

STRATEGIC FRAMEWORK 2023-2028



streetohome

STRENGTHENING THE STOOL
TOWARDS GREATER OUTCOMES





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EXECUTIVE SUMMARY

Rob Turnbull, Ph.D., CHE
President and Chief Executive Officer
Streetohome Foundation

The Streetohome Stool (page 4) represents several domains that require bolstering to address unmet needs and collectively contribute to a thriving citizenry. Each of these domains builds on basic needs such as food, clothing, and shelter. It would be scary to sit on an unstable stool with one or more compromised or missing legs. Just like you and me, individuals with lived experience or at-risk of homelessness would like to be able to sit on that stool reassured that they are being fully supported by a fulsome suite of compelling services that meet their individual needs and preferences.

Moving forward, Streetohome's efforts will reinforce and fortify the Stool. A comprehensive array of compelling services that are easy to navigate and access, and evidence-based, can lead to long-term outcomes that will change individuals' lives and build better futures.

This will involve a two-pronged approach.

On the one hand, promising support services (e.g., Recovery Café) will be brokered and leveraged that complement existing services and contribute to a holistic approach in meeting the diverse needs of individuals wherever they are habituating (e.g., street, shelters, single room occupancy hotels, supportive housing, addiction treatment or independent housing). On the other hand, promising housing models (e.g., Delancey Street Vancouver) will be brokered and leveraged once they are assessed to include a comprehensive array of support services that reflect the domains of the Streetohome Stool.

Streetohome has evolved since its inception in 2008. Conventional wisdom was that we have people living on the streets and in shelters – we'll build homes with supports for them, and the world will be okay. It is only when we started to really understand the variety of unmet needs of individuals with lived experience, or at-risk of homelessness, that we noted an inability of existing services to meet those needs and have the life-changing impact they were designed for. We realized that we needed to focus on the nature of support services, more specifically, identifying and implementing compelling services that promote engagement and evidence-based longer-term outcomes.

Streetohome believes that our continued implementation of innovative and evidence-based initiatives that contribute to a structurally sound stool will continue to move the dial on homelessness in Vancouver over the next five years. A true measure of homelessness services system success is whether clients are seeking out and accessing support services, setting goals, and moving forward with their lives. We also believe that longer-term outcomes are fundamental to attracting and remaining accountable for both private and leveraged public sector dollars.



CONTRIBUTORS

and acknowledgements

Streetohome would like to acknowledge Geoff Cowper (Co-Chair, Strategic Plan Steering Committee and Community Member) for drafting the strategic planning framework based on his experience as a founding board member of Streetohome, consultations with government funders, non-profit service providers and other thought leaders, additional experience with organizations in the sector, and background reading of everything homelessness related.

Streetohome is thankful for the Steering Committee's review, reflection, feedback, and comments and discussions on various iterations – Kevin Bent (Co-Chair and Community Member), Joanne Gassman (Streetohome Board Member), Alan Peretz (Streetohome Board Member), and Darwin Schandor (Streetohome Board Member). Streetohome appreciates John McLernon (founding and current Streetohome Board Chair) initiating the strategic planning exercise as well as providing added perspective on drafts.

Streetohome would like to thank the following service provider thought leaders and partners/funders for their participation in initial focused discussion sessions that provided important direction for this work. These included:

- **Debbie Anderson Eng**, Chief Executive Officer, Pacific Community Resources Society
- **Deb Bryant**, Retired, Former CEO of YWCA Metro Vancouver
- **Bill Mollard**, Retired, Former President, Union Gospel Mission
- **Dave Jagpal**, Retired, Former Director, Community Services, Ministry of Social Development and Poverty Reduction
- **Jill Atkey**, CEO, BC Non-Profit Housing Association Vancouver
- **Sandra Singh**, General Manager, Arts, Culture, and Community Services, City of Vancouver
- **Deputy Chief Constable Fiona Wilson**, Vancouver Police Department
- **Inspector Randy Fincham**, Vancouver Police Department
- **Miranda Compton**, Executive Director, Substance Use and Priority Populations at Vancouver Coastal Health
- **Will Valenciano**, Senior Manager, Coordinated Access and Assessment, BC Housing

The small but mighty Streetohome team provided administrative support and expertise to the Strategic Plan Steering Committee over the past nine months and have been key to pulling the final document together. They include Rob Turnbull, Arielle Berze, Lyndon Surjik and formerly Tracey Harvey.





**TOGETHER, WE ARE
CHANGING LIVES
AND BUILDING FUTURES**

 streethome



OUR ROLE

Streethome will be a trusted agent and adviser for innovative change in addressing homelessness and its impact on Vancouver.

