



streettohome

changing lives, building futures

2018 Annual Report





A message from the CEO and Board Chair

John McLernon summed up the year – “Homelessness is a complex issue, however, we are making progress. No home runs but we are delighted to be hitting a lot of solid singles.” This past year, Streetohome is proud to have contributed to: additional supportive housing (Co:HERE Housing operated by Salsbury Community Society; Olivia Skye operated by Atira Women’s Resource Society; the Semi-Independent Housing Program operated by Covenant House); Supporting Tenants, Enabling Pathways (STEP); **WorkWithUs**; and innovative addiction recovery pathways (The HUB at St. Paul’s Hospital; and two Youth Support Recovery Homes operated by Pacific Community Resources Society).

Streetohome continues to broker and leverage evidence-based and

promising practices that address gaps in the homelessness services system. In the fall of 2018, Streetohome completed a full year since the launch of two key initiatives: Supporting Tenants, Enabling Pathways (STEP) and **WorkWithUs**. With assistance from the STEP program, individuals are moving on with their lives – from supportive housing to their preferred choice of subsidized, lower-end-of-market or shared housing. A corollary impact is the freeing up of supportive housing and shelter resources for those in need. Similarly, individuals are being supported in making a smooth transition into employment – helping them achieve their career, financial and self-sufficiency goals.

2018 also marked the completion of two business cases, generously



Vancouver Rent Bank

1,360
Individuals helped since 2012.

Supporting Tenants, Enabling Pathways (STEP)

49
Individuals helped since 2017 launch.

developed by KPMG consultants who volunteered their time and resources. This work will help broker and leverage two promising addiction recovery pathways that will fill gaps in the current addiction recovery services continuum. The Addiction Recovery Community Housing (ARCH) model was designed to facilitate housing and support transitions between withdrawal management, treatment, recovery housing and continuing self-care in the community. It promises to prevent the all too common system disconnections in terms of housing and health & wellness supports that are the foundation for successful recovery.

The Delancey Street Foundation (DSF) model combines housing

with life skills development, education and employment training schools at no cost to government, families or residents. This peer-led, self-help proven model has been replicated in six cities south of the border and will fill a gap in the current addictions recovery services continuum in Vancouver by supporting the vulnerable population transitioning out of provincial and federal correctional services systems. The program is sustained via the sale of goods and services delivered through vocational training schools that are staffed by residents.

Streetohome's success comes down to five key factors: the amazing support of our partners including BC Housing, City

of Vancouver and Vancouver Coastal Health; a dedicated board interested in seeing how the story ends; incredible donor generosity; a small team of passionate and talented staff and volunteers; and exemplary service providers that embrace and operationalize innovative, evidence-based and promising practices to fill system gaps.

As you read our annual report, we hope you are inspired by the solid drives underway and those planned for the immediate future, as well as the incredible array of people that make them happen. Together, we continue to change lives and build better futures through an even more robust homelessness services system. You can almost hear the umpire yelling "Play Ball."



<p>\$31.5 M Raised since our start in 2008.</p>	<p>Together with our partners, we've supported 34 supportive housing and homelessness prevention projects.</p>	<p>2,669 Individuals helped through our initiatives.</p>
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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.

How we work

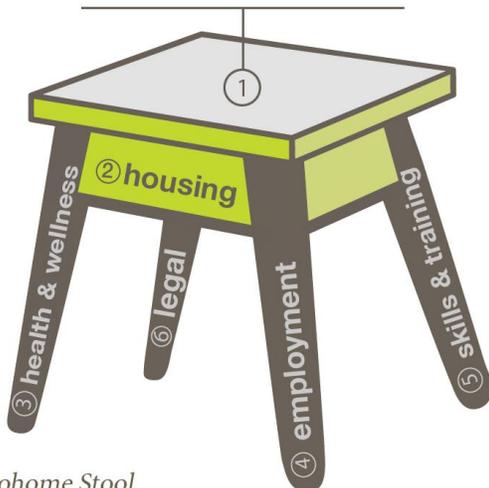
- Promoting a systematic approach – a comprehensive set of connected services
- Searching for evidence-based and promising practices that will fill gaps in the homelessness services system and avoid duplication
- Brokering collaborative relationships that pool and optimize limited resources
- Leveraging private sector contributions (*often at 10:1*) and sharing both risks and successes

Streetohome has three broad 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

Thriving Citizens

Safety & Belonging



Streetohome Stool

- 1** Personal, gender and cultural safety and inclusiveness across domains 2-6 on the stool.
- 2** Meet immediate needs (e.g. shelter, supportive housing, recovery housing).
- 3** Health and wellness: physical and mental wellness, dental, hearing, vision and/or substance use.
- 4** Connect and support employers and employees, along with organizations and volunteers, in labour market and community engagement.
- 5** Life skills; high school equivalency diploma; work readiness; professional certification.
- 6** Resolution of legal issues (e.g. landed immigrant status, child custody, criminal charges), and/or advocacy to defend or safeguard individual rights.

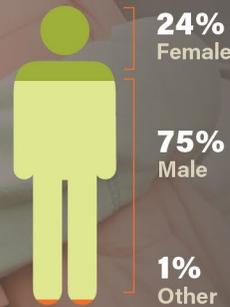
Who are the homeless?



Age



Gender

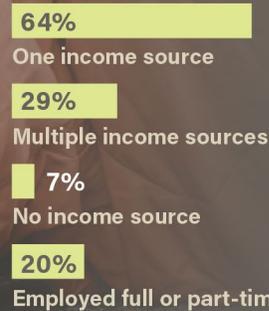


Health*



*Participants able to select multiple answers

Income*



*Participants able to select multiple answers

Time in Vancouver



2,181

Vancouver Homeless Count Survey 2018

individuals are living in shelters or on the street in Vancouver.

MAKING TRANSFORMATIONAL CHANGE

Streethome strives to broker and leverage the integration of evidence-based and promising practices that address gaps in the current homelessness services system. 2018 was dedicated to implementing several innovative initiatives including: Addiction Recovery Community Housing; Delancey Street Vancouver; Homeward Bound; and Supporting Tenants, Enabling Pathways. Each was preceded by a business case supported in-kind by dedicated teams from KPMG.

Alan Peretz, BC Advisory Practice Leader at KPMG and Streethome Board Member since 2013, has sponsored the development of five business cases over the years. “We would never suggest that Streethome invest their money and resources into a project without really thinking about it critically. Creating a business case does just that. It’s a thoughtful process that provides a fulsome assessment of the opportunities, benefits, costs, risks and challenges, helping Streethome to make sound investment decisions for donors, and ones that are a good use of resources for the organization.”

Alan says that KPMG has always had a desire to help communities by expanding peoples’ minds and allowing them to think in different

ways, igniting innovation in the public, non-profit and private sectors.

“It’s the only way to make a transformational change in society. Otherwise, we’re left changing things incrementally, and we don’t have time for that.”

KPMG also benefits greatly so it is a true ‘win win.’ Consultants hear from their colleagues that business cases are being presented to the Streethome Board and then implemented shortly thereafter – providing an opportunity for involved consultants to leave a legacy of improving the homelessness services system in Vancouver.

“When I first joined KPMG, there were other consultants working on the Delancey Street Vancouver business case. I thought it was the coolest thing, and I wanted to be a part of it the next time a similar opportunity came around,” said Chris Williamson.

An opportunity arose when Streethome began exploring two new initiatives for 2019: Smart Cities – Life Intentions (SCLI) – an app-based self-assessment that matches individual goals with best-fit support services; and Recovery Community Centres – a best practice community-based



Alan Peretz, BC Advisory Practice Leader at KPMG and Streethome Board Member

continuing self-care model that has propagated centres from coast to coast across the U.S. Chris took on a leadership role in the development of the SCLI business case, while Madeleine Pullen and Robyn Budd are part of a team working on the business case for adapting the Recovery Community Center (RCC) model for Vancouver.

“It’s easy to think, ‘I can’t do anything about it’ when we see so many people in need and being failed by the system,” says Robyn. “KPMG really supports us in going after these sorts of opportunities that can make a huge impact on social problems.”

“We can use our super powers for the community or for

ourselves, and I pride myself in being able to help others with the skills I've learned at KPMG," says Chris. "I feel more ingrained in the community."

For Madeleine, it was an opportunity to impact a significant problem. "There's such a big crossover between addiction and homelessness. The RCC is such a simple idea, but it's a gap that needs to be filled in order to make a difference for our city's vulnerable people."

Each business case KPMG has developed for Streetohome has built a solid plan and case of support for innovative models that will help prevent individuals from falling into homelessness and/or provide additional pathways for breaking the cycle of homelessness and moving on with their lives.

"When the Streetohome Board shifted its priorities to homelessness prevention and addressing the underlying causes of homelessness, we intentionally focused on achieving broader and more impactful outcomes, rather than trying to solve a single piece of the puzzle such as housing," says Alan. "Pulling back and focusing on those things that impact housing stability such as: health & wellness; education, skills & training; legal challenges; and employment will have 10 times the impact than focusing on housing alone."



2016

Homelessness Services System Integration

Considered system efficiencies by integrating the Vancouver Rent Bank; Supporting Tenants, Enabling Pathways; and Homeward Bound initiatives

2018

Delancey Street Vancouver

A long-term recovery housing pathway that combines housing with skills development and vocational training schools at no cost to government, families and clients

2018

Addiction Recovery Community Housing (ARCH)

A 2.5-year comprehensive and integrated (withdrawal management, treatment, recovery and continuing care) recovery housing pathway

2019

Smart Cities - Life Intentions

Self-assessment and support in navigating best fit opportunities that will help vulnerable individuals move along their preferred life path

2019

Recovery Community Centres

Low-cost, peer-operated services that build recovery capital, support connections to a positive peer group and promote a sense of belonging

INFLUENCING AND CREATING CHANGE

Two years ago, Streetohome, thanks to in-kind support from KPMG, led the development of a business case for a new addiction recovery housing pathway – Addiction Recovery Community Housing (ARCH). The new model ensures supported transitions between early recovery housing (including withdrawal management), addiction treatment housing, recovery supportive housing and continuing self-care in the community (Recovery Community Centre). With fewer people falling out of the system at transition points, the ARCH model promises improved outcomes in terms of individuals' housing, health & wellness, skills & training, employment as well as legal and advocacy goals.

Streetohome shared the business case far and wide. It was well

“It wasn’t until I began to explore adapting the business case with Streetohome, that I could see the connection between homelessness and addiction.”

received by three organizations – one rural (North Wind Wellness Centre) and two urban (Union Gospel Mission and Salvation Army Vancouver) – who were each in the midst of building and developing addiction recovery housing projects. The business case and related research confirmed for each, those components of their planned developments that aligned with evidence-based and innovative

promising practices, as well as those that could be adapted for each of their models to improve outcomes for individuals struggling with addiction challenges.

“For the most part, the business case affirmed our convictions, which was encouraging,” says Dan Russell, Director of Programs, Union Gospel Mission (UGM). “It helped us realize

Vancouver Homeless Count Survey 2018
Proportion of individuals addicted to substances



we need to do more in terms of medical supports, and we're working to incorporate medical partnerships into our service delivery."

"The business case really helped us to define the community space we wanted to have," says Jim Coggles, Executive Director, Salvation Army Vancouver Harbour Light. "We're proud of the fact that almost 30% of our staff are (treatment program) alumni, and we've always had a sense of community and try to stay connected with each other. The recovery community centre is going to take this to the next level."

Continued Connection to Housing and Supports

Withdrawal management, addiction treatment, recovery housing and continuing self-care in the community are not typically integrated as one system to promote smooth transitions from one to the other. A consequence of this is a risk of falling out of housing and becoming disconnected from supports while navigating the next rung on a recovery housing ladder. Long wait lists contribute further to housing and care system disengagement. ARCH manages the flow along the recovery housing pathway to optimize supply, manage demand, and provide warm handoffs along the addiction recovery housing

continuum. The end result is improved continuity of housing and care, and improved recovery outcomes.

"These individuals have often struggled for years or decades – they didn't just enter into addiction overnight. To experience the healing and recovery they need, for most, it's just not going to happen simply through a 90-day program," says Jim. "To make a lasting impact in someone's life, they need to be with you as long as it takes for them to take that next step forward, and they need to continue to be wrapped in supports. The ARCH model does just that."

Both Salvation Army and UGM are creating addiction recovery housing pathways for vulnerable

women in Vancouver. Salvation Army is building 24 dedicated addiction treatment housing spaces for women and adapting the care model from their successful men's program. UGM will be building 36 addiction recovery-housing spaces in their new Women and Families Centre, that will provide women-focused wraparound services under one roof, including daycare and employment training.

"A longer integrated program allows residents to stabilize and move along the continuum from recovery housing to independent housing within a safe and known environment," says Dan. "There's also time to do career training, allowing for increased ability to move on to independent market or social housing of their choice, and financial security for these



Groundbreaking for the Women and Families Centre was held in May 2019. Targeted completion is scheduled for late winter 2020 or early spring 2021.



The redevelopment of Salvation Army Vancouver Harbour Light is expected to begin in late 2019, or early 2020, with a targeted completion in winter 2022.

Urban addiction recovery housing models may benefit from the wisdom of the north. A sense of belonging may be missing in urban centres where it is not typically a compelling feature of the community. However, if ‘community’ can be created, it may become a deciding factor for some to continue on their recovery journey.

“There are many keys to successful long-term recovery and life off the street, and one of the most important is community. Our guests need a safe, non-judgmental environment in which they are both supported and challenged to grow into healthy living patterns,” says Dan.

Jim agrees – “You can have a great program and a great building and great staff, but you need community and the positive healing influence it brings. People aren’t meant to live in isolation – they need connection and encouragement from their community.”

To download a copy of the business case for Streetohome’s Addiction Recovery Community Housing (ARCH) Model, please go to:

- Streetohome <http://bit.ly/STHARCH>
- Homeless Hub <http://bit.ly/HomelessHubARCH>
- North Wind Wellness Centre <http://bit.ly/NWWCARCH>

women and their families.”

The Importance of Community

Isaac Hernandez, Executive Director, North Wind Wellness Centre, has adapted the business case to fit the needs of communities in Northeastern BC. He believes that implementing the ARCH model in Farmington, BC will stem migration to Vancouver to access addiction treatment services for those living in communities within the Northeastern part of the province.

“There is something wrong with individuals having to leave their home community for services. They are becoming separated from: their familiar connection to the land; their extended families, social connections, and their

place in the community – all that they identify with and rely on for strength and guidance,” says Isaac. Individuals who relocate for services may become isolated and worse yet, at risk for homelessness.

“It wasn’t until I started to explore adapting the business case with Streetohome, that I could see the connection between homelessness and addiction,” he says. “I began to think about the problem and potential solutions in a different way.” Isaac suggests that the ARCH model can be adapted for those living in Northeastern BC to address addiction recovery housing challenges while also helping to address preventable homelessness in Vancouver due to migration.

LOOKING FORWARD



Addiction Recovery Initiatives

1300 individuals helped through addiction recovery pathways that fill gaps in the recovery system



Vancouver Rent Bank

274 at-risk individuals (e.g., eviction or essential utility cut-off) aided through one-time, interest-free loans



Homeward Bound

100 individuals assisted in returning to their home community where they have identified housing/support available to them



Supporting Tenants, Enabling Pathways

100 individuals transitioned from supportive housing to independent housing of their choice, and vacated supportive housing units redeployed



Smart Cities - Life Intentions

400 individuals supported in navigating opportunities to help them move along their preferred life path



WorkWithUs

300 individuals seeking employment matched with employer workforce demands

Why Prevention?



By focusing on prevention, Streethome will have far-reaching, impactful outcomes that will help change lives and build better futures for Vancouver's vulnerable citizens. Prevention efforts will support individuals to move along their preferred life path and work towards their housing, employment & volunteering, skills & training, health & wellness, and/or legal & advocacy goals, freeing up much needed resources for those who have a higher level of need.

“We can't build ourselves out of homelessness – we need to address the root causes to make the most impact.”

- John McLernon, Board Chair

Thank-you for ‘changing lives and building futures’

We take great pride that 100% of every dollar from our donors goes directly to leveraging new supportive housing and homelessness prevention programs. Since 2008, we have leveraged \$31.5 million, and with our partners, the Province and the City, have supported 34 projects (supportive housing & homelessness prevention) that have contributed to housing stability for 2,669 individuals including unaccompanied youth, families, couples, single adults and seniors – vulnerable individuals who will not be counted in future homeless counts. Instead, these individuals are being supported to reach their housing, employment & volunteering, skills & training, health & wellness, and/or legal & advocacy goals and move on with their lives. Together, we are truly changing lives and building better futures.

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Dehoney Financial Group
Deloitte Vancouver
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EACOM Timber Corporation
Employees of Stantec
End Homelessness Now
GWIL Industries Inc.
Goldcorp Inc.
Gordon Dumka, Gallery Photo Alliance
Home for the Games
Innovative Research Group Inc.
KPMG



Olivia Skye, operated by Atira Women’s Resource Society, opened in March, 2018.

Lindt & Sprungli Canada Inc.
Mark James Group
NAIOP Community Real Estate Development Association
National Bank Private Banking 1859
New Shoes Productions Inc.
Odlum Brown
Pacific Blue Cross
ParkLane Homes/River District
Polygon Homes Ltd.
Provide Home Inc.
Rennie Group
Scotiabank
Seaspan Inc.
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Silver Wheaton Corp.
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Vancity Savings Credit Union
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Alistair Taylor
Amar Cheema
Amy Peters
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Kim Henen
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Lorraine Lippiatt
Laura Baziuk
Lauren Webb
Lina Dang
Lindsay & Mark Yuasa
Lindsay Rattray
Lloyd & Heather Craig
Lyll Family
Mackay Family
Mary Ackenhusen & Daniel Muzyka
Marlene Martens
Matthew & Tracy Craig
Maureen Lewis
Mike Harcourt
Moneca & Braden Gabriel
Pamela & Jonathan Murkin



Co:Here Housing, operated by Salsbury Community Society, held their official opening in August, 2018.



The HUB, an innovative addiction recovery pathway, launched at St. Paul's Hospital in July, 2018.

Papinder Rehncy
 Peggy Louise
 Peggy & John McLernon
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 Tom & Karen Cooper, City in Focus
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Tracey Harvey
 Vanessa Drake - on behalf of Simon
 Drake
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 Wilberg Family
 William Ono
 Yvette Reid
 Anonymous (37)

In Memory Of (IMO)

Adam Hrankowski –
 IMO Ethan Rae
 Ammar Izziddin & Family –
 IMO Hisham Izziddin
 Bev Arthur –
 IMO Lindsay & Eric Lowerison
 Diana Bradbury –
 IMO Toni Kristinsson
 Eric Resnick, Peter McDermott –
 Gifts – IMO Deborah Sharp
 Furlong, IHO John Furlong (24)
 Ernesto Salvi –
 IMO Ethan Rae
 Hayley & Hudson Nelles –
 IMO Deborah Sharp Furlong,
 IHO John Furlong

Joyce Jones –
 IMO Lindsay & Eric Lowerison
 KSL Capital Partners, LLC –
 IMO Deborah Sharp Furlong
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 IMO Ethan Rae
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 IMO Ethan Rae
 Peter Wong –
 IMO Diane Leung
 Ron and Laura Kinders –
 IMO Ethan Rae
 Sadler Jackman Family Foundation –
 IMO Deborah Sharp Furlong
 William MacDonald –
 IMO Ethan Rae

In Honour Of (IHO)

Dylan D. Reece Financial Services –
 IHO Bob Rennie
 Gavin Dirom –
 IHO M. Forster
 Gifts –
 IHO Judy Graves (30)
 Karole Sutherland –
 IHO J. Watchuck & R. Goepel
 Laurie Sterritt –
 IHO Nathan Collett
 Richmond Chamber of Commerce –
 IHO Mike Harcourt
 Sarah Collett –
 IHO Nathan Collett
 Suzanne Bolton & Jeff Mooney –
 IHO Linda Mitchell
 Tanja & Michael Mackin –
 IHO Gerald MacDonald & Jodie
 Martinson

Community

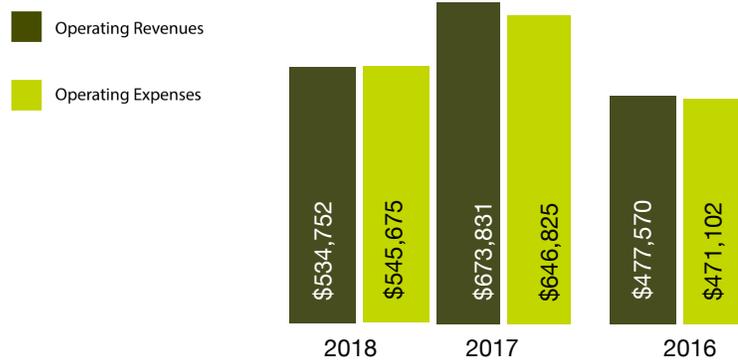
First Baptist Church
 Grey Matter Event
 Killarney Secondary School
 Mount Seymour United Church

Streetohome Financials

Operations are funded by contributions from BC Housing, City of Vancouver, Vancouver Coastal Health and private donors.

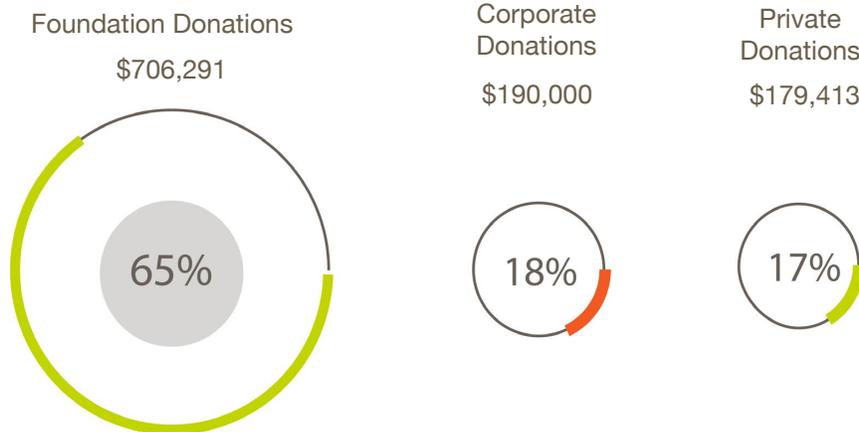
*Expenses were higher in 2017, largely due to one-time expenses associated with the recruitment of two 7-month project management roles dedicated to the development of new homelessness prevention models.

Operating Revenues/Operating Expenses

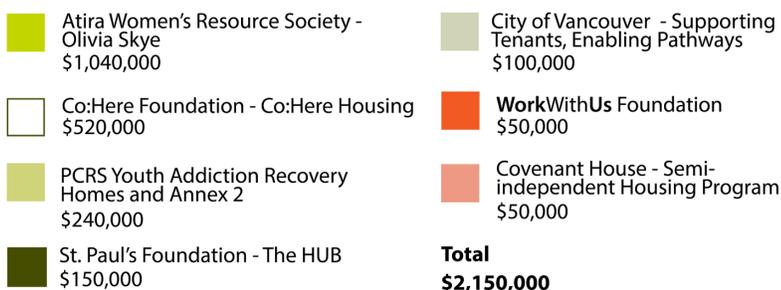


Capital is funded by generous donations from foundations, individual philanthropists and corporations. 100% of capital donations received directly funds homelessness prevention initiatives or supportive housing dedicated to helping individuals residing in shelters and living on the street in Vancouver.

Donations Received in 2018



Granted in 2018



Board of Directors

John McLernon

Chair, Streetohome Foundation

Honorary Chairman & Co-Founder Colliers International

Lloyd Craig

Vice-Chair, Streetohome Foundation

Former CEO, Coast Capital Savings



From left to right: Rob Turnbull, President & CEO, Streetohome Foundation; Laurence Rankin, Vancouver Police Department; Tom Cooper, City in Focus; Joanne Gassman, corporate director; Kevin Falcon, Anthem Properties; Sherri Magee, corporate director; Lara Dauphinee, Fiore Group; Lloyd Craig, Vice-Chair; John McLernon, Board Chair; Kevin Bent, Rides.ca; Sadhu Johnston, City of Vancouver; John Mackay, Strand Properties; Alan Peretz, KPMG; Ida Goodreau, corporate director; Laura Case, Vancouver Coastal Health; and Shayne Ramsay, BC Housing.

**Missing from photo: Geoffrey Cowper, Fasken Martineau*

For more information, please contact info@streetohome.org or visit our website at www.streetohome.org

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