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas'¹⁷ to understand Delancey Street Vancouver

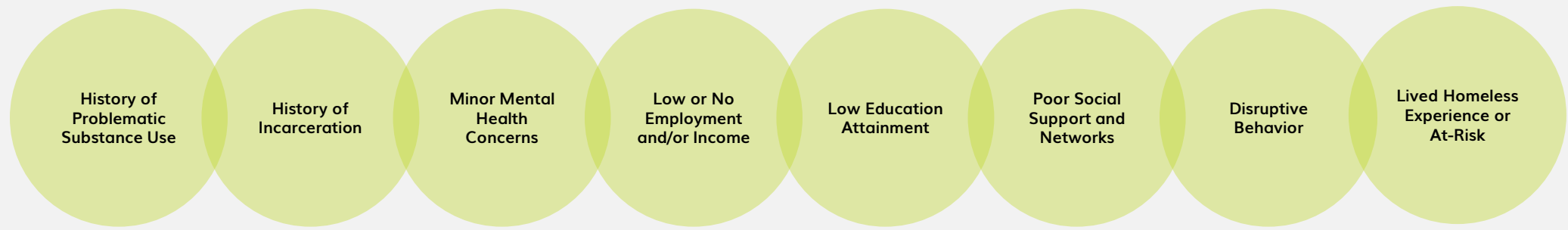


Participant Segments

Key Stakeholders & Partners Who are our key stakeholders and partners? How do we leverage government resources for our program?	Key Resources What resources do we have to deliver our program?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the nature of our program?	Participant Segments Who are the people we are serving and what are their needs?
Impact Measures How will we measure our impact?	Key Channels What channels will we use to access and deliver the program? What is the pathway into the program?	Key Activities What key activities must our value proposition require? What is the pathway into the program? What is the pathway into the program?		
Cost Structure What are the most important costs inherent to our program? How will we charge for our work?	Revenue Structure What are our revenue streams? How do we generate revenue?	Surplus What will we do with our profits?		

1. For whom are we creating value?

It is important to define the population that Delancey Street Vancouver will serve in order to be accountable for their needs and outcomes. Although there is no strict criteria for entry into Delancey Street, individuals that have been accepted and/or graduated from the program tend to have the following characteristics:



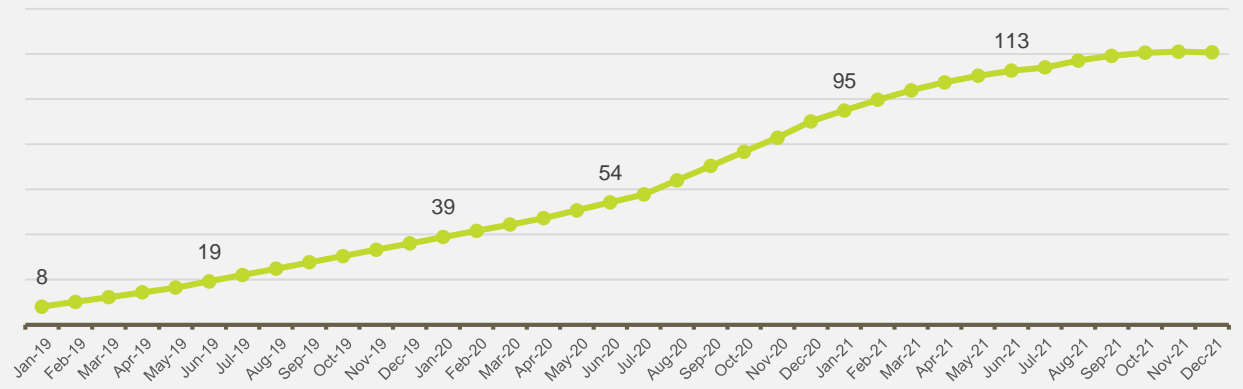
No single program can be a catch-all for all individuals and, since Delancey Street does not employ clinicians, the program is not appropriate for those who are living with a serious mental illness (e.g. dual diagnosis), those who are seriously addicted (and require clinical interventions), those who require psychiatric medication, and sex offenders.³⁹

2. How many participants will be taken in?

Delancey Street Vancouver is envisioned to have 8 residents when it opens. Growth will occur gradually at an anticipated rate of net-two residents per month for the first six months, after accounting for a 30% attrition rate. As capabilities are developed within the community, growth accelerates to an anticipated rate of net-three residents per month.

Based on these growth estimates, there will be a projected 19 residents after 6 months, 36 residents after one year, and 90 residents after two years. After the second year, growth will temper when residents begin to graduate from the program. It is estimated to take an average of four years to complete the program and residents will transition out while others will continue to be accepted into the program.

Figure 7: Number of residents at Delancey Street Vancouver from January 2019 to December 2021.



What are the participant archetypes?

Participant Segments

Key Stakeholders & Partners Who are our key stakeholders and partners? How do we leverage government resources for our program?	Key Resources What resources do we have to deliver our program?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the nature of our program?	Participant Segments Who are the people we are serving and what are the participants' characteristics?
Impact Measures How will we measure our impact?	Key Channels What channels will we use to access and engage our participants?	Key Activities What key activities does our value proposition require? What is the pathway into the program?		
Cost Structure What are the most important costs associated with our program and how do they change as we scale up?	Surplus What will we do with our profits?	Revenue Structure What are our revenue streams? How do they change as we scale up?		

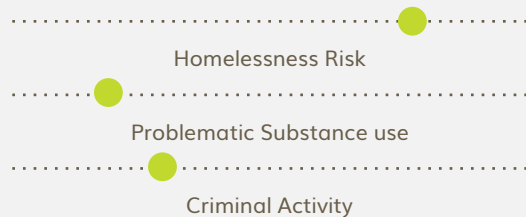


READY

John is ready for a change. He has lived life, and experienced its highs and lows. He is from a single-parent home in East Vancouver, where his mother struggled to make ends meet. John finished high school and went into construction. He found work, but also liked to party with his friends. At 26, he was arrested for impaired driving.

Alcohol is John's nemesis. He has completed four different shorter-duration treatment programs, lost multiple jobs, has been twice married, and is now alone.

John is ready for change and wants to turn his life around. He has much to offer, but cannot find the pathway to become a thriving citizen.

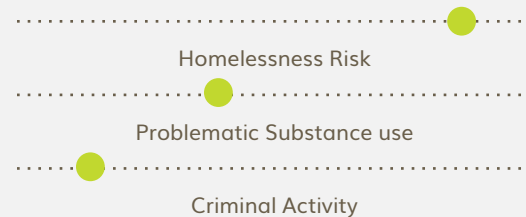


SCARED

Mandy is scared. She was raised in upscale North Vancouver and survived six adverse childhood experiences. Mandy ran away from home at 15. She was sexually assaulted at 18, started using drugs and, by 21, was supporting herself and her drug habit through the sex-trade and minor property crimes.

Mandy never completed high school and has never held conventional employment. She is estranged from her family and lacks social skills and a social network. She is vulnerable to exploitation, and isolated within her environment.

Mandy is ready for change and the opportunity to become a thriving citizen.

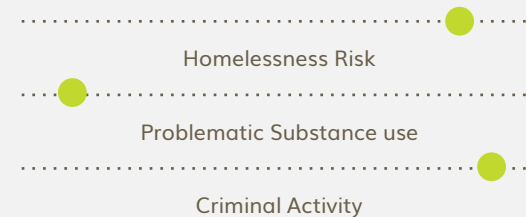


TIRED

Bill is a life-time criminal. He ran away from an abusive home life at 15, surviving nine adverse childhood experiences. Bill was first arrested for residential break and enter when he was thirteen, and has been in and out of jail his entire life. He is due for release from Kent Institution, having served 4 years for bank robbery.

Bill has used drugs and alcohol throughout his life, but is not addicted. Upon release, he will return to Belkin House and look for work as a laborer.

Bill is ready for change and wants to leave his repeating cycle of crime, and path of self-destruction. He longs to be a thriving citizen.



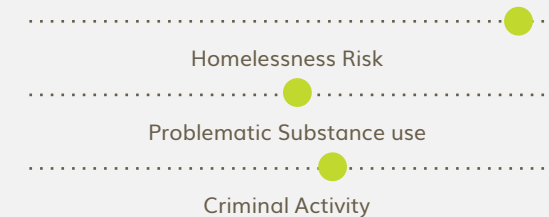
DOWN & OUT

Joel is homeless, sleeping on the streets or a temporary shelter. He was raised within an impoverished Indigenous community in Northern BC, and left for the city when he was 17, seeking a 'better life'.

Joel is now 22, did not finish school and is unemployed. He is unreliable, has no social network, and is a disruptive individual.

Joel escapes responsibility through drug use, has been arrested for minor crimes, and has been through Vancouver Drug Treatment Court numerous times, with no improved outcomes.

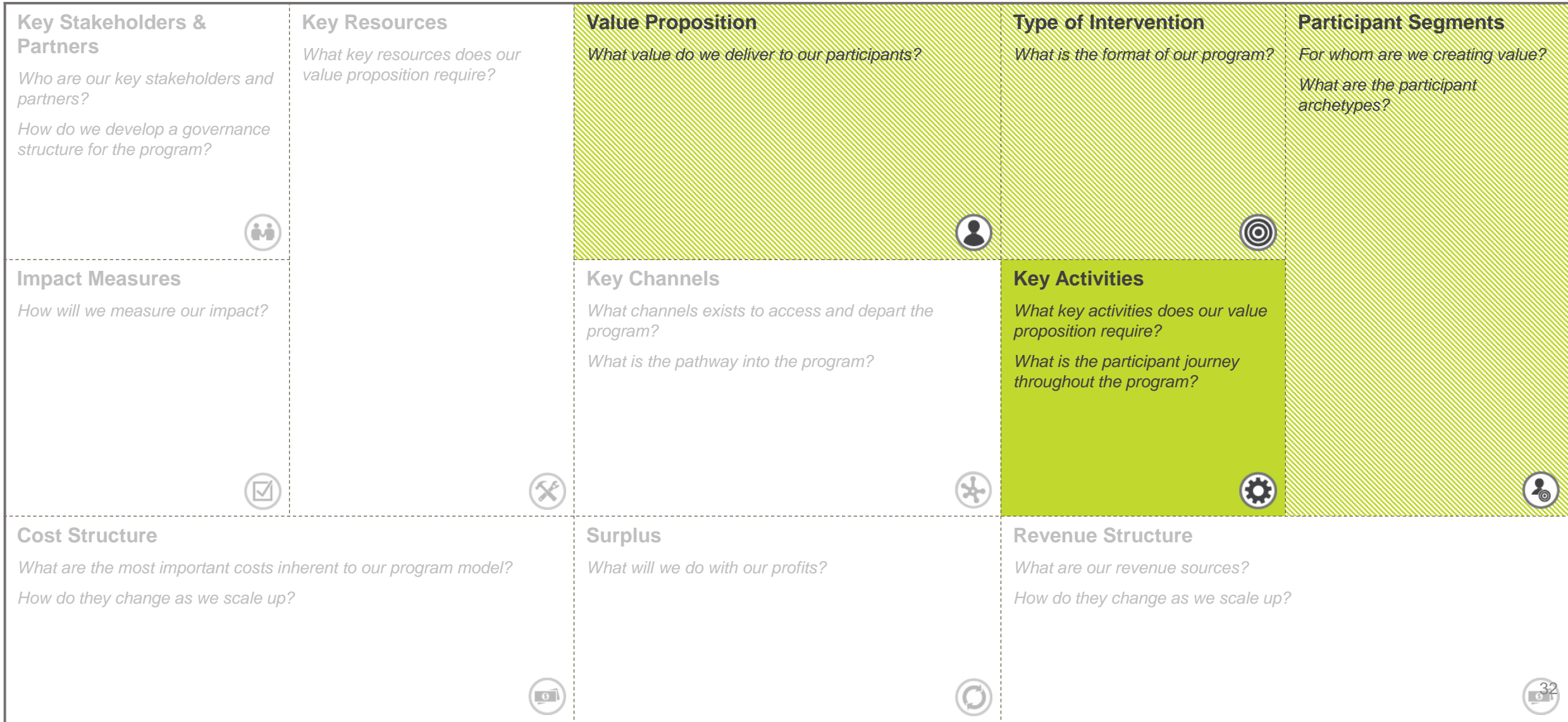
Joel is ready for change, seeking to thrive as a citizen within his Indigenous community.



* Adapted from U.S. Department of Veterans Affairs Center for Innovation.⁴⁴

What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



What key activities does our value proposition require?

Key Activities

Key Stakeholders & Partners Who are our key stakeholders or partners? How do we leverage a government relationship for the program?	Key Resources What are the essential resources to our value proposition model?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the intervention for the program?	Participant Segments Who are the segments we are serving? What are the needs of our participants?
Impact Measures How do we measure our impact?	Key Channels What channels do we use to reach and distribute the program? How do we get the program into the hands of the participants?	Key Activities What activities do we perform to create and deliver our value proposition? What are the key activities that drive the program?		
Cost Structure What are the most important cost elements to our program model? How do they change as we scale up?	Surplus What are we doing with our profits? How do they change as we scale up?	Revenue Structure What are our revenue sources? How do they change as we scale up?		

1. What key activities does the value proposition require?

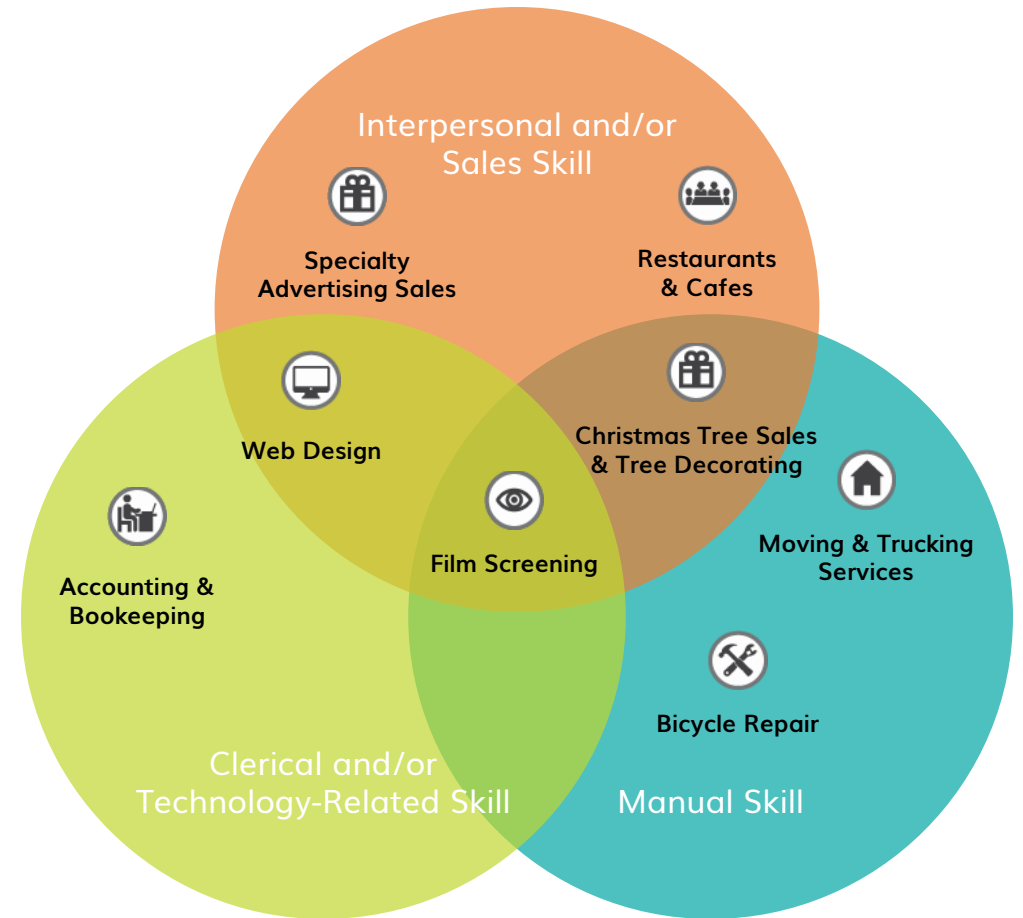
Delancey Street delivers a constant peer-led education and training environment that begins on the first day that a resident arrives.

- **Academic Learning:** Delancey Street will tutor participants with basic skills such as reading, writing and math until they receive a high school diploma (GED). After completing this requirement, residents can choose to pursue post-secondary education.
- **Social and Community Training:** Delancey Street encourages participants to help others in the community. Since Delancey Street opened, large numbers of residents have volunteered to accompany senior citizens on errands, run crime and drug seminars for juveniles from disadvantaged neighborhoods, and engaged with police training. While residents learn to interact with each other through communal living, these activities promote social inclusion and a better understanding of healthy relationships in the broader community.
- **Vocational Training:** Delancey Street maintains training schools that also serve as business ventures, and their main source of working capital. Residents will work and teach in these training schools to gain marketable skills and learn to interact positively with the community. Each resident will learn three skills within the training schools: one manual skill, one clerical/technology-related skill, and one interpersonal/sales skills.³⁹

2. How can participant success be ensured after the program?

Upon completion of the two-year requirement, residents will have further options available to them:

- **Program Extension:** Residents may request to extend their residency for various reasons grounded in the betterment of the individual's circumstances. During this extended period, residents may choose to pursue advanced post-secondary education, or complete further trade-based certifications (e.g. a Red Seal Program)
- **Program Leadership:** Long-term residents are provided opportunities to advance into senior leadership roles, and ensure the success and sustainability of the program (e.g. vocational training school managers, accounting, donor engagement, advertising, specialty sales, etc.).

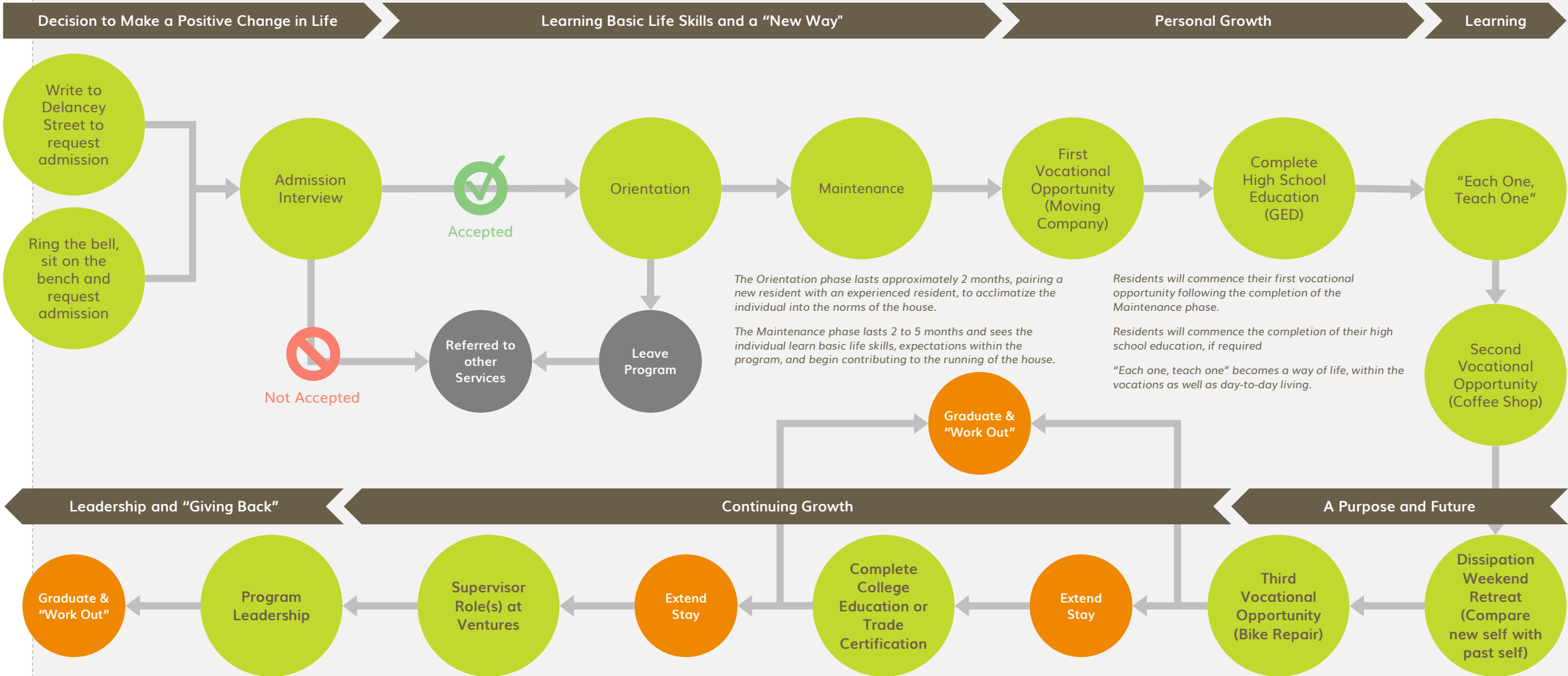


What is the participant journey throughout the program?

Key Activities

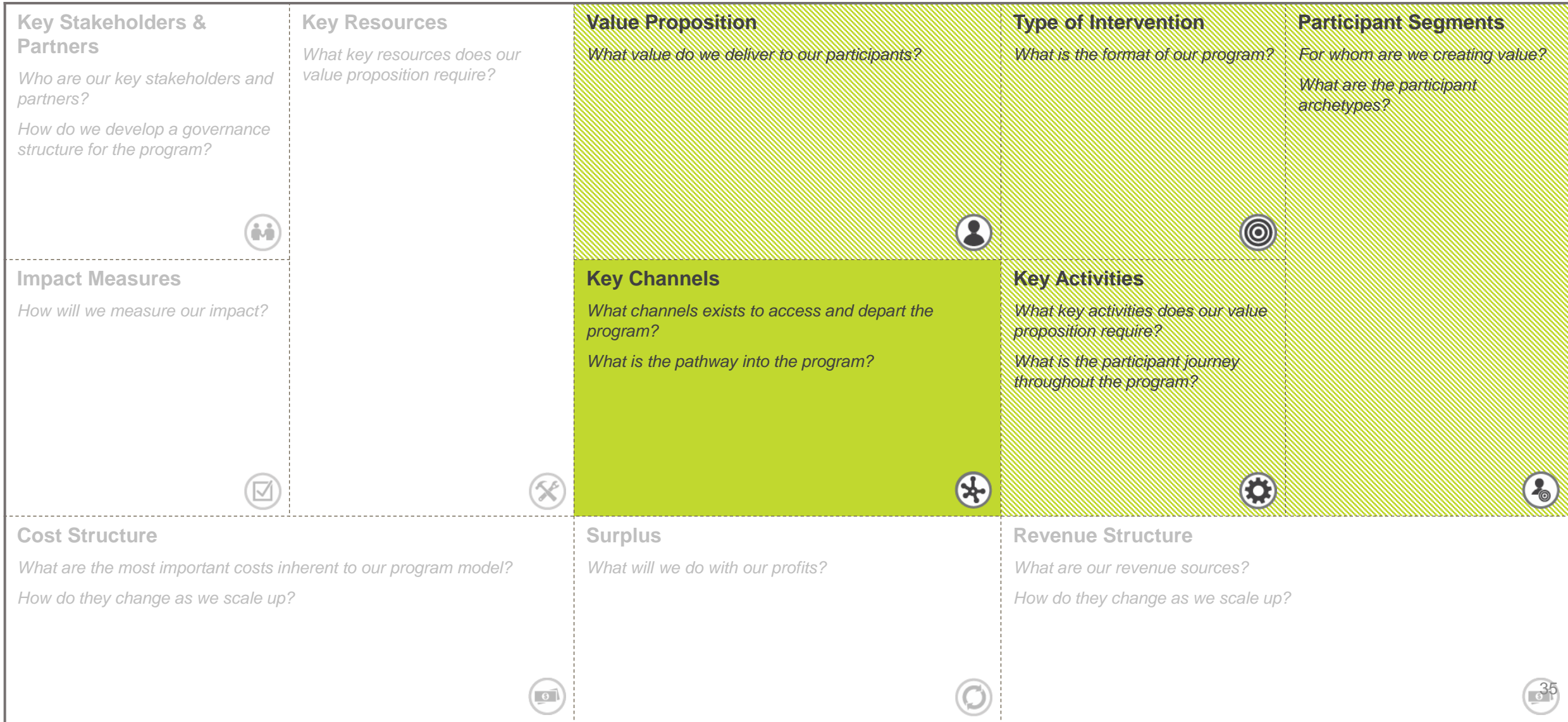
Key Stakeholders & Partners Who are our key stakeholders or partners? How do we identify a government structure for the program?	Key Resources What are the resources that will support our goals?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the intervention type? How do we measure our impact?	Participant Segments Who are our target participants? What are their needs?
Impact Measures How will we measure our impact?	Key Channels What channels will we use to reach and engage our participants? How do we identify a government structure for the program?	Key Activities What activities will we undertake to create and deliver our value proposition? How do we identify a government structure for the program?		
Cost Structure What are the most important cost elements to our program goals? How do they change as we scale up?	Revenue What are our revenue streams? How do they change as we scale up?	Revenue Structure What are our revenue streams? How do they change as we scale up?		

3. What is the participant journey throughout the program?



What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



Key Channels

Key Stakeholders & Partners Who are our key stakeholders and partners? How do we establish a governance structure for the program?	Key Resources What resources (staff, space, equipment) do we need to run the program?	Value Proposition What value do we deliver to participants?	Type of Intervention What is the structure of the program?	Participant Segments Who are the people we are serving and what are their needs?
Impact Measures How do we measure our impact?	Key Channels How do we reach our target audience and deliver the program?	Key Activities What are the key activities that we need to perform to deliver the program?		
Cost Structure What are the most important costs associated with our program model?		Surplus What do we do with our profits?	Revenue Structure What are our revenue streams and how do we generate revenue?	

1. What channels are provided to enter the program?

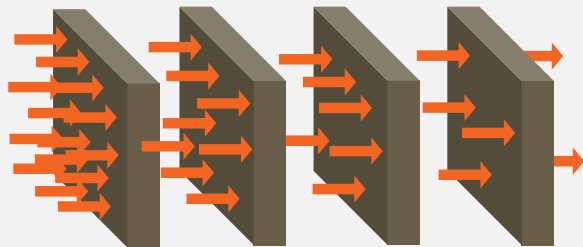
Prospective participants are required to complete an intake interview and make a full two-year commitment to the program.

The major criterion for entry into Delancey Street is that the individual must ask for help, and seek admission to the program, even if directed there by an external referral source. Self-help is core to the Delancey Street model, which requires individuals to initiate the change they want to see in their life circumstances.

The motivation behind wanting to change is found within each individual, but often influenced by regular substance use, criminal activity, poverty, poor social support and homelessness. Delancey Street does outreach into the prison setting and through the Courts, to inform people about an 'option' available to them if they are motivated to change, but they do not recruit participants directly. Rather, it has been their reputation, built upon decades of success with residents and a vast network of peer referrals, that supports the growth and longevity of the program.

Participants are envisioned to access the program from:

- Courts (through diversion programs and existing probation systems)
- Corrections (by way of parole out of prison, and following warrant expiry after serving their full sentence)
- Referrals from family, friends, religious communities, healthcare providers, etc.
- Walk-ins (sitting on "the bench" for an interview)



2. What channels are provided to exit the program?

“Work Out” refers to a transition period where residents work externally and prepare to live outside of Delancey Street after successfully completing their commitment. Residents are coached through finding employment or starting a venture in the community, after which they will work for 1 to 5 months while continuing to live within Delancey Street facilities. Half of their external salary is paid to the house as rent, and the remainder is held for savings, to be put towards rent and other needs upon departure. Residents can choose to work in the same sectors they trained in prior to graduating, but many residents pursue new venture opportunities grounded in the connections they made throughout their time in Delancey Street.

Although the “Work Out” process has been applied consistently across all Delancey Street facilities, there are potential opportunities for the Vancouver site to provide additional supports to assist with transition, reducing relapse, and recidivism.

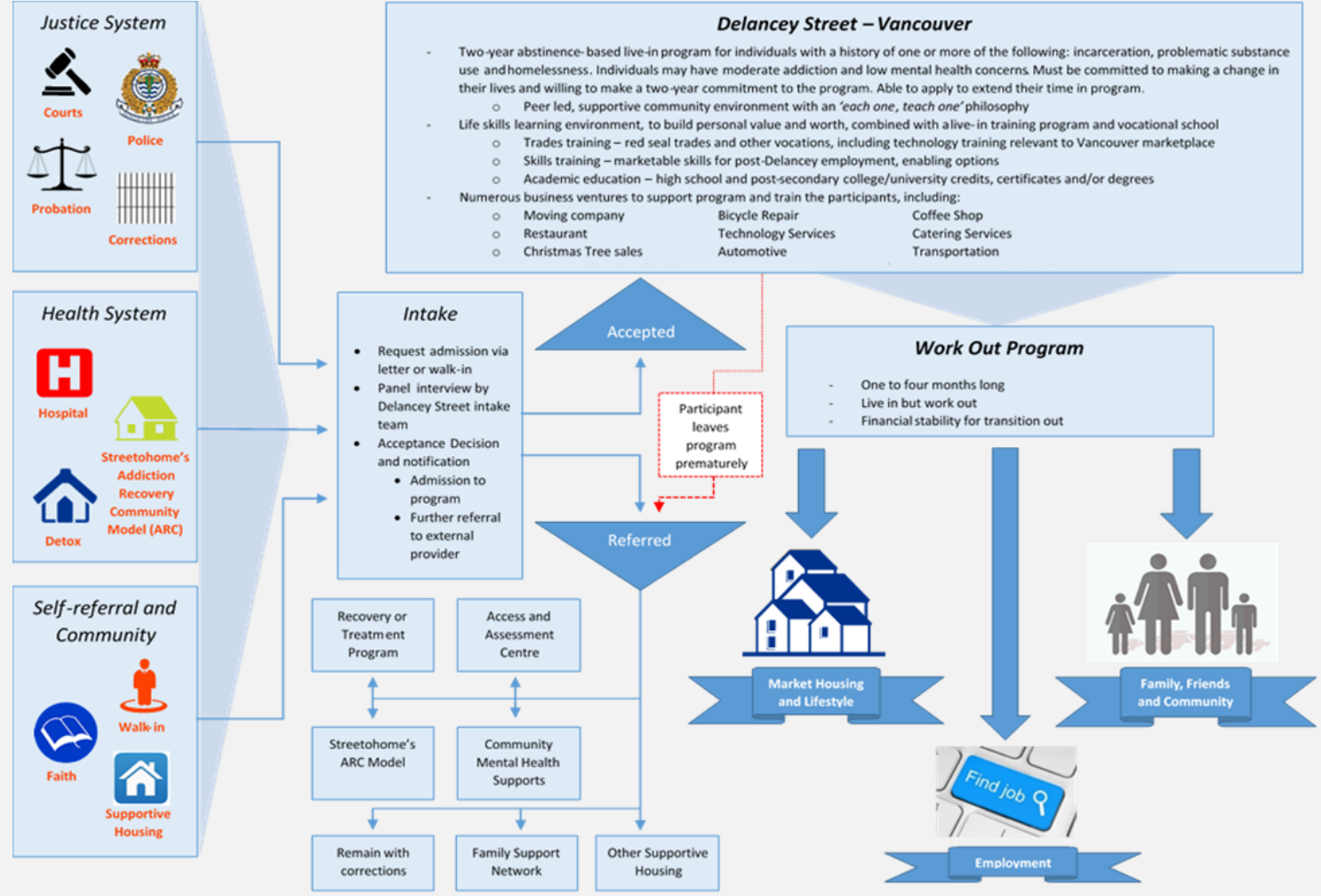
Also critical to Delancey Street Vancouver will be a system of referral out of the program, to alternative programs or other supportive environments. These referral channels will assist the following groups of participants:

- **Those who do not get accepted into the program:** Since individuals must successfully complete an intake interview, processes need to be in place to refer unsuccessful applicants to other services and supports within the larger system of care.
- **Those who voluntarily leave the program before completion:** The majority of early departures occur within the first 30 days, due to the difficult transition into a new and highly structured lifestyle. Since individuals are free to leave of their own volition, it is important to sustain their initial progress by streaming these individuals to other programs to maintain a continuity of support.
- **Those few who are asked to leave the program:** Individuals may occasionally be terminated from the program, generally for relapsing or acts and threats of violence. These individuals also need to receive referrals to other, more suitable programs.

Key Channels

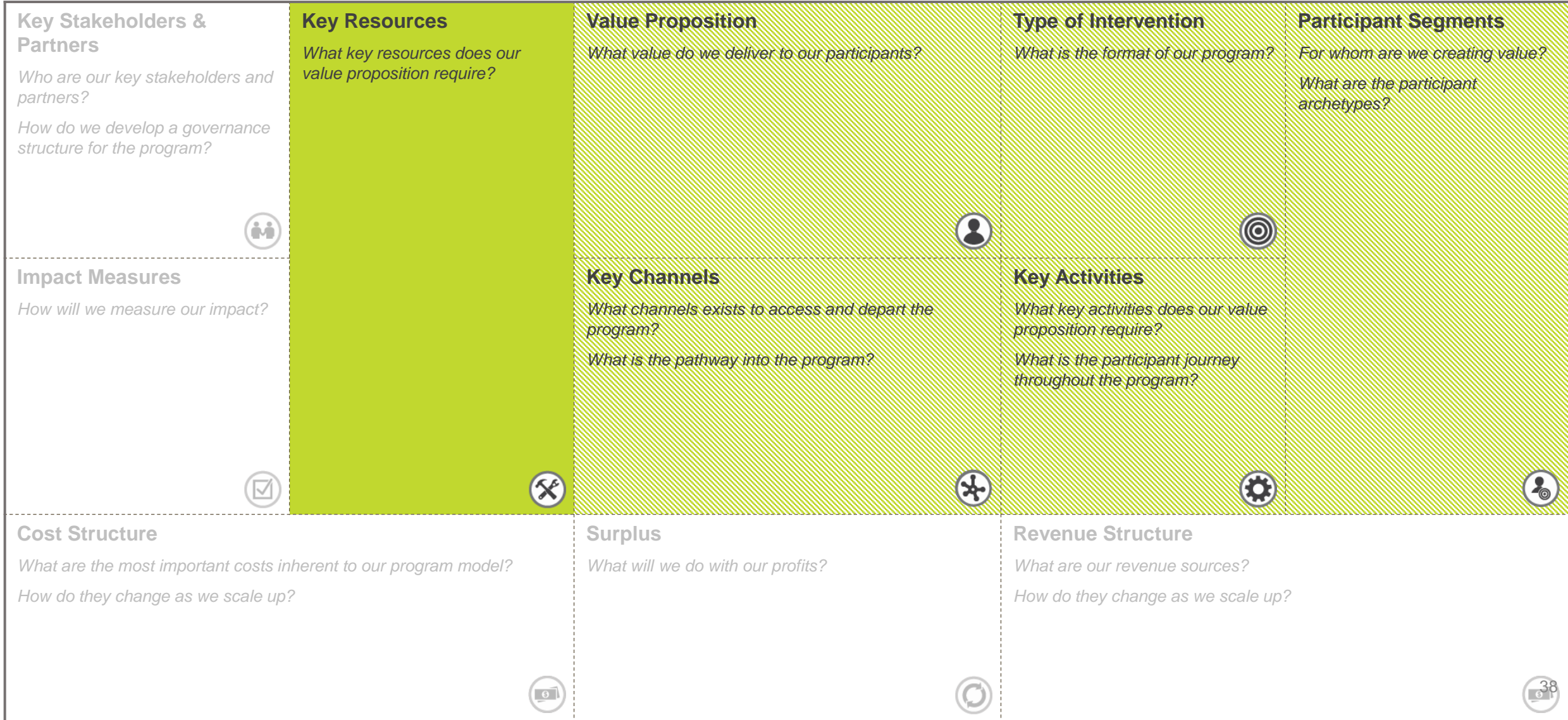
Key Stakeholders & Partners Who are our key stakeholders and partners? How do we establish a governance structure for the program?	Key Resources What resources do we have to deliver the program?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the nature of our program?	Participant Segments Who are the people we want to serve and the participants themselves?
Impact Measures How will we measure our impact?	Key Channels What channels will we use to access and engage our target audience? Where do we meet our participants?	Key Activities What key activities must we perform to deliver our value proposition?		
Cost Structure What are the most important costs to deliver our program model? How can we change our cost structure?		Revenue Structure What are our revenue streams? How can we change our revenue model?		

3. What are the pathways in and out of the program?



What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



Key Resources

Key Stakeholders & Partners Who are our key stakeholders and partners? How do we develop a governance structure to lead the program?	Key Resources What resources do we need to make our program work?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the format of our program?	Participant Segments Who are the primary users? Who are the primary beneficiaries?
Impact Measures How will we measure our impact?		Key Channels How do we reach to access and distribute the program? What is the pathway into the program?	Key Activities What are the primary activities that our value proposition requires? What is the pathway into the program?	
Cost Structure What are the most important costs inherent to our program model? How do they change as we scale up?		Surplus What will we do with our profits?	Revenue Structure What are your revenue streams? How do they change as we scale up?	

1. What resources are required to deliver the value proposition?

Delancey Street Vancouver is intended to be a self-sustaining organization in terms of its financial and human resources. Instead of relying on government funding and participant fees, working capital depends primarily on its residents and ventures. Instead of staffing psychologists and counselors, residents find their “therapy” through work-as-rehabilitation in a peer-led environment. There are a few key resources necessary for the Delancey Street model to thrive when implemented in Vancouver:

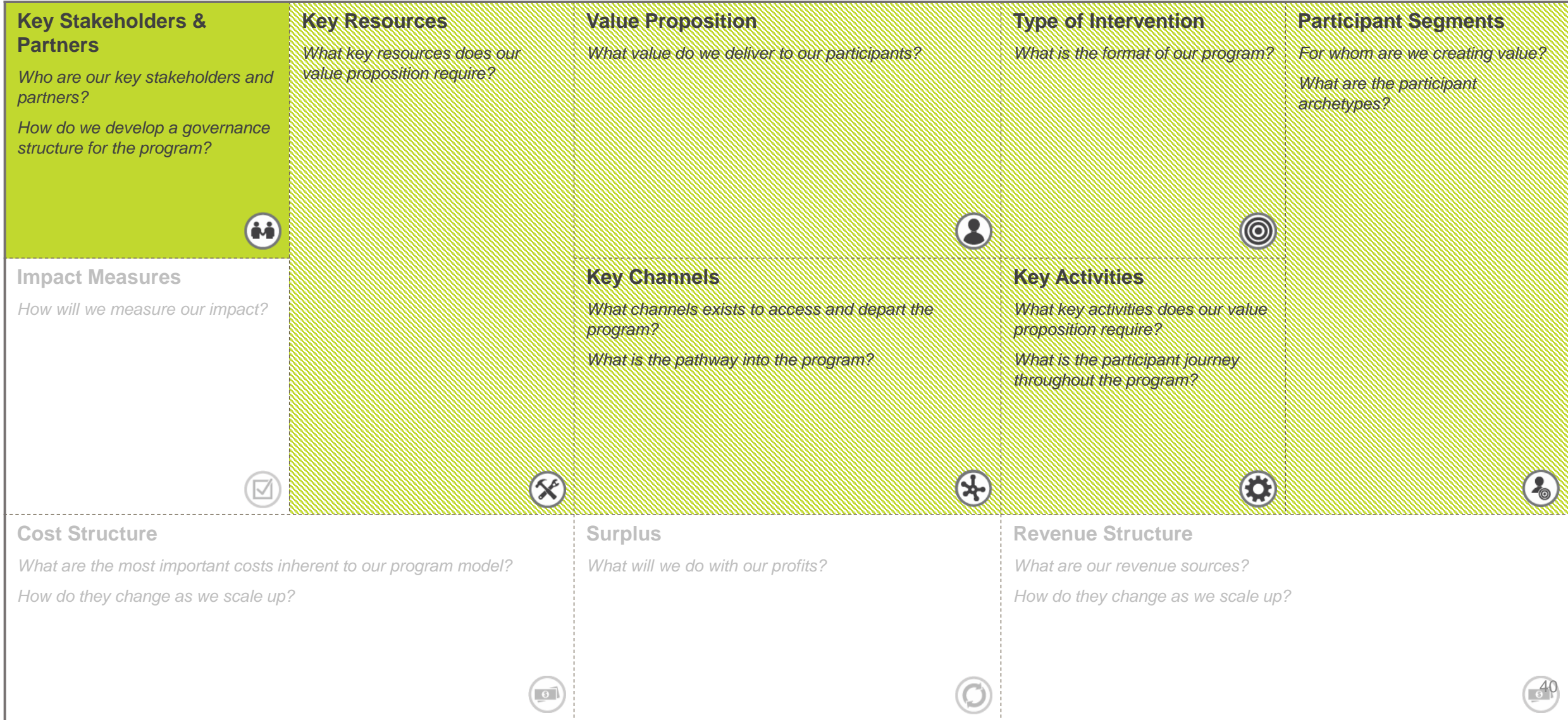
- **Physical Resources:** Delancey Street Vancouver requires a facility that can provide residence that can be scaled to a minimum of 90 people. Ideally, it will have the potential to co-locate business ventures and scale further. This facility should be located in an up-scale neighborhood that provides residents with opportunities to interact with a more diversified group of upstanding citizens.
- **Intellectual Resources:** Vancouver has the opportunity to leverage the Delancey Street brand, reputation and methodologies to establish the identity of the non-profit organization and its ventures. Critical in this start-up is the need for graduates of the Delancey Street program in the U.S. to serve as the initial leadership team..
- **Human Resources:** Staffing is envisioned to include 3 to 5 full-time staff who will form the Delancey Street Vancouver Leadership Team and manage the facility and guide residents through their transition into the program. These paid staff members will ensure that the culture and environment, necessary for the Delancey Street model, are successfully replicated and localized to Vancouver. However, ongoing operations will eventually be run by residents, where every resident contributes to and is responsible for all aspects of communal living (e.g. cleaning, monitoring, cooking).
- **Financial Resources:** In-kind donations are expected to offset 25-40% of the operating costs for Delancey Street Vancouver. These goods and services, that can support ongoing operations (e.g. food) and business ventures (e.g. trucks). In addition to capital funding to acquire a suitable site, it is anticipated that preliminary start-up costs and two years of operational funding will be required, until the business ventures are initiated and have capacity to sustain on-going operations.

“It’s hard to be responsible for everything that comes out of your mouth. I wasn’t ready to show someone else how to do anything. I was just learning myself, but I did somehow.”⁴⁸

“We deal with (naysayers) still at home to this day. They don’t feel safe with convicts around. You have to prove them wrong,” said Hanna, who now works as a chef, though before Delancey his cooking was limited to using a microwave.”⁴⁷

What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



Key Stakeholders & Partners

Key Objectives & Metrics What are our objectives and metrics? How do we measure our success? How do we track our progress?	Key Resources What resources do we need to deliver our program? How do we allocate our resources?	Value Proposition What value do we deliver to our participants? How do we measure our impact?	Type of Intervention What is the format of our program? How do we deliver the program?	Participant Segments Who are the people we are serving? How do we engage them?
Project Resources How do we measure our impact?	Key Channels What channels do we use to reach our participants? How do we track the pathway into the program?	Key Activities What are the key activities that we do to deliver our program? How do we track the pathway into the program?		
Cost Structure What are the most important costs to our program? How do we manage our costs?	Revenue Structure What are the most important revenue streams to our program? How do we manage our revenue?			

1. Who are our key stakeholders and partners?

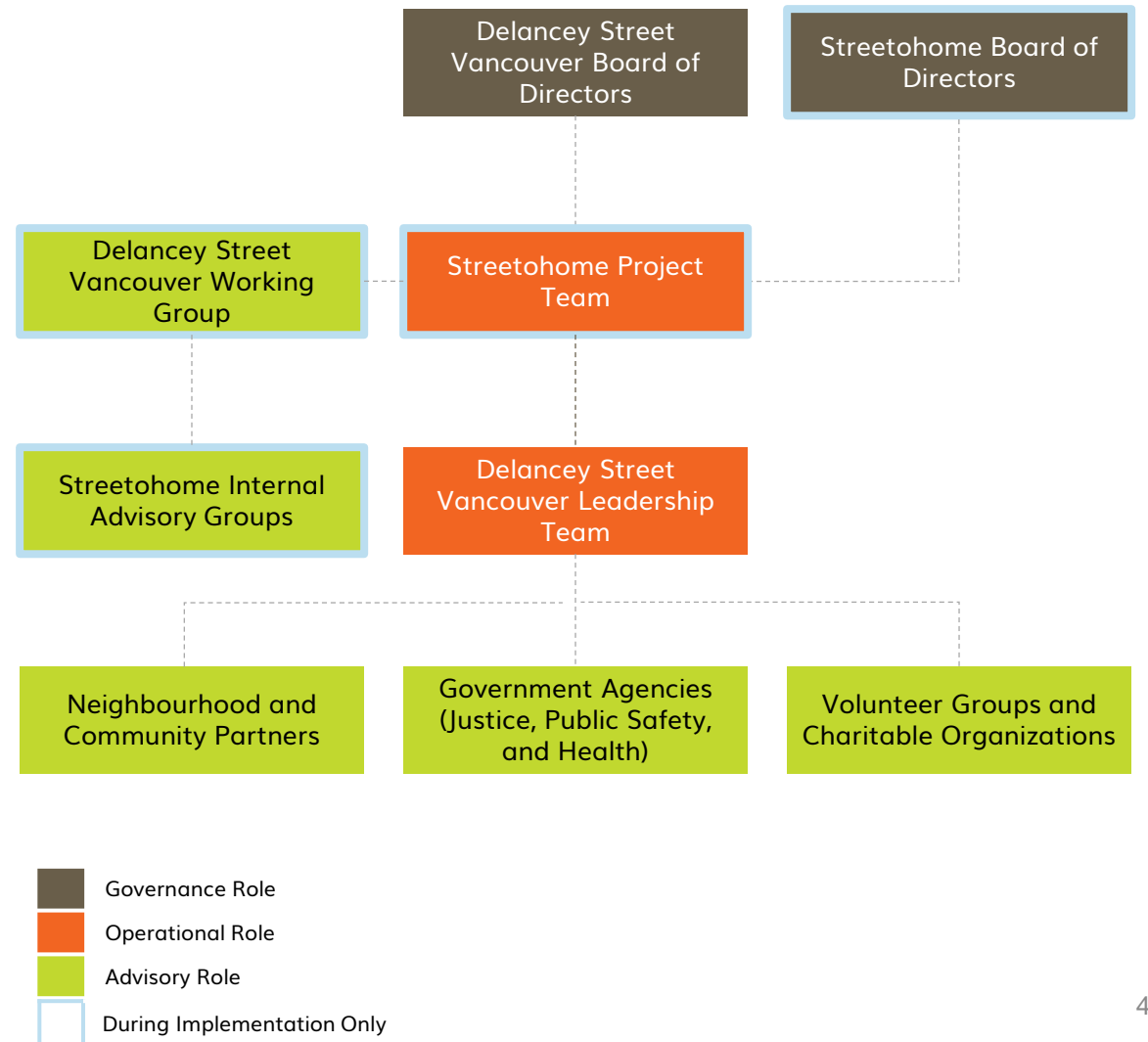
Key stakeholders and partners of Delancey Street Vancouver consist of governance Boards, advisory groups, working groups, government agencies, other charitable partners, and neighbourhood and community partners.

A Project Team is critical to lead and oversee implementation, bringing this vision to reality; however, this team is only coordinating through the implementation phase. Overall governance will fall exclusively to the new Delancey Street Vancouver Board of Directors. This Board will be locally-based, to provide governance of the charitable foundation. It will be distinct from the Board of Directors of the Streetohome Foundation, as well as the Delancey Street Foundation in the USA.

A new working group will be formed, consisting of key representatives from the City of Vancouver, B.C. Housing, Federal and Provincial Corrections, the Vancouver Drug Treatment Court, the B.C. Provincial Court, and representatives of the Delancey Street Foundation in San Francisco. This group will provide operational guidance to ensure fidelity to the core aspects of their operating model, and link it to systems operating in BC.

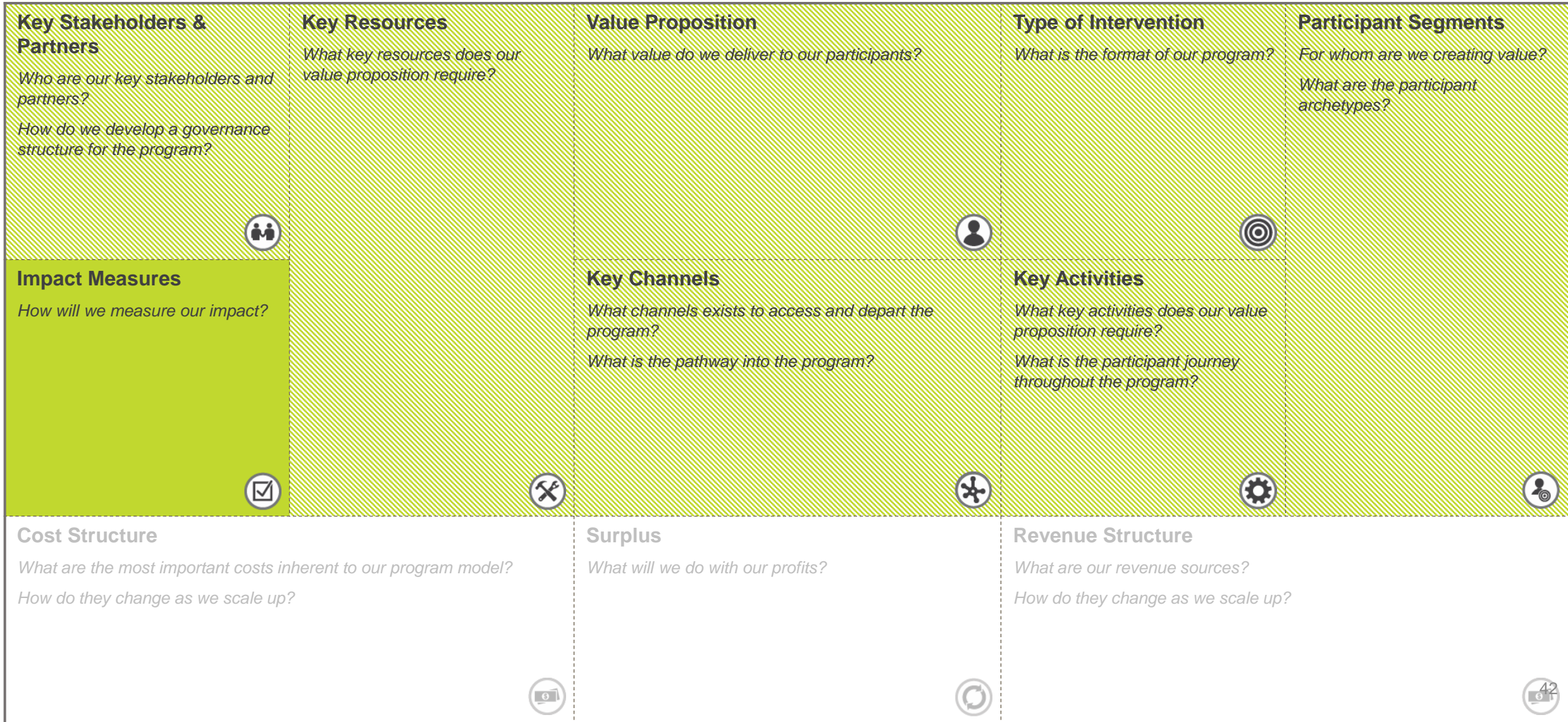
A core competency of Streetohome is brokering collaborative relationships that pool and optimize limited resources. The Streetohome Project Team will:

- Provide project planning and management by a dedicated Project Manager.
- Facilitate engagement with the justice system, health system, and other federal, provincial and municipal government agencies.
- Provide guidance and experience overseeing the Delancey Street Vancouver Working Group, as well as key Streetohome advisors representing persons with lived experiences, indigenous communities, and local business advisors.
- Provide guidance through Streetohome Board of Directors, bridging the governance structure until the Delancey Street Vancouver Board of Directors is in place
- Facilitate engagement with community partners such as local businesses, academic institutions, neighborhood organizations, volunteer groups, etc.



What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



Impact Measures

Key Stakeholders & Partners Who are our key stakeholders and partners? How do we measure government readiness for the program?	Key Resources What resources do we have to deliver the program?	Value Proposition Why should we invest in our participants?	Type of Intervention What is the nature of our program?	Participant Segments Who are the people we want to help and the program's beneficiaries?
Impact Measures How do we measure our impact?	Key Channels How do we reach our participants and deliver the program?	Key Activities What are the actions that our participants must take to succeed in the program?		
Cost Structure What are the most important costs to deliver our program?		Surplus What do we do with our profits?	Revenue Structure What are our revenue sources? How do they change as we scale up?	

1. How will outcomes be measured?

While the overall success of the Delancey Street Foundation has been reflected in their 18,000 graduates, anecdotal stories, and growth through site replications, there has yet to be any form of detailed evaluation of the organization's impact.⁴⁵

There are several reasons why the Delancey Street Foundation has never invested in publically-available research or evaluation since its establishment in 1971:

- It has never been required by prior and current donors
- They do not rely on government funding, so there has never been a need for accountability and transparency
- There is a reluctance to commit limited resources to any research and evaluation of what they intuitively know to be true
- They have ongoing communication and connection with a vast majority of their graduates, who continue to volunteer and contribute back to the program (as "living proof")

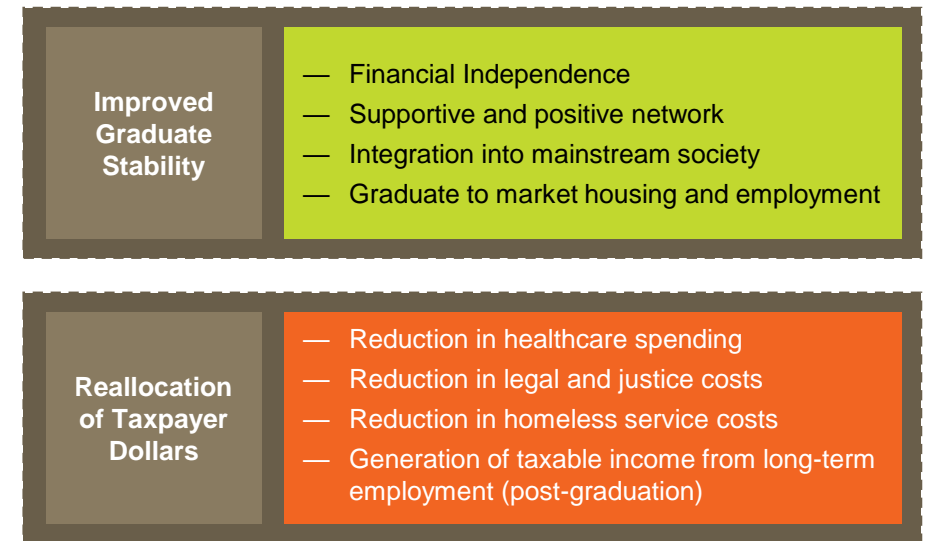
However, Delancey Street Vancouver is committed to a more formalized approach to program evaluation and outcomes measurement. This is supported by keen stakeholder interest in academic research and controlled studies to understand participant outcomes over time. Further, the detailed collection and analysis of outcomes data will also reveal further opportunities and gaps to address continuous improvement of program operations.

An evaluation framework has been drafted, and will be further refined upon approval of this project. All evaluations and research projects will require funding external to this project, and the daily operations of Delancey Street Vancouver.

Intermediate Outcomes

- Addiction recovery and abstinence from drugs and alcohol
- Housing to meet immediate needs, and supported transition to stable housing
- Education attainment (e.g. high-school equivalency certificate).
- Vocational training, marketable skills to labour market and employment
- Development of personal and social skills (e.g. personal hygiene, money management)
- Reduction in government funding
- Increase in taxable income

End Outcomes Example End Outcome Indicators



- Community at Large
- Vancouver Citizens
- Delancey Street Graduates

Impact Measures

Key Stakeholders & Partners Who are our key stakeholders or partners? How do we measure our government partners for the program?	Key Resources What resources do we use to deliver our program?	Value Proposition What value do we deliver to our participants?	Type of Intervention What is the nature of our program?	Participant Segments Who are the people we are serving? What are the participant segments?
Impact Measures How do we measure our impact?	Key Channels What channels do we use to access and deliver our program? What is the pathway into the program?	Key Activities What key activities does our value proposition require? What are the participant journey steps that lead into the program?		
Cost Structure What are the most important costs to measure to our program model? How can they change as we scale up?		Surplus What do we do with our profits?	Revenue Structure What are our revenue streams? How do they change as we scale up?	

2. What are the expected outcomes?

A 2016 study by McGill University was conducted to assess the average annual cost (excluding medications) per homeless person in Vancouver. Their findings revealed a cost estimate of one homeless individual at \$54,401 per year. In Figure 8, this weighted average cost per person is broken out into shelter (12% of total cost), medical (48%), legal (15%), and social assistance (27%).⁴⁶

The detailed cost elements included in these cost estimations include: shelter, supportive housing, substance use treatment, ambulatory visits, emergency department visits and ambulance, hospital stay for physical or psychiatric causes, police, court appearances, incarceration, social assistance/disability benefits, earned income and other costs (e.g. help lines, day centers).⁴⁷

The overall economic impact of a successful graduate from Delancey Street who was previously homeless (or at risk of homelessness), has stable housing and found employment includes:

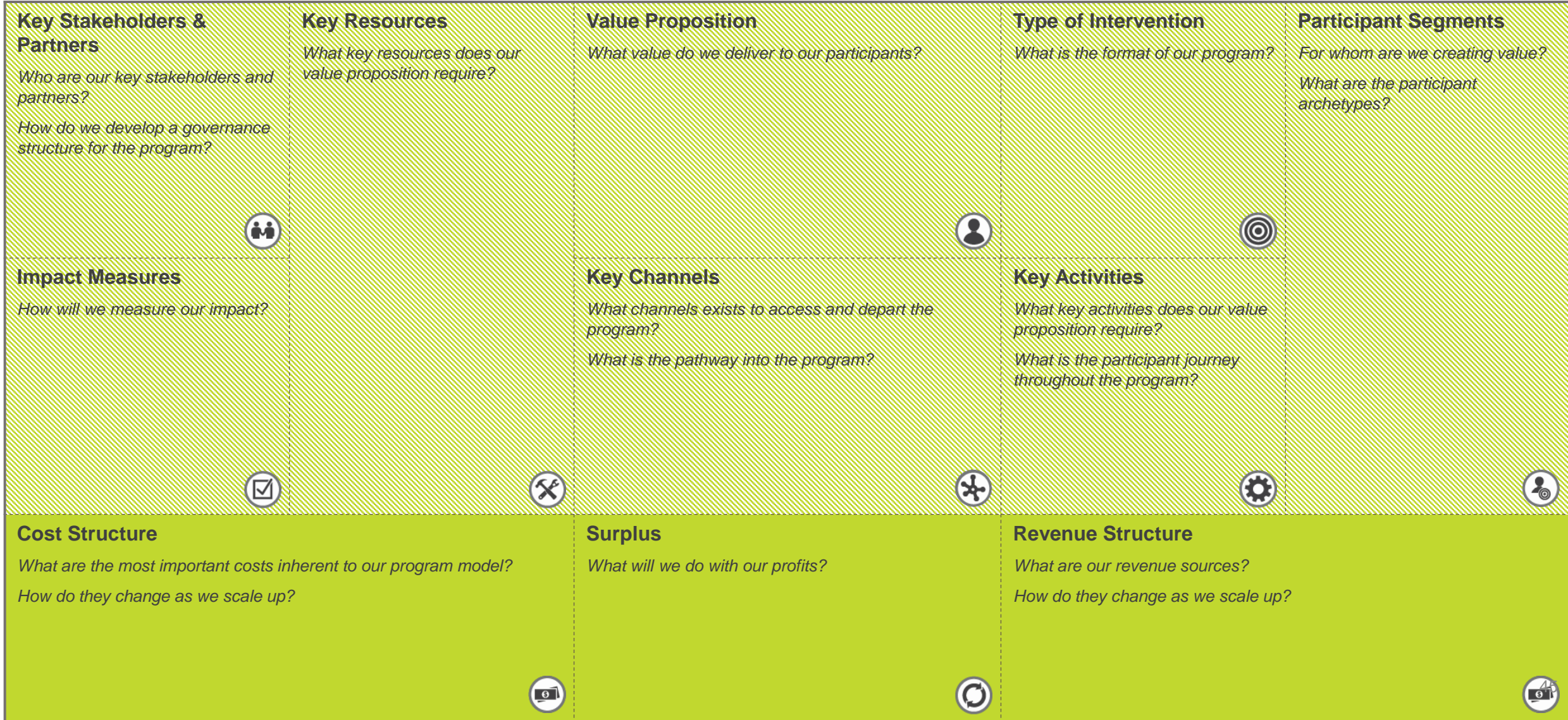
- 1) Homelessness cost savings of \$54,401 per year/person.
- 2) Income of \$29,693 per year/person assuming full-time employment for a living wage in Vancouver (\$20.62 per hour).⁴¹

Figure 8: Breakdown of weighted average cost per homeless person in Vancouver (2016).⁴⁶



What are the core components of the Delancey Street model?

Our pathway through a 'Business Model Canvas' to understand Delancey Street Vancouver



What are the cost and revenue structures, and how will any surplus be utilized?

Cost Structure, Revenue Structure & Surplus

Key Stakeholders & Partners	Key Resources	Value Proposition	Type of Intervention	Participant Segments
Who are your key stakeholders and partners? How do we leverage government resources for this program?	What resources do you need to deliver on your value proposition?	How do we deliver on our value proposition?	What is the nature of your program?	Who are the primary and secondary target audiences for your program?
Impact Measures	Key Channels	Key Activities	Revenue Streams	
How will we measure our impact?	How do we reach our target audience?	What are the key activities that you will perform to deliver on your value proposition?	How do we generate revenue from our program?	
Cost Structure	Revenue Structure			
What are the main cost categories for your program?	How do we generate revenue from our program?			

1. What is the cost structure?

There are three primary cost categories for Delancey Street Vancouver to start up:

1) Capital Cost of a Facility

- The facility is the key capital asset, and can be procured in one of three ways:
 - A purchase and donation to Delancey Street Vancouver;
 - An asset purchased and held by a donor, with an exclusive use agreement and corresponding charitable tax receipt; or
 - An asset acquired with multiple investors, through a real estate investment trust.
- Delancey Street Vancouver will need to house 10-12 people the day it opens, and be scalable to meet anticipated demand.

2) Start-up Costs to Open

- Costs associated to project management, renovation and construction assets to operate the residence, and technology.

3) On-going Operation Costs

- Includes salaries, additional renovation and construction, utilities, medical and dental fees, and food and clothing for the residents
- The revenue generated from the business ventures and training schools will enable self-sustainability within two years

2. What is the revenue structure?

Revenue for Delancey Street Vancouver will come through three streams:

- 1) **Donations:** Monetary donations, including start-up funding and initial asset acquisition secured through Streetohome;
- 2) **Goods-in-kind:** Solicited after opening, by the residents of Delancey Street Vancouver. Drawing on other Delancey Street sites, this is anticipated to cover 40% of day-to-day operating costs
- 3) **Venture Revenue:** Generated from start-up ventures that will be opened over the first few years of operations.

The initial businesses envisioned to include:

- Moving Company
- Bicycle Repair
- Christmas Tree sales
- Coffee Shop

NOTE: Ventures will not begin until 3-5 months after opening, ensuring the early participants are ready to take on and embrace this new responsibility. Growth and expansion from there will be gradual, and scalable based on the development of the individuals involved.

3. How will the surplus be used?

All profits will return to Delancey Street Vancouver to fund ongoing operations, future growth, and expansion of services. As the population of Delancey Street grows, so too will the expansion needs for ventures, academic schooling opportunities, and additional/larger facilities.

Future growth within the next five years could include:

- Warehousing for business operations and goods storage
- Additional housing structures to meet expansion
- Additional business ventures, and the associated start-up costs for each
- Additional capital assets to grow existing businesses (more trucks, etc.)
- Partnerships with vocational and secondary schools to enable continuing education with recognized institutions

What are the core components of the Delancey Street model?

Cost Structure, Revenue Structure & Surplus



Figure 9: Annual venture income and social assistance rent subsidy, and program operating and warehouse costs from 2019 to 2024 based on the baseline scenario.

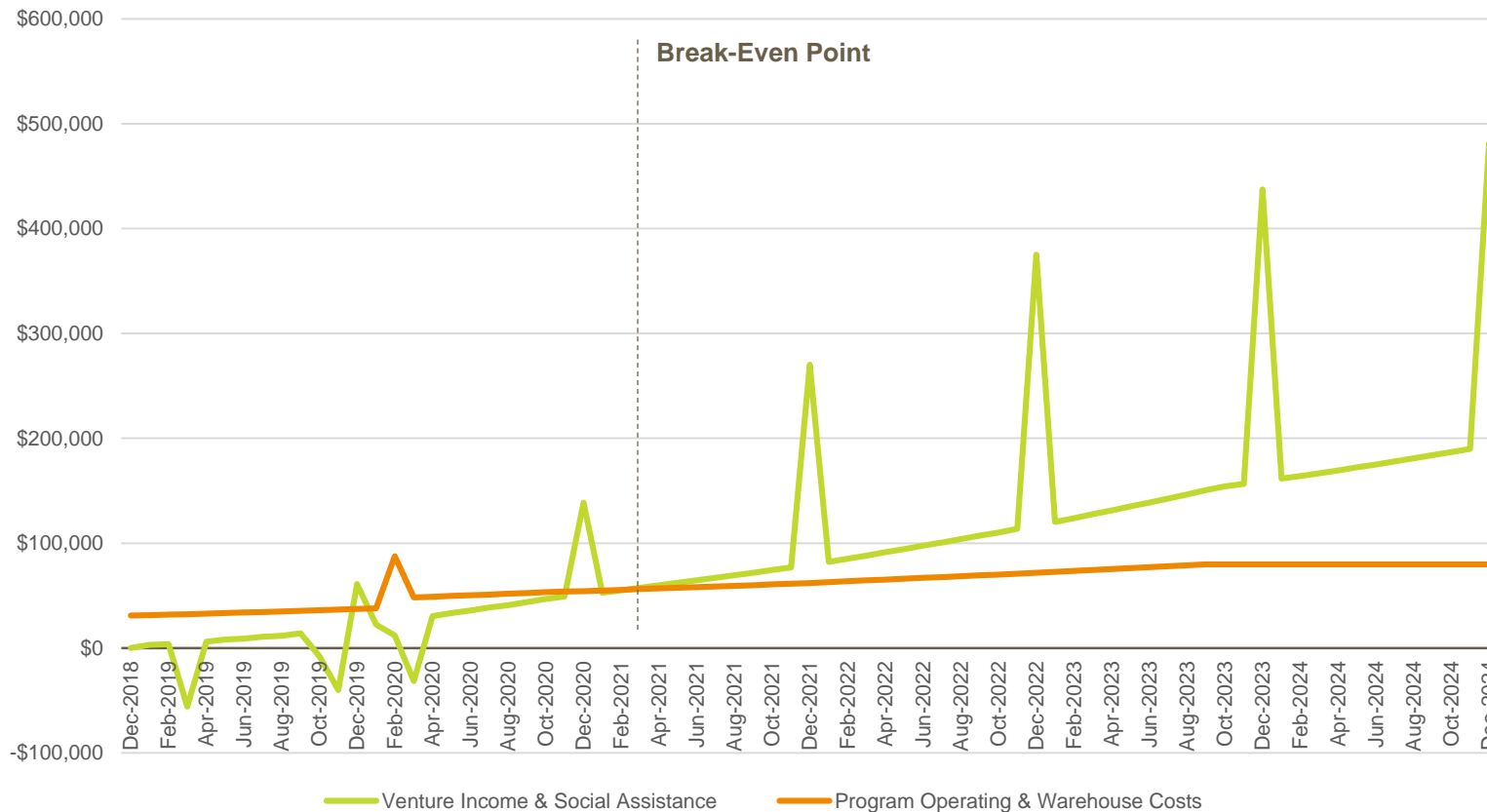
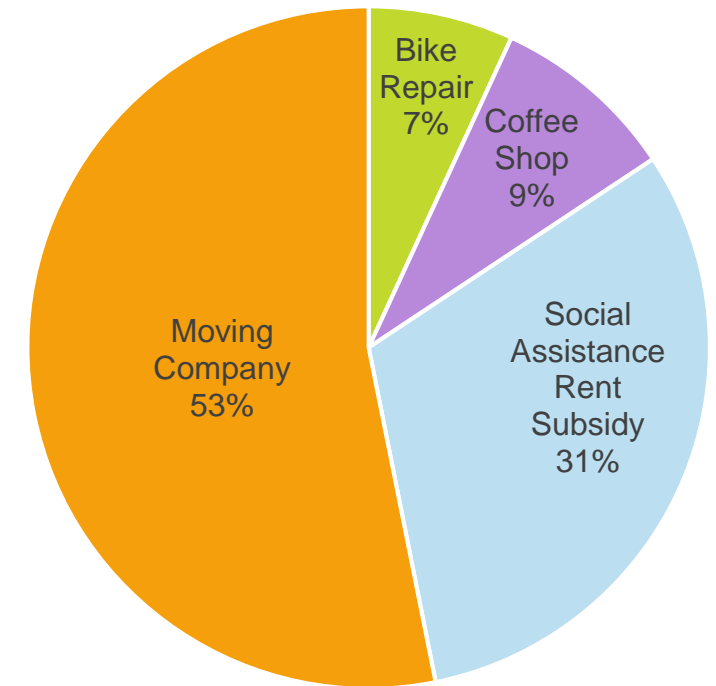


Figure 10: Breakdown of revenue sources in at break-even point in March 2021.

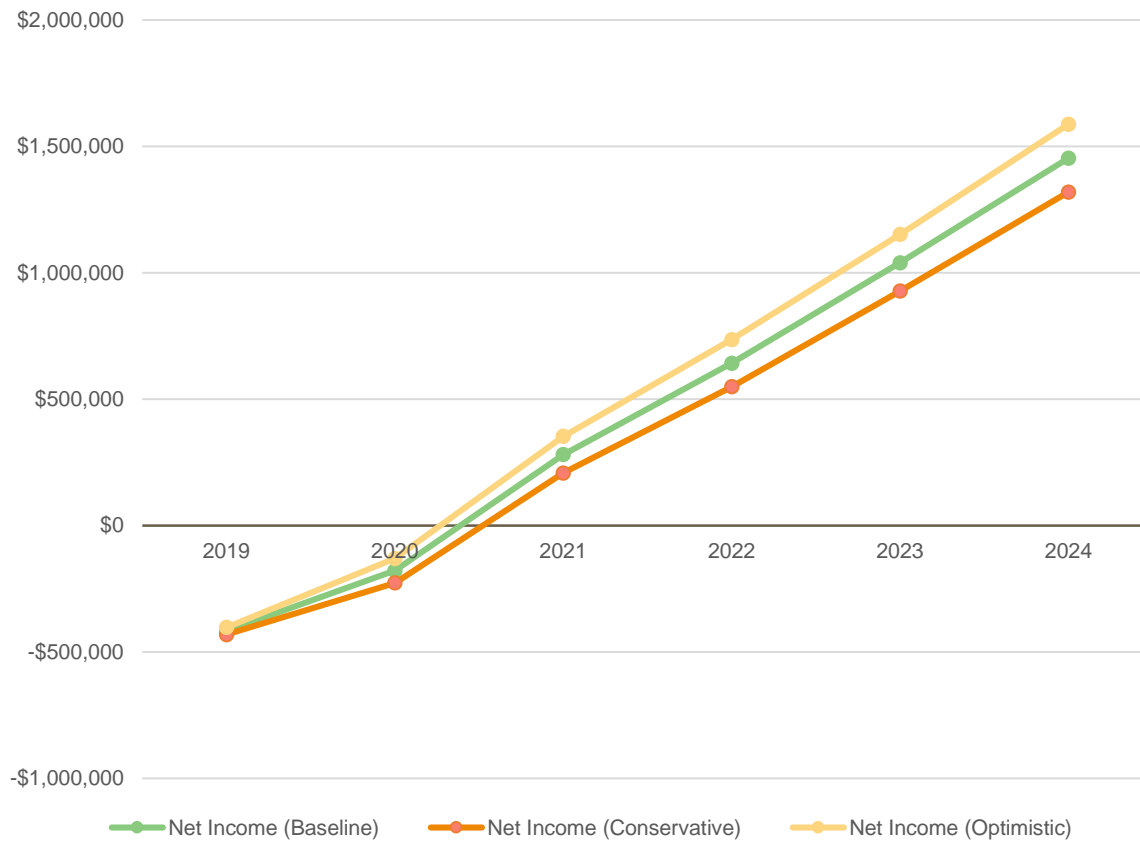


What are the core components of the Delancey Street model?

Cost Structure, Revenue Structure & Surplus



Figure 11: Annual net income (including venture income, social assistance rent subsidy, and program operating and warehouse costs) by scenario from 2019 to 2024.



Annual Financial Projection – Baseline

	2019	2020	2021	2022	2023	2024
Venture Income & Social Assistance	\$24,608	\$461,013	\$981,794	\$1,449,753	\$1,964,818	\$2,409,821
<i>Growth</i>		1773.44%	112.96%	47.66%	35.53%	22.65%
Program Operating & Warehouse Costs	\$441,795	\$639,554	\$701,498	\$807,845	\$925,798	\$957,021
<i>Growth</i>		44.76%	9.69%	15.16%	14.60%	3.37%
Net Income	\$(417,187)	\$(178,541)	\$280,296	\$641,908	\$1,039,020	\$1,452,800

Annual Financial Projection – Optimistic

	2019	2020	2021	2022	2023	2024
Venture Income & Social Assistance	\$38,586	\$509,559	\$1,054,387	\$1,543,136	\$2,076,935	\$2,544,011
<i>Growth</i>		1220.59%	106.92%	46.35%	34.59%	22.49%
Program Operating & Warehouse Costs	\$441,795	\$639,554	\$701,498	\$807,845	\$925,798	\$957,021
<i>Growth</i>		44.76%	9.69%	15.16%	14.60%	3.37%
Net Income	\$(403,209)	\$(129,995)	\$352,890	\$735,291	\$1,151,137	\$1,586,990

Annual Financial Projection – Conservative

	2019	2020	2021	2022	2023	2024
Venture Income & Social Assistance	\$10,630	\$412,468	\$909,200	\$1,356,370	\$1,852,701	\$2,275,632
<i>Growth</i>		3780.22%	120.43%	49.18%	36.59%	22.83%
Program Operating & Warehouse Costs	\$441,795	\$639,554	\$701,498	\$807,845	\$925,798	\$957,021
<i>Growth</i>		44.76%	9.69%	15.16%	14.60%	3.37%
Net Income	\$(431,164)	\$(227,086)	\$207,703	\$548,525	\$926,903	\$1,318,611

Cost Structure, Revenue Structure & Surplus



4. What are the program startup costs?

There are two principal components to starting up Delancey Street Vancouver: the initial capital investment to acquire a suitable site; and the necessary professional and capital costs associated to project implementation to get the doors open. After that, costs are borne as operating costs.

Initial Capital: The largest single expense associated to Delancey Street Vancouver will be the site itself. Real estate costs in metro-Vancouver are at a record high. In addition, the program is designed to run in a more affluent neighbourhood, and access to embedded commercial space provides significant business opportunities. The estimate for a property that meets the criteria is between \$20 and \$30 million.

Project Implementation: The implementation of this project is envisioned to take up to one year to complete (January 2018 to January 2019), with the doors opening to the first residents in December 2018. Figure 12 depicts the project costs for this phase, and following is an overview of the more significant items:

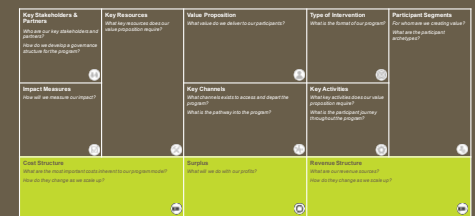
- Consulting Services (i.e., Project Management) is required to develop the implementation plan, operationalize all aspects of the plan, ensure accountability to the implementation plan/schedule, and track risk and scope to ensure targets are achieved.
- Equipment, furniture and technology refer to operating assets to set up the facility. The expense reflects an estimate of the overall need spanning the first year, and is then reduced by the estimated donations specific to each element.
- Salaries refers to the wages paid to the Delancey Street Vancouver leadership team who will eventually run the facility. These salaries will continue well beyond opening day, but are later captured within operating costs.
- Legal and accounting refer to professional services to establish the local charity, book keeping and accounting set up for the operation, and other audit and legal services as needed.

Key Assumptions: This business case is predicated on the assumption that the initial capital will be available through donation, in-kind lease arrangement, or other investment vehicle. If that does not occur, the project will be at considerable risk.

Figure 12: Breakdown of program startup costs.

	Total Expense	Donation %	Cost Incurred
Land Purchase	\$30,000,000	100%	\$0
Consulting Services	\$150,000	0%	\$150,000
Equipment	\$125,000	20%	\$100,000
Starting Salaries	\$100,000	0%	\$100,000
Furniture	\$80,000	20%	\$64,000
Legal and Accounting	\$25,000	0%	\$25,000
Technology	\$20,000	0%	\$20,000
Travel	\$20,000	0%	\$20,000
Advertising & Promotion	\$6,000	0%	\$6,000
Total	\$30,526,000	98%	\$485,000

Moving Company



1. Rationale

Multiple operators of the Delancey Street model verify that a moving company, completing residential and corporate furniture moves, should be the first business venture undertaken. It can be operationalized very quickly, staffed with relative ease, and consistently generates the highest revenue. A moving company can begin with one rented truck and four people, and easily scale up with the addition of trucks and an expanding number of residents to work in the venture. Financial projection demonstrate that the moving company will be the most consistent and profitable venture through the first five years of operation.

2. Cost and Revenue Structure

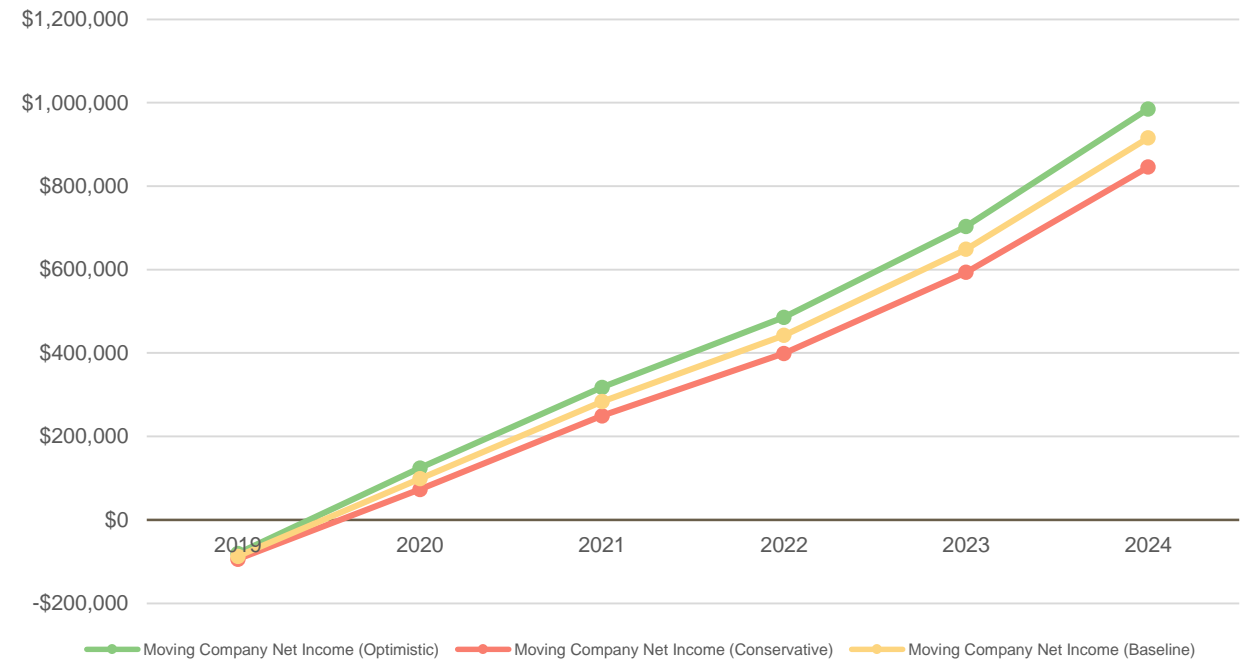
Venture Start Month: March 2019

Cost Structure: Fixed costs include the purchase of trucks, moving equipment, parking and storage, and vehicle maintenance. Variable costs include fuel and operating equipment, influence by the volume of work undertaken. After one year, monthly costs are projected to grow at a rate of 0.5%. There are no costs associated to staffing.

Revenue Structure: The number of contracts per day will scale through the first 12 months of operation, based on the number of people available to work in the business, and the number of trucks available. The charge out rate is based on a market-informed rate of \$145 per hour. The first truck will be purchased in March 2019, and subsequent trucks are projected to be added to the business in on November 2019 and March 2020. After this time period, monthly revenue is projected to grow at a rate of 2%.

Potential Profit Levers: Moving trucks are the largest cost item in the operation of the business venture, whether rented or purchased. An in-kind donation of rental fees, or a direct donation of a truck, will significantly affect the bottom line in the Moving Company. A donated truck will enable the venture to be profitable within the first year of operation, instead of the second. Subsequent donated trucks will further accelerate the growth of the business, further accelerating the self-sustainability of Delancey Street Vancouver.

Figure 13: Net income of moving company by scenario from 2019 to 2024.



Scenario	Revenue Multiple
Optimistic	105%
Baseline	100%
Conservative	95%

Coffee Shop



1. Rationale

Operating a customer-facing food service venture provides the residents with a personal growth opportunity, and the ability to learn skills within the hospitality industry. Further, enables Delancey Street Vancouver to connect with its neighbours and the broader community at large. The coffee shop at Delancey Street San Francisco is their third highest revenue generating business and, with the right location in Vancouver, this will also be a lucrative addition here.

2. Cost and Revenue Structure

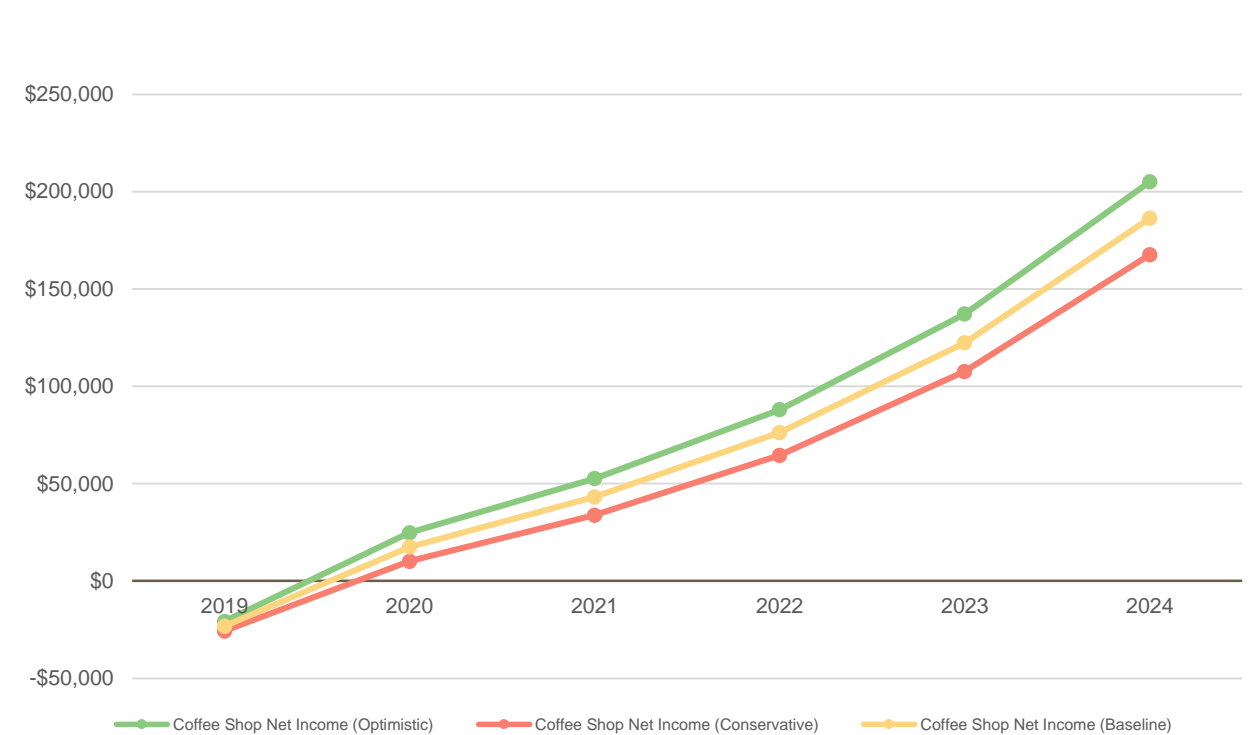
Venture Start Month: October 2019

Cost Structure: Fixed costs include a leased storefront, coffee machines, remodeling, supplies, and utilities and repairs. Variable costs are based on an industry-standard cost-of-goods-sold rate of 30%. After the first 12 months of operation, cost is projected to grow at a monthly rate of 0.75%. There are no costs associated to staffing.

Revenue Structure: The projected revenue is based on a conservative estimate of the customer base that scales with the maturity of coffee shop. The average market-informed spend per customer is \$6.50 per visit. Following the first year of scaled operations, monthly revenue is projected to grow at a rate of 2.5%.

Potential Profit Levers: A leased storefront location is the largest single ongoing cost of operating a coffee shop. The opportunity to co-locate the coffee shop within the main facility will enable this venture to turn a profit in the second month of operation. Further, it eliminates transportation requirements getting residents to and from the business.

Figure 14: Net income of coffee shop by scenario from 2019 to 2024.



Scenario	Revenue Multiple	Cost Multiple
Optimistic	105%	95%
Baseline	100%	100%
Conservative	95%	105%

What is the first business venture operated by Delancey Street Vancouver?

Bike Repair Shop



1. Rationale

As Delancey Street Vancouver seeks to reflect the local culture and environment, a Vancouver-inspired business will resonate well with the community. Further, given the demand for skilled bike-repair tradespeople, it will generate significant opportunities for graduates of the program, when they choose to return to regular employment in the community. Bicycle repair is a trade that requires limited start-up expense, is a teachable skill, and builds technical capacity within the residents along with the opportunity to interact with the public.

2. Cost and Revenue Structure

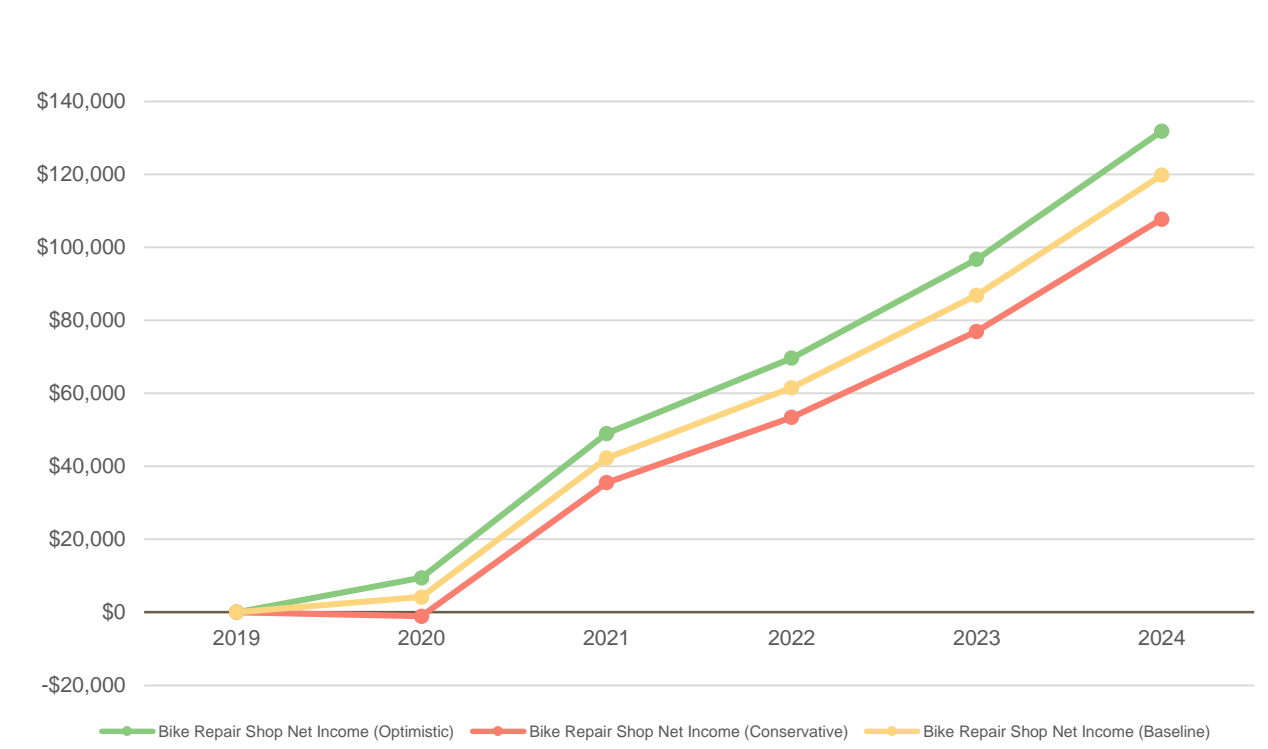
Venture Start Month: February 2020

Cost Structure: Fixed costs include a leased storefront, remodeling, utilities, specialized equipment and inventory, training, and marketing. Variable costs are based on a cost-of-goods sold rate of 10%. After the first 12 months of operation, cost is projected to increase at a monthly rate of 0.75%. There are no costs associated to staffing.

Revenue Structure: Revenue is based on a conservative estimate of 2 customers per hour, generating a market-informed spend rate of \$79.00 per customer. Following scaled growth after the first year, revenue is projected to grow at a monthly rate of 2%.

Potential Profit Levers: Like the coffee shop, a leased storefront location is the largest single ongoing cost. The opportunity to co-locate the bike repair shop within the main facility will enable this venture to turn a profit after 448 customers, instead of 1781 customers (75% fewer).

Figure 15: Net income for bike repair shop from 2019 to 2024.



Scenario	Revenue Multiple	Cost Multiple
Optimistic	105%	95%
Baseline	100%	100%
Conservative	95%	105%

Christmas Tree Sales



1. Rationale

Community-facing seasonal business venture that also serves to bind the Delancey family into one common priority for the months of November and December. Scalable to grow as the residential population increases. A highly successful short-term annual commitment that can grow into other seasonal activities; such as corporate Christmas decorating, etc.

2. Cost and Revenue Structure

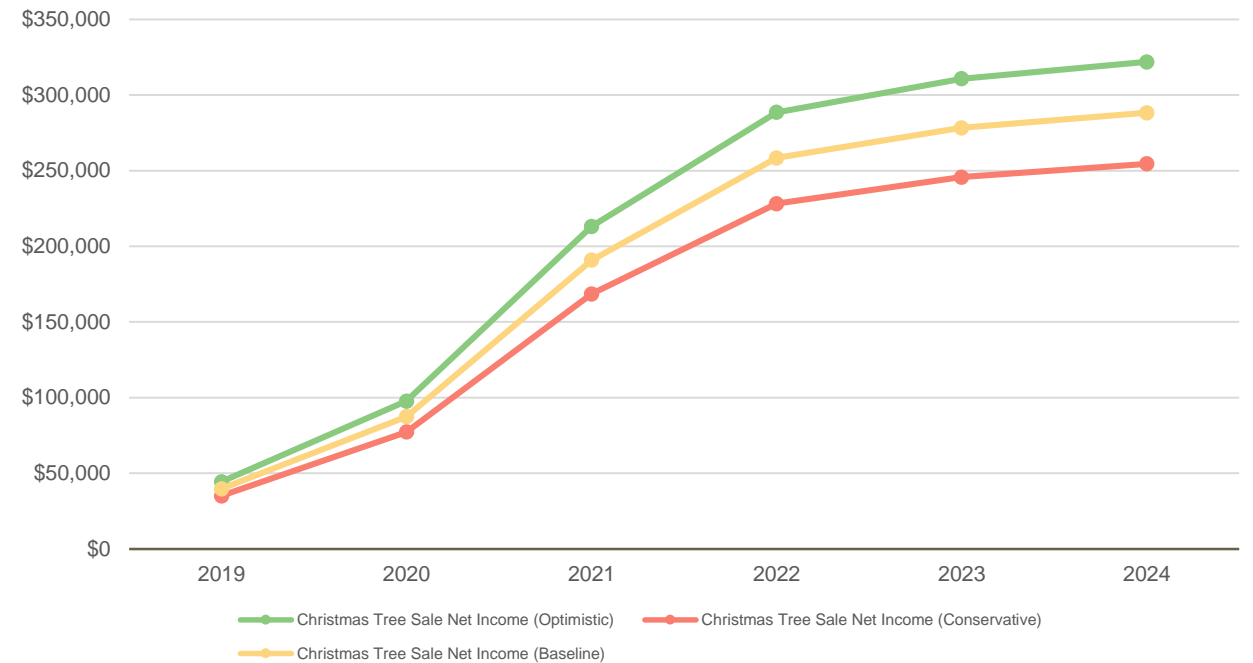
Venture Start Month: December 2019, and seasonally each year following

Cost Structure: Fixed costs includes leasing lot space, fencing and display materials, and inventory. Variable costs are based on a cost of goods sold rate of 37%. There are no costs associated to staffing.

Revenue Structure: The number of customers is estimated at 3 per hour, with the tree lot operating 10 – 12 hours per day, 7 days per week, for one month heading into Christmas. The market-informed rate is \$79 per tree (customer).

Potential Profit Levers: Like the coffee shop, leasing lot space is the single biggest expense. The donation of viable lot space, or the opportunity to co-locate the Christmas tree lot within the main program facilities somewhere will enable this venture to become profitable significantly sooner.

Figure 16: Net income for Christmas tree sales from 2019 to 2024.



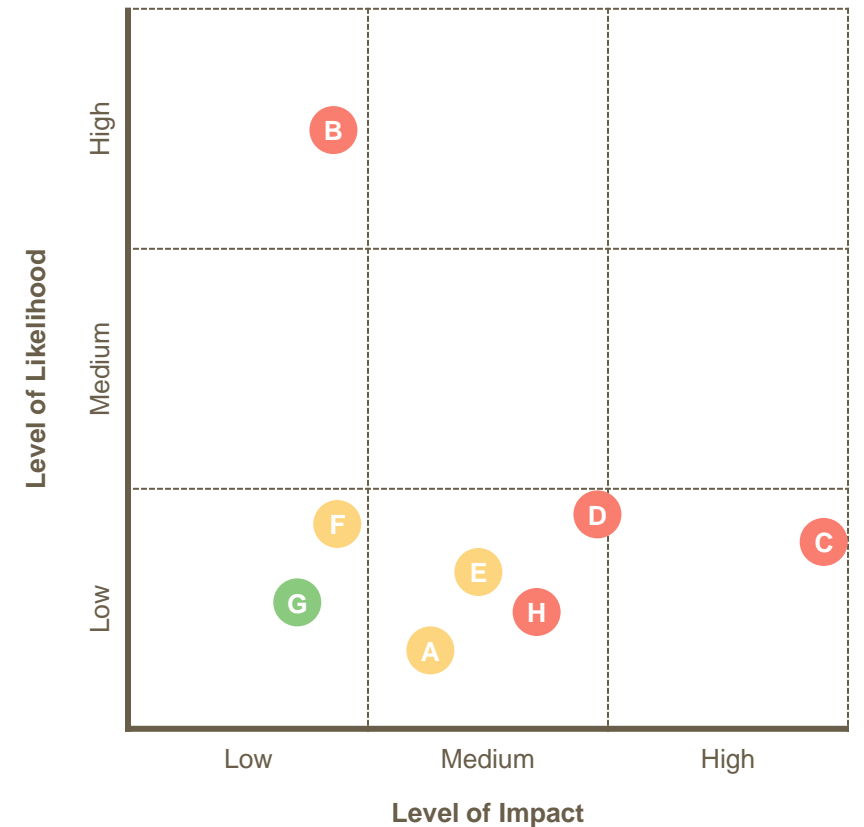
Scenario	Revenue Multiple	Cost Multiple
Optimistic	105%	95%
Baseline	100%	100%
Conservative	95%	105%

- 1 Understanding the Challenge
- 2 Filling in the Gap
- 3 Evaluating Best Practices
- 4 Exploring the Delancey Street Model
- 5 Planning for Implementation

Mitigating Risk

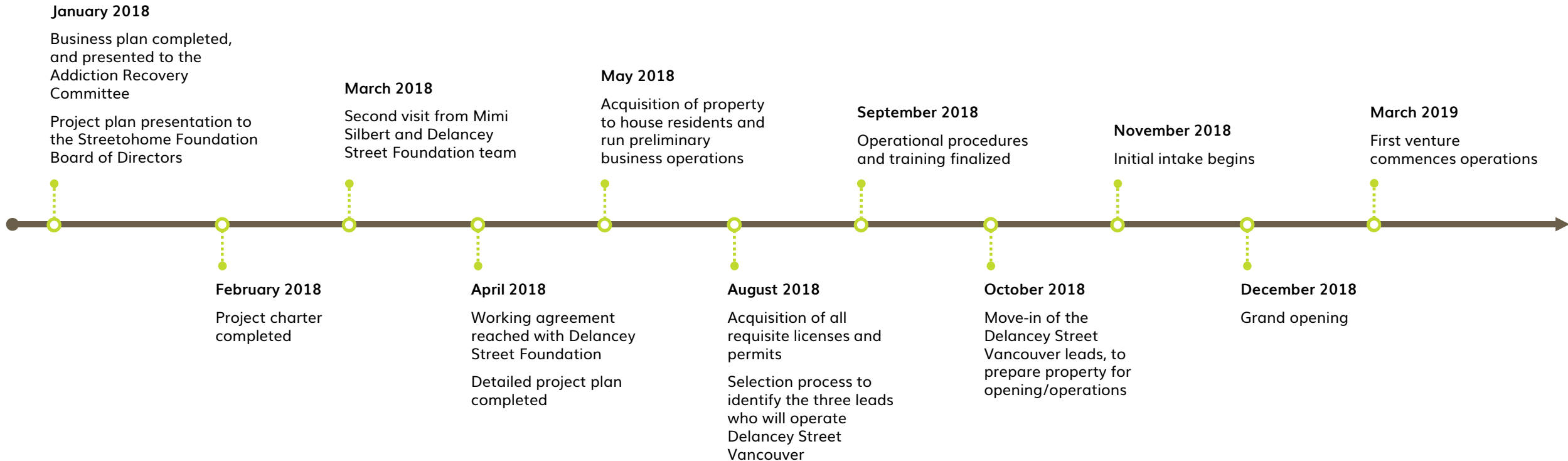
Every project or undertaking comes with risk. It is incumbent to identify risk at the outset, and be prepared with strategies to mitigate risk, should it interfere with ongoing progress of the project. Following are areas of risk that may surface, relative to the Delancey Street Vancouver project:

Risk	Risk Mitigation
A	<p>Withdrawal of support or partnership with the Delancey Street Foundation</p> <ul style="list-style-type: none"> Continue to foster relationship with Mimi Silbert, and work collaboratively with her Develop relationships with leaders in other similar models, to ensure an ongoing support network of like-minded organizations is maintained, and drawing on expertise as required
B	<p>“NIMBYISM” – Opposition from local neighbourhoods</p> <ul style="list-style-type: none"> Community consultation sessions, including leveraging Mimi Silbert to educate neighbourhoods After start-up, the residents themselves will connect and build relationships with their neighbours, modelled after Delancey operations in South Carolina and New York
C	<p>Insufficient or delayed donor involvement for access to a suitable facility</p> <ul style="list-style-type: none"> Requires the Streethome Fundraising Committee to leverage relationships with private sector donors to secure an individual donor or collaborative. Consider a real estate investment trust to secure sufficient funding
D	<p>Canadian immigration delays specific to personnel with a criminal history</p> <ul style="list-style-type: none"> Work with Citizenship and Immigration Canada to support temporary residency status within Canada to operate Delancey Street Vancouver Attempt to locate Canadian graduates of Delancey Street, who can all legally work here
E	<p>Ineligible for MSDPR rental subsidy</p> <ul style="list-style-type: none"> Work with the Ministry of Social development and Poverty Reduction to secure basic housing subsidy for each resident, which would otherwise have been paid to another landlord elsewhere
F	<p>Poor market response and/or economic conditions</p> <ul style="list-style-type: none"> Leverage mainstream media and advertising channels to promote business ventures Have residents themselves solicit customers by establishing community connections in their neighbourhoods and beyond
G	<p>Higher than anticipated drop-out rates and/or not enough participants</p> <ul style="list-style-type: none"> Ongoing evaluation of internal business practices to ensure quality of service Leveraging relationships with the Courts and Corrections to enhance intake flow into program
H	<p>Less in-kind donations than anticipated to cover program costs</p> <ul style="list-style-type: none"> Provide more emphasis on soliciting monetary donations to ensure sufficient capital to acquire essential goods to operate



Implementation Timeline

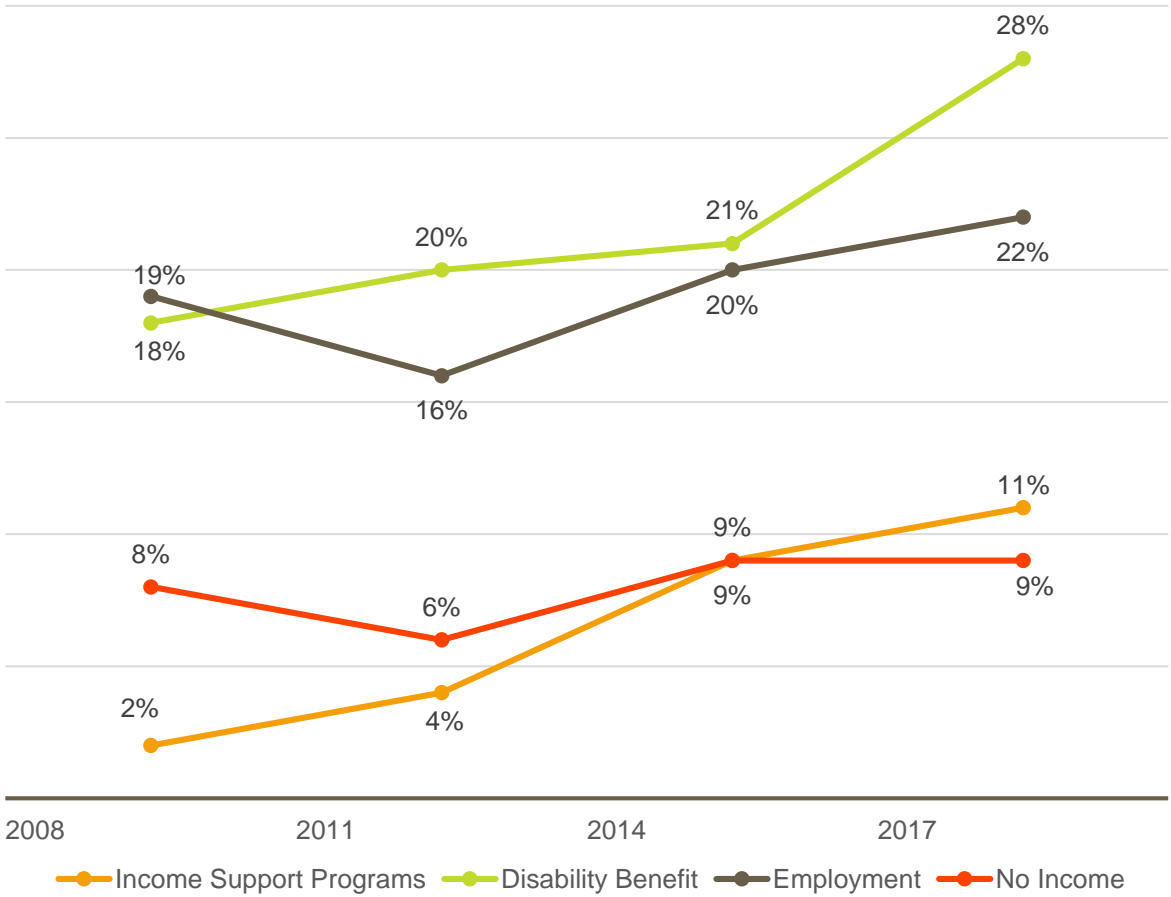
Based on the business plan approval occurring in January 2018, the following timeline sets out an aggressive set of milestones that lead to Delancey Street Vancouver opening in December 2018. The first business venture is then estimated to start approximately four months after the opening. Significant and immediate work will be required following the decision to move this project to implementation. Any delays at the beginning of the timeline will push out the milestone and completion dates.



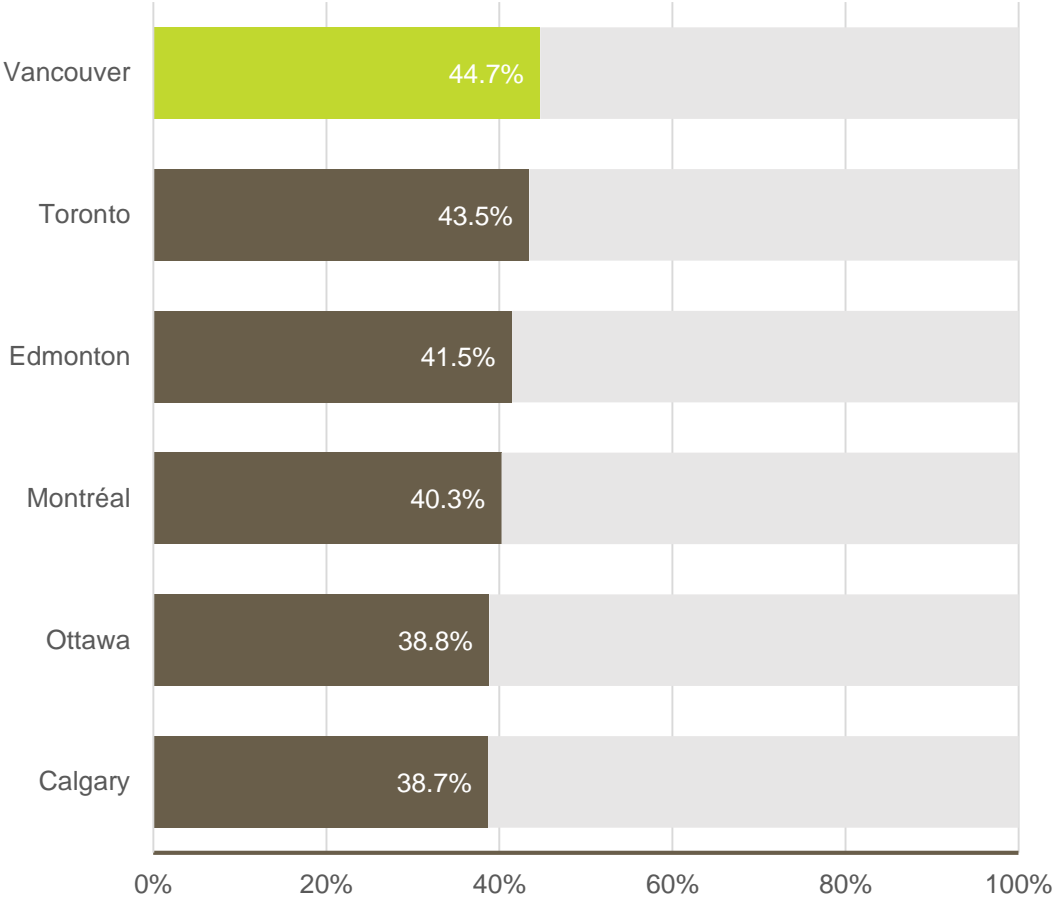
- 1 Understanding the Challenge
- 2 Filling in the Gap
- 3 Evaluating Best Practices
- 4 Exploring the Delancey Street Model
- 5 Planning for Implementation
- 6 Appendix

Appendix 1 and 2: Supplemental Figures on Structural Barriers in Vancouver

Appendix 1: Proportion of renter households that spend more than 30% of their income on shelter costs across major Canadian metropolitan areas in 2016.¹⁵



Appendix 2: Sources of income for the homeless population in Metro Vancouver (2017).⁴



Appendix 3: Full List of Best Practice Programs Researched by Streetohome

Streetohome has done considerable work researching best practice solutions for adult (19+) long-term live-in addiction recovery. Over the past two years, staff have explored numerous programs across North America, and in Europe. Notably, in addition to studies with the Delancey Street Foundation, Streetohome has researched:

- 1) San Patrignano in Rimini, Italy (four years)
- 2) Central City Concern in Portland, OR (varied programs of 30-90 days plus transitional housing options thereafter)
- 3) Delancey Street in San Francisco, CA (two year minimum – average is 4 years)
- 4) Portage in Montreal, Quebec (3-6 months)
- 5) Vitanova in Woodbridge, Ontario (3 months to one year – limited residential piece, as this is a live out day program, running 5 days/week)
- 6) Baldy Hughes in Prince George, BC (one year)
- 7) Woodwynn Farms in Brentwood Bay, BC (1-3 years)
- 8) Phoenix Society in Surrey, BC (90 days)
- 9) Inner Visions in Coquitlam, BC (60 days)
- 10) Last Door in New Westminster, BC (90 days)
- 11) Burnaby Centre in Burnaby, BC (6-9 months)
- 12) New Dawn/Chrysalis in Vancouver, BC (90 days to 12 months)
- 13) Turning Point in Vancouver, BC (90 days)
- 14) Pacifica in Vancouver, BC (90 days)
- 15) Together We Can in Vancouver, BC (8 weeks)
- 16) John Volken Academy in Surrey, BC (2 years)
- 17) Peak House in Vancouver, BC (10 weeks; 13-18 year olds)

Appendix 4: Strategic Alignment of Delancey Street Vancouver to Stakeholders' Goals

Goal	Ranking	Comments
<i>Scale: H – High, M- Medium, L – Low</i>		
Streethome Strategic Goals:		
Goal 1: Provide permanent and stable housing with appropriate support services	High	Delivers a program that increases the supply of housing and services to help people maintain their housing.
Goal 2: Prevent people who are the most vulnerable from becoming homeless.	High	Delivers an innovative housing project targeting people leaving public institutions, including the hospitals and the correctional system. A supportive program that will, over the longer term, prevent homelessness.
Goal 3: Build broad public support and commitment for permanent solutions to homelessness.	High	Increases the public's understanding of the underlying causes of homelessness, the proven approaches to solving it, and the need for widespread community involvement. Further increases the levels of public, private and philanthropic investment in permanent, supportive housing and services to prevent homelessness.
City of Vancouver Healthy City Strategy Goals:		
A home for everyone	High	Provides a home for every resident, where they have a sense of security, control, belonging, and identity.
Healthy human services	High	Provides residents with access to human services that deliver support for career and training needs, and assisting vulnerable people who may face barriers accessing services.
Adequate income and access to a broad range of healthy employment opportunities	Medium	Provides an even distribution of income within the residential setting, and provides a healthy and supportive work environment that leads to permanent jobs.
Being and feeling safe and included	Medium	Provides for resident well-being by ensuring safety and inclusion are at the forefront of the community.
Lifelong learning	High	Provides non-formal and informal learning opportunities, resulting in overall improved health, prosperity, and resilience. Adult learning increases confidence and self-efficacy and learning in a group setting can enhance social networks.
Vancouver Coastal Health Strategic Goals:		
Promote better health for our communities	High	The VCH vision is promote wellness and ensure care, by focusing on quality and innovation. The Delancey Street Vancouver model is an innovative approach in this region, and is designed to develop the health and wellness of each individual resident.
Ministry of Health Strategic Goals:		
Support the health and well-being of British Columbians	High	Provides a safe environment for every resident where they can focus on their health and well-being, and a sense of belonging, and identity. Delivers long-term and sustainable change in the lives of the individual residents, thereby reducing future impacts on the health care system.
Deliver a system of responsive and effective health care services across British Columbia	High	While not a health care specific venture, Delancey Street Vancouver is client focused. The model focuses on the individual, and making themselves well within the broader community. It provides a specific treatment service to those who are motivated to make change in their lives.
Ensure value for money	High	Delancey Street Vancouver is operated outside of the Ministry of health, although it is delivering health-related services to its residents. This has no cost to the Ministry, and will not impact the delivery of other services elsewhere in the Province.
BC Housing Mission:		
Making a positive difference in peoples' lives and communities through safe, affordable and quality housing.	High	Delancey Street Vancouver provides safe, affordable and quality housing to its residents as a part of its services to its residents.

Appendix 5: Quotes from Participants of Delancey Street and Replication Sites

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I was born in Oakland in 1952. I was married at 18 but divorced 4 years later with a daughter, Mariah. I was using more and more drugs, and had of course problems with the law. By age 30, I felt that I was at the point of no return. I went to Delancey Street and changed everything about myself. While at Delancey, I worked in different training schools, including the construction of the Delancey Street Building where I became the Project Manager. I got my contractor's license while in Delancey in 1989. When I graduated, I went to work in the building trades, and am currently a general contractor in the Bay Area. I own a house in Contra Costa County, and spend my free time traveling. In 2000, I met my wife, Marianne, in Costa Rica. We were married in 2001 and we have 2 kids together, Marco and Lucas. In 2004, my wife and I opened together La Kasbah, and started importing furniture from Morocco, thanks in part to Delancey who provided our first retail space.⁴⁹

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John Reyna...grew up in an impoverished household with drug-addicted parents, started using and selling drugs in junior high, and spent most of his adult life in and out of jail. "It was a very terrible way of living but that all came to an end when I came to Delancey," he said.

He has now completed some schooling, learned about arts and culture, acquired vocational skills, and — perhaps, most importantly — become a decent, caring person. "Delancey Street gave me a lot of courage and pride in doing the right thing and being honest and having integrity, some of the things that I never even thought I would be — or even was interested in," Reyna said, with an easy laugh.⁴⁷

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Before Delancey Street, I spent 20 years with violence, drugs, and prostitution, homeless on the streets and in and out of jail. I was a third generation prostitute. I never knew my father and I barely knew my mother except that she taught me the life on the streets early. I was repeatedly beaten and sexually abused, not only as a child by people my mother brought into the home, but later by pimps and people on the streets where I lived. Horrifically, I taught my children to follow in my footsteps as fourth generation drug addicts, prostitutes and criminals. I came to Delancey Street as an alternative to a fifteen-year prison sentence. I had enormous guilt and vengeful anger. I had no skills, no education, and no hope. I stayed at Delancey Street four years where I lost a grandson to the streets, murdered in gang activity, but slowly gained back my children and grandchildren; and I obtained a high school equivalency, a diploma from vocational college, computer and secretarial skills, sales skills, and an incredible ability to love and help others.⁴⁹

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Aaron Hanna, 30, fully acknowledges he was a bad actor, someone neighbours might not initially want on their street, but says that when Delancey gave him a chance, it saved his life. He encouraged Vancouverites to give the same opportunity to vulnerable people here.

"We deal with (naysayers) still at home to this day. They don't feel safe with convicts around. You have to prove them wrong," said Hanna, who now works as a chef, though before Delancey his cooking was limited to using a microwave.

Hanna said he never really believed in himself. But after a decade-long heroin addiction, he was forced to detox in a county jail and when he came out a judge saw some good in the likable young man and sent him to Delancey.

"I don't think about getting high or drinking anymore," he said. "I was a liar and a cheat and a manipulator coming into Delancey. But I grasped onto the lifestyle they offered me. I'm at a point in my life that I never thought I'd be. I love Delancey Street with all my life."⁴⁷

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Former addicts also help their peers kick their addictions. Recovery sessions happen in groups, led by people in recovery themselves. "You hear about yourself from people who know you," said Lewis. "They are your mirrors. Your peers understand the things in your life you have tried to forget through drug use."⁵⁰

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"TROSAs offered everything I was looking for," says Barnhardt, 43. "I was being selfish when I chose to come here. I was looking for a place to stay, a place where I wouldn't have the outside influences falling on my shoulder, and I could get it together and get out and be successful. TROSA gave me a lot more than I expected."

But the best part of the program, Lake says, is the supportive connection with peers and staff members.

"A lot of people have died in my life, and there were people to talk me through it," she says. "Every time I felt down on myself, there was always somebody there to lift me up and remind me that I was there for a reason. I have purpose in my life again."⁵¹

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