STREETHOME WILL COMPLEMENT EXISTING PROGRAMS & SERVICES BY:

- ✓ Brokering the private sector into taking smart risks in adapting, integrating and validating innovative and sustainable models (such as Recovery Café, and Delancey Street)
- ✓ Brokering and leveraging opportunities for collaboration between the public, non-profit and private sectors to implement sustainable solutions to homelessness (e.g., Addiction Recovery Community Housing, Adapted Therapeutic Community)
- ✓ Encouraging the scaling of Streethome brokered models without capital input (e.g., Recovery Cafés in other neighbourhoods in Vancouver as well as surrounding municipalities)
- ✓ Championing evidence-based initiatives that include thorough and ongoing assessment, as well as transparency, to permit accountability for system synergies, efficiencies, and outcomes.
- ✓ Identifying, and brokering programs and projects aimed at preventing homelessness.

CORE & OPERATIONAL FUNDING

Streethome will obtain its core operational funding from government, and project and program funding from private capital with appropriate levels of public investment.

Streethome will continue to work through partners and service providers.

GOVERNANCE & SUCCESSION

Streethome will continue with a board that is representative of the community, the City and the Province.

Committees are the heart of our success. Streethome will work through its board committees to identify and develop projects and programs for review and approval by the Board.

Streethome will regularly evaluate the effectiveness of its work and the need for its ongoing efforts to enable informed planning in advance of 2028.

**YOU CAN'T BUILD A
GREAT LIFE ON A
WEAK FOUNDATION**



 streethome



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STRENGTHENING THE STOOL

TOWARDS GREATER OUTCOMES



1 SAFETY & BELONGING

Personal, gender, spiritual, and cultural safety; sense of belonging; inclusiveness; and community integration.

2 HOUSING

Meet immediate needs (e.g., family reunification, independent housing, shelter, supportive housing, live-in addiction treatment/recovery housing).

3 HEALTH & WELLNESS

Support for problematic substance use, mental health challenges, and physical well-being including vision, auditory, and dental health.

4 EMPLOYMENT & VOLUNTEERING

Support employers and employees in labour market engagement. Connect organizations and volunteers to facilitate meaningful activity.

5 EDUCATION & TRAINING

Life skills development; high school equivalency; continuing education; knowledge and skills certification; work readiness skills; and/or job training.

6 LEGAL & ADVOCACY

Resolution of legal issues including immigration status, justice system involvement, securing government benefits, family law, housing and employment rights.

BACKGROUND & CONTEXT

This Strategic Plan will guide Streetohome over the next 5 years and sets out a framework and plan for going forward.



CONTEXT FOR STRATEGIC PLAN

This plan is informed by the lessons of the past 15 years of experience, data, successes and misses in efforts to reduce homelessness.

This plan is also informed by our assessment of the trends in public policy and funding as well as the trends in philanthropic support for private contributions to address homelessness.

From its conception, Streetohome sought to catalyze the widespread public concern over homelessness and to be responsible and accountable to private donors. It is worth recalling that Streetohome:

- Brought together the sector providers with a dedication to combining free land from the City of Vancouver and private capital from donors, both of which were leveraged with capital from Provincial and Federal governments
- Gathered the best available data and expertise on solutions to street homelessness
- Focused on understanding the problem of street homelessness from its originating causes, population cohorts, and proposed solutions
- Collaborated with service providers to share both opportunities and lessons

STREETOHOME HAS THREE FOUNDATIONAL 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

THE UPDATED GOALS FOR STREETOHOME ARE:

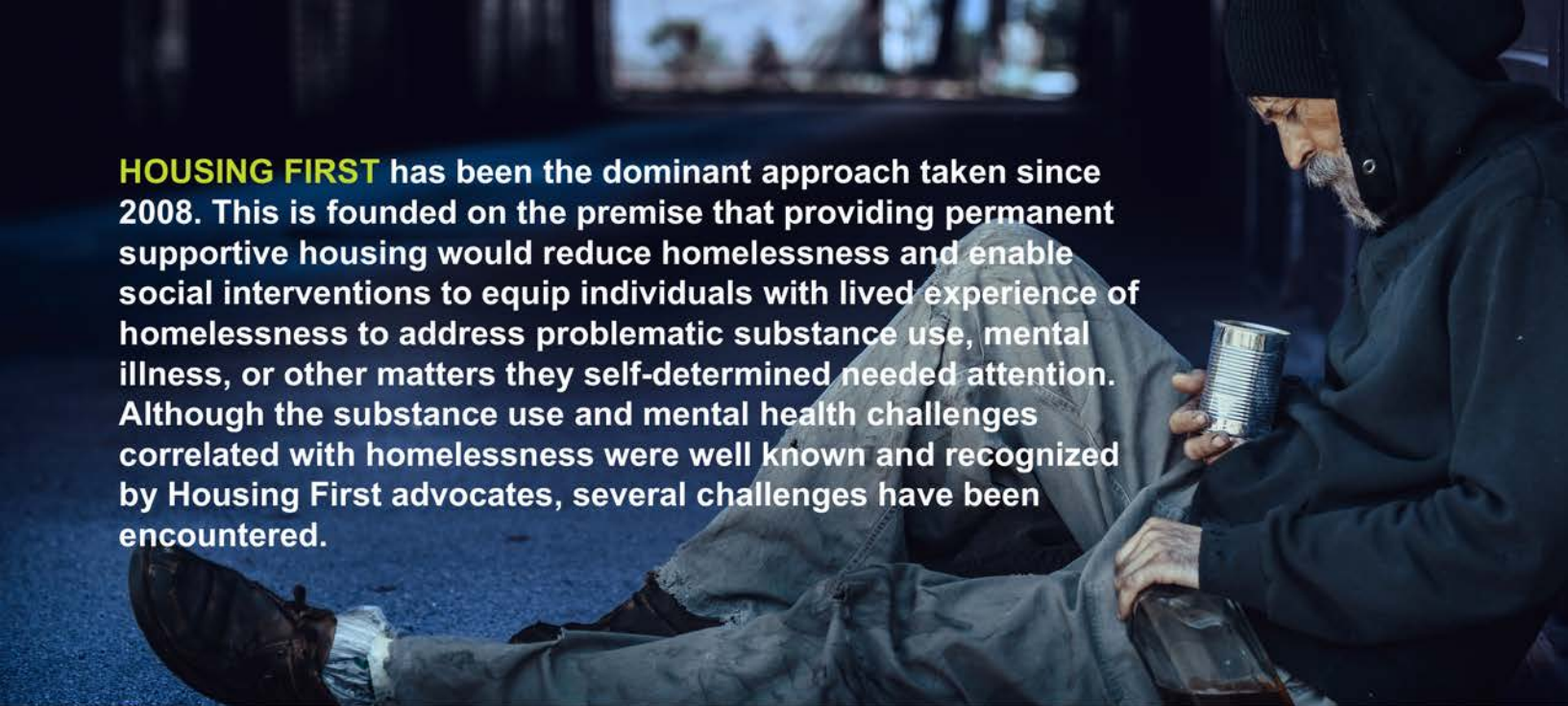
- 1 Fill gaps in housing and services for those with lived experience of homelessness through innovative and accountable projects and programs
- 2 Support the integration of effective support services with stable housing
- 3 Make the best use of existing supportive housing through enabling transitions to independent living and employment
- 4 Seek transparency in data and accountability for outcomes in the allocation of public and private resources



INSIGHTS OVER 15 YEARS

(2008–2023)





HOUSING FIRST has been the dominant approach taken since 2008. This is founded on the premise that providing permanent supportive housing would reduce homelessness and enable social interventions to equip individuals with lived experience of homelessness to address problematic substance use, mental illness, or other matters they self-determined needed attention. Although the substance use and mental health challenges correlated with homelessness were well known and recognized by Housing First advocates, several challenges have been encountered.

HOMELESSNESS

Homelessness in Vancouver has not declined appreciably. It has remained relatively stable, and we haven't had the increases that U.S. West Coast cities such as Seattle, Portland and San Francisco have experienced over the same period. Had Streethome and its Partners not invested in supportive housing and prevention initiatives, there could have been a far higher number of individuals experiencing homelessness in Vancouver.

RECOVERY

A high portion of individuals experiencing homelessness identified recovery as an important personal goal. Unfortunately, little impact has been made on the levels of substance abuse and associated conduct. In short, problematic substance use has not been impacted solely by supportive housing; supportive sober communities and purposeful engagement in the community through employment or other meaningful relationships now appear central to success in achieving and sustaining recovery from addiction.

SOCIAL FACTORS

Our understanding of the people who are vulnerable to homelessness has been advanced by several studies and concentrated efforts to better follow this population. The prevalence of mental illness, a history of trauma and brain injury, as well as overlapping social factors such as exiting transition points including foster care, hospitals, and incarceration, all contribute to the complexity and multiple challenges faced in helping this population. This also undermines public support that depended on addressing the central problem as a lack of available housing.

Streethome is focusing its efforts on evidence-based initiatives that promote recovery from unemployment, isolation, mental health challenges, trauma, substance use and/or criminal histories. As it did with supportive housing, Streethome is collaborating with experts and reaching out to the private sector to move the dial once again on homelessness.

OVERDOSE

The tragic and astonishing rise in overdose deaths which began in 2015 is continuing. It has contributed to the public perception that drug use is particularly intractable and that the services in place do not have an appreciable influence on the patterns of drug overdose and resulting deaths.

HOUSING + SUPPORT SERVICES

Stable housing has proven well suited to helping individuals experiencing homelessness cope with serious mental illness when there are sufficient levels of appropriate mental health care.

CONNECTION

There is substantial evidence that connections with the community, including families and other social supports, are critical to the deeper needs of individuals with lived experience of homelessness.

HOUSING

The continuing growth in local demand for housing has highlighted the need to obtain the highest value from the existing inventory of supportive housing. This is supported by several learnings:

- Supportive housing is best experienced when the goal of transitioning to independent living and employment is made available to those willing and reasonably capable of reaching independence.
- Congregate (i.e., concentrated) supportive housing is not the best model for all persons experiencing homelessness and distributed (i.e., scattered site, mixed income) supportive housing units should be a greater part of future initiatives.
- Alternative housing forms such as modular housing have emerged as a means of affordably extending housing, but also with associated regulatory and public safety concerns.
- Outcomes from different models and operators remain opaque and despite high research interest in the area, reliable data and support for transparency has remained elusive.

PUBLIC PERCEPTION

The Vancouver community has increased anxiety around street disorder, including a general sense that homeless encampments and the spread of individuals living on the street have contributed to the level of violent crime.

In Vancouver there appears to be a spread of visible drug-use beyond the Downtown Eastside and that higher visibility has contributed to a sense of failure in effectively addressing homelessness.

FATIGUE

Donor fatigue and disappointment is high in general, but there remains an openness and philanthropic appetite for well-managed and accountable projects.

VISIBILITY CHALLENGES: PERCEPTIONS OF PROGRESS

Aspects of stable housing that positioned **Housing First** as a distinct and evidence-based project have been undermined in the public's view due to the lack of clear progress at a general or specific level. In particular:

- The existing connections between housing and successful services for addiction and mental health are not well understood or generally accepted as effective.
- The long-term impact on the lives of those living on the street has not been communicated or well understood, and few longitudinal impacts are being tracked or reported on.
- There is ongoing frustration that Vancouver's distinctive experience is the product of the physical and regulatory environment accommodating rather than addressing the needs of those effectively living on the street.



Streethome believes in addressing the **root causes** of homelessness, so individuals don't have to suffer the harsh reality of homelessness, and if they do become homeless, that the experience is as brief and least harmful as possible.

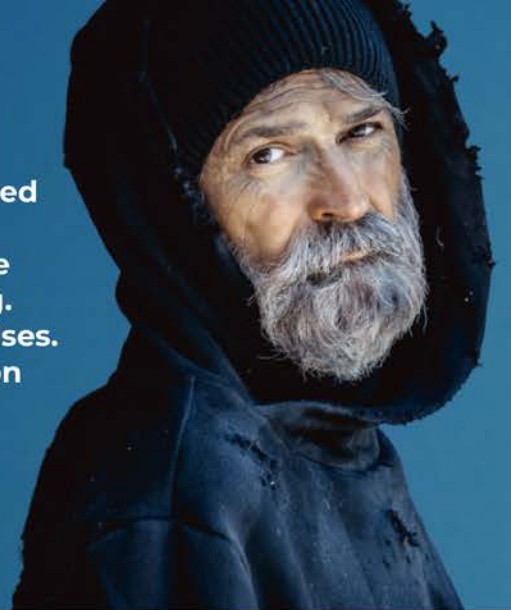




CURRENT PLANNING ENVIRONMENT

THE BEGINNING:

Streetohome was given birth at a time when the heightened visibility of people living on the street was coupled in the public imagination with the 2010 Winter Olympics, and the promise of fresh Provincial funding for supportive housing. The 2008 Mayoral election featured strong electoral promises. Gregor Robertson was elected and placed a high priority on addressing homelessness.



AFFORDABLE HOUSING CRISIS

Individuals living on the street have been overshadowed in political and fiscal importance by the shortage of affordable housing in Vancouver and elsewhere in Canada. There has been a veritable explosion of government studies, fresh capital, and a growing consensus of the need for increased supply of affordable housing to meet the needs of residents, especially younger employed individuals, and families.

British Columbia has just announced a refreshed plan with substantial fiscal resources and a continued commitment to Housing First.

ENGAGEMENT WITH SERVICES

Stakeholders have expressed a broad consensus that impacting homelessness will require more effective engagement with services, particularly mental health and substance use. It is not yet clear how Provincial and Municipal housing policy will enhance engagement with services, and the role of NGO's in delivering housing or services. It remains to be seen whether Provincial policy will place the same priority on services, innovation and connections with the civic sector that lies at the core of Streetohome's genesis and mission.

INCREASED EXPECTATIONS

BC Housing is undergoing significant change and it is expected its requirement for 3-year operational reviews and improved reporting on outcomes will have a significant impact on the expectations and performance of service providers. Streetohome will need to adjust its own expectations to identify opportunities and learnings from others in the sector.

PUBLIC SAFETY CONCERNS

Vancouver's new municipal government is determined to address the public's concerns over street disorder and public safety. This has led to forceful steps presently being taken against tent encampments in the Downtown Eastside.

STREETOHOME CREDIBILITY

Consultations with stakeholders have produced the following feedback:

- Streetohome enjoys a special role as 'Switzerland' in the sector, with substantial credibility and a proven ability to collaborate around innovative and fresh approaches.
- Streetohome's catalytic role now seems to be primary, rather than being a regular provider of philanthropic capital.
- Both the City and Province appear willing to provide core institutional funding in the medium-term.

OPERATIONAL & FUNDING MODEL



The core funding for Streetohome depends on institutional support from government sources.



Funding for core capacity cannot be expected to come from the philanthropic community.



Project-related funding can be raised from the philanthropic community, and Streetohome should prioritize projects that meet its vision for the sector and encourage private participation in both housing and services.

APPENDICES





APPENDIX A

Strategic Plan Steering Committee

TERMS OF REFERENCE September 15, 2022

1 • PURPOSE

The purpose of the Strategic Plan Steering Committee is to provide support for, guidance to, and oversight of the strategic planning process over the next year. The Steering Committee will guide the compilation and documentation of the draft plan and advise on the development and implementation of a communication and/or consultation process.

2 • MEMBERSHIP

Co-chairs:

- 1) Geoff Cowper (Community Member, Founding Streetohome Board Member)
- 2) Kevin Bent (Community Member, Founding Streetohome Board Member)

Committee Members:

- 3) Joanne Gassman (Streetohome Board)
- 4) Darwin Schandor (Streetohome Board)
- 5) Alan Peretz (Streetohome Board)

Administration Support

- 6) Rob Turnbull, President and CEO, Streetohome
- 7) Tracey Harvey, Administration, Donor & Project Manager, Streetohome

3 • MANDATE

The Committee will:

- Explore strategic directions
- Provide the Board with options including associated benefits and risks along with fundraising and staffing implications
- Review drafts of the Strategic Plan before presented for input to the Board

4 • RESPONSIBILITIES

Co-chair responsibilities include:

- Determining the date, location, and frequency of meetings
- Guiding the meeting according to the agenda and time available
- Ensuring all agenda items requiring direction or decision are discussed with a definite outcome and/or assigned action
- Confirming that directions and decisions of the Committee are made by consensus
- Providing updates to the Streetohome Board on Committee plans, activities, and outcomes

Committee member responsibilities include:

- Attending scheduled meetings virtually or in person
- Reviewing the agenda, minutes, and supporting documentation prior to each meeting
- Identifying revisions and accepting revised minutes as a true and accurate record
- Ongoing engagement through questioning and offering perspective, and suggesting alternative approaches and solutions to opportunities and challenges
- Supporting fellow Committee members and Committee decisions

Administration responsibilities include:

- Scheduling meetings and notifying Committee members
- Distributing the agenda and supporting documentation one week prior to the meeting
- Soliciting expert perspective as required
- Providing conference and/or study trip debriefs to the Committee
- Distributing the minutes to all Committee members within two weeks of the meeting

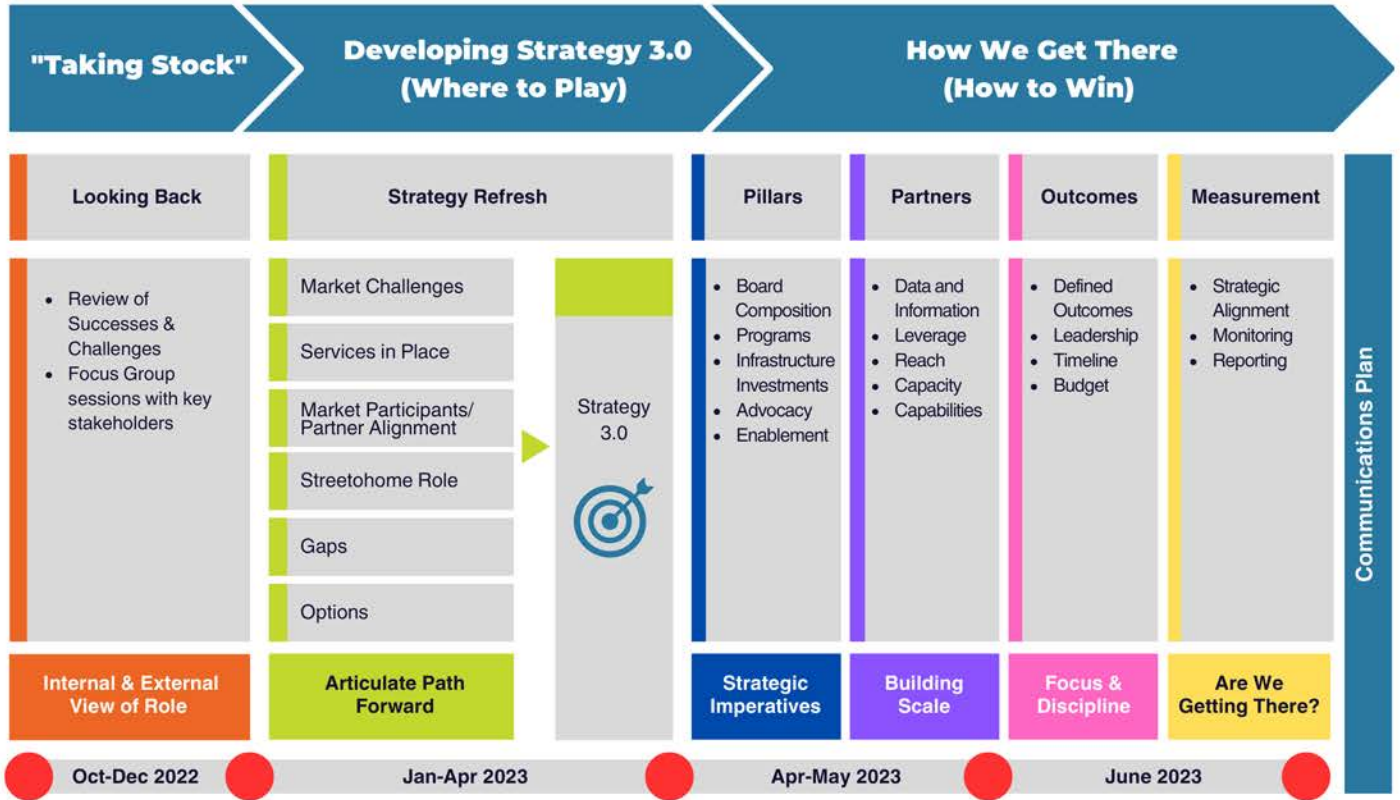
5 • ENDORSEMENT

Originally prepared by Streetohome staff – September 15, 2022
Reviewed and/or Revised and Approved by Streetohome Board – October 6, 2022



APPENDIX B

STRATEGY PLANNING ROADMAP 2023



● = Board Engagement/Engagement Milestone



WHAT HAVE WE DONE TO IMPACT HOMELESSNESS?

APPENDIX C

OPERATIONS TRACK RECORD
& CURRENT INITIATIVES



OUR MISSION:

Leverage a comprehensive system response intended to ensure that homelessness in Vancouver is prevented whenever possible, and that the experience of homelessness is least harmful, brief, and non-recurring

Broker the integration of evidence-based practices that fill gaps in current systems to meet housing; employment & volunteering; education, skills & training; health & wellness; legal & advocacy; and community & belonging needs



GUIDING PRINCIPLES FOR NEW INITIATIVES

1300

of supportive housing units funded in 23 buildings across Vancouver since 2008

- 1 Verify that any proposed initiative will effectively address a systems gap**
 - Avoid duplication and review the evidence-base for a proposed program/service
- 2 Corroborate stakeholder support for the initiative**
 - Broker relationships and trust among Streethome Partners (City of Vancouver, Vancouver Coastal Health, BC Housing, Vancouver Police) and between Streethome and service providers (i.e., inclusive study trips, business cases, etc.)
- 3 Identify how the initiative will be integrated into existing systems**
 - Be wary of parallel systems, accompanying inefficiencies, and confusing system navigation
- 4 Ensure a trusted service provider partner is committed to leading the initiative**
 - Confirm their Board support and validation of the model with prospective clientele
- 5 Demonstrate confidence in fundraising by focus-testing appeal with donors**
 - Substantiate service provider's ability to sustain funding
- 6 Guarantee that data is accessible, collected, evaluated, and shared**
 - Streethome has predefined reporting requirements in funding agreements



“Streethome has attracted some of the most successful business leaders in Vancouver. The Foundation’s success will depend on its ability to convince the city’s rich that they can help address homelessness.”



OUR HISTORY



London Hotel Project



McLaren Housing's Portable Rent Subsidy



At Home/Chez Soi



Temporary Overnight Shelter Beds

Streethome focused on quick wins that would build trust within the sector before committing to a capital campaign for a ‘Housing First’ response.

QUICK WINS

\$250,000

to renovate rooms & bathrooms in the London Hotel (Single Room Accommodation)

\$500,000

to help the Province & City of Vancouver fund temporary overnight shelter beds

\$1.1M

to help fund the At Home/Chez Soi project to renovate a congregate housing site

\$45,000

to McLaren Housing's Portable Rent Subsidy Program to enable clients to maintain their housing

Streethome has raised **\$35M** to date and leveraged (10:1) our Partners (the Province and the City) to broker 35 projects (23 supportive housing buildings that include 1300 homes and 12 homelessness prevention initiatives) that have supported 8985 individuals including unaccompanied youth, families, couples, single adults and seniors.

- 344 units for women & children (\$7M)
- 643 units for persons with addictions and/or mental health challenges (\$12M)
- 123 units for Indigenous people (\$2M)
- 76 units for youth (\$2M)
- 110 Units for persons living with HIV/AIDS (\$2M)



SUPPORTIVE HOUSING



INNOVATIONS IN WOMEN'S HOUSING

- Container housing
- Using airspace above civic buildings (firehall & library)
- Women-led leases (housing stability for women & children in event of relationship breakdown)
- Keeping families intact for improved parent & child recovery outcomes



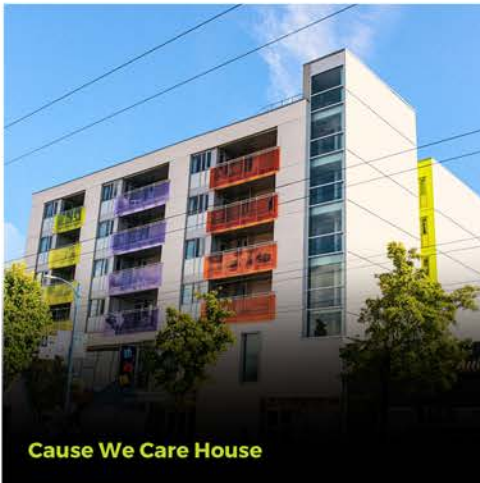
INNOVATIONS IN YOUTH HOUSING

- Embedding a wide range of social, health, education, employment, and life skills services within supportive housing
- Semi-independent housing offering a safe place to sleep, a variety of supports, and an opportunity to move along their preferred life path



INNOVATIONS IN COMMUNITY HOUSING

- Affordable self-contained units with communal spaces that provides not only a home, but an opportunity to belong to a community, share their lives together, and support each other's personal growth



Cause We Care House



The Kettle on Burrard



McLaren Housing



Taylor Manor



Skwachàys Lodge



Co:Here Housing



WE CAN'T BUILD OURSELVES OUT OF HOMELESSNESS

Individuals with lived experience of, or at-risk for, homelessness may have **multiple unmet needs**.

Housing is only one of several dimensions of any thriving citizen.



THE STREETOHOME STOOL:

1 SAFETY & BELONGING

Personal, gender, spiritual and cultural safety; sense of belonging; inclusiveness; and community integration.

2 HOUSING

Meet immediate needs (e.g., family reunification, independent housing, shelter, supportive housing, live-in addiction treatment/recovery housing).

3 HEALTH & WELLNESS

Support for problematic substance use, mental health challenges, and physical well-being including vision, auditory, and dental health.

4 EMPLOYMENT & VOLUNTEERING

Support employers and employees in labour market engagement. Connect organizations and volunteers to facilitate community activity.

5 EDUCATION & TRAINING

Life skills development; high school equivalency; continuing education; knowledge and skills certification; work readiness skills; and/or job training.

6 LEGAL & ADVOCACY

Resolution of legal issues including immigration status, justice system involvement, securing government benefits, family law, housing and employment rights.

SPONSORED STUDIES

Human Resources Management Shared Services (2012)



Promoted shared services among three large non-profits to overcome challenges in attracting, developing, engaging, scheduling, paying, and retaining a qualified workforce.

Homelessness Services System Integration (2016)



Considered the efficiency of integrating the Vancouver Rent Bank; Supporting Tenants, Enabling Pathways; and Homeward Bound initiatives under one agency.

Publicly-Funded Live-in Addiction Recovery Services in BC (2017)



Collaborated with St. Paul's Hospital, First Nations Health, Provincial Health Services, Vancouver Police, Vancouver Coastal Health, City of Vancouver and BC Housing to map out treatment beds and identify challenges in the current addiction recovery system such as timely access to appropriate services.

Delancey Street Vancouver (2018)



Nurtured the adaptation of a U.S. evidence-based, four-year recovery housing pathway that combines life skill development and vocational training.

Addiction Recovery Community Housing (2018)



Fostered a promising model for a 2.5 year recovery housing pathway that would ensure smooth transitions and continued care between withdrawal management, treatment, recovery, and community reintegration.

Want2: Life Intentions Action Planner Digital App (2019)



Evolved from a paper-based goal setting exercise and support services inventory designed to help individuals move along their preferred life path.

Recovery Community Centres & Recovery Café (2019)



Facilitated peer-operated, community-based recovery supports that promote connections to a positive peer group, which holds each other accountable for the achievement of individual and collective goals.

Navigation Centre (2020)



Advocated for the development of a safe and dignified place to live while helping individuals access the least intrusive and costly support to meet their needs while optimizing limited resources.

Adapted Therapeutic Communities (2022)



Introduced a no-cost and conveniently scheduled therapeutic choice in an accessible location that empowers groups of people to help each other achieve their goals whether it is pursuing a life free of substance use or crime, recovering from a mental health challenge, or simply seeking personal improvement.

Shared Living & Mutual Support (2023)



Championing a more affordable housing option for individuals that enhances personal safety, reduces carbon footprint, addresses isolation and loneliness, and enables sharing lives and mutual support.

INNOVATIONS IN PREVENTION



Since Oct 2012:
1504 individuals have retained their housing



VANCOUVER RENT BANK

- The Vancouver Rent Bank provides interest-free loans for people in danger of eviction or essential utility cut-off.
- Operated by Network of Inner City Community Services Society.
- Streetohome provided **\$365,800** in loan capital (2012) and **\$30,000** annually (2020-2022) to subsidize operating funding.



Since Dec 2018:
114 clients have moved on to independent housing



STEP: Supporting Tenants, Enabling Pathways

- Helps self-identified individuals move from supportive to independent housing of their choice.
- Grants cover first and last month's rent, damage deposits, and apartment start-up costs including modest household furnishings and kitchen essentials.
- Freed up units are backfilled with individuals experiencing homelessness.
- Streetohome has committed **\$300,000** to date.



Since Sept 2019:
98 people moved to their 'preferred' community



HOMeward BOUND

- Homeward Bound provides an opportunity to return to a community with verified housing and support from family or friends.
- Involves a unique partnership between the Ministry of Social Development and Poverty Reduction, First United, Carnegie Outreach (City of Vancouver), Vancouver Police, Vancouver Coastal Health, and Streetohome.
- Streetohome contributed **\$50,000** to date.



Since Dec 2022
100 members & 7 Recovery Circles



RECOVERY CAFÉ

(Fundraising \$1.7M)

- Canada's first replication of this established U.S. model starting with a pop-up (**\$104,000**) and culminating with a donated renovated building (**\$14,000,000**) and five-year operations seed funding (**\$2,000,000**) to ensure up to 400 members annually can choose to recover from problematic substance use, unemployment, mental health challenges, poverty, homelessness, crime, and/or loneliness
- Operated by The Kettle Society



St. Paul's HUB

- The HUB and Vancouver Police Foundation Transitional Care Centre have 12 operational beds (six/unit).
- Direct handoffs from the Emergency Department ensure timely access to mental health and addiction care and continuing care options.
- With COVID, the HUB transformed into overflow for regular hospital patients to ensure adequate care.
- While not the original purpose, it continues to improve the lives of many in the community.
- Streethome contributed **\$500,000**.



WorkWithUs

- Streethome partnered with TPD, an international Workforce and HR Solutions company, to launch WorkWithUs – a new charitable staffing agency that matches individuals seeking employment with employer workforce needs.
- 211 people with barriers to employment were placed with a work assignment since 2018.
- The model gave individuals an opportunity to gain meaningful employment in an area of their choosing – tour bus guide, care for RCMP horses, etc. – rather than in a prescribed area such as construction.
- The opportunity to explore what they wanted to do was well received, however, the financial model is not sustainable and is currently under review.
- Streethome contributed **\$300,000** in seed capital and an additional **\$75,000** toward project management.



Youth Recovery Homes

- Pacific Community Resources Society bought and renovated two youth recovery homes.
- Streethome contributed **\$100,000** towards furnishings and safety equipment.
- Increased staffing requirements rendered the recovery support model non-viable from a public funding perspective.
- The homes have been converted to youth housing and continue to address a gap.

CURRENT INNOVATIVE PROJECTS



ADDICTION RECOVERY COMMUNITY HOUSING

Could be fundraising:
\$800,000

- Many people need to leave their home communities, where they have family, friends, and supports and move to Vancouver in order to find substance use treatment. Streetohome worked with North Wind Wellness Centre to develop a full continuum of care under one roof in Pouce Coupe while incorporating best practices and learnings that combine traditional Indigenous healing and Western medicine.
- A first-in-Canada model that will sustain care and ensure timely transitions between 10 units of early recovery housing (including withdrawal management), 10 units of treatment housing, and 30 units of recovery housing (all under the same roof) with continuing care linkages via an onsite Recovery Community Centre.



DELANCEY STREET BC

Could be fundraising:
\$8-10M

- Delancey Street is an evidence-based, live-in vocational training school for individuals who are turning their lives around (e.g., people formerly unemployable due to addiction, with lived experience of homelessness, and/or formerly incarcerated) that combines housing, life skills development, education, and vocational training.
- There is no cost to individuals, families, or government.
- This first replication in Canada will support up to 30 people and build on the more than 23,000 successful graduates from six locations across the U.S. (New York, New Mexico, North Carolina, South Carolina, Los Angeles and San Francisco).



Adapted TC Facilitator Training

Fundraising:
\$50,000

- An international faculty provided two, three-day Adapted Therapeutic Community facilitator training sessions in summer 2023, which supported 54 facilitators from across BC.
- Participants learned how to create 'Community as Method' to empower groups of people to help each other achieve their goals whether it is pursuing a life free of crime and/or problematic substance use, recovering from a mental health challenge, or simply seeking personal improvement.
- Core principles included personal agency, individual accountability, sense of belonging, and mutual concern.



Fundraising:
\$325,000

- The app was fully released in January 2023 (soft launch June 2022) to meet the service navigation needs of individuals while encouraging them to follow through on what they want to do.
- There are 200 community members already accessing the app and over 4000 individuals have used the paper version (i.e., Life Intentions Action Planner & Companion Guide to Services).
- The paper and digital versions have been focus tested with Indigenous, youth, immigrants & refugees, seniors, LGBTQ2S+, individuals with a disability, women, and families



APPENDIX D

PROSPECTIVE PROJECT FUNDING ASSESSMENT TOOL

ID	SCORING CRITERIA	PROJECT RATING	MAX POINT VALUE	% WEIGHT
IMPACT OF INITIATIVE (20% WEIGHTING)				
1	The gap being addressed (i.e., population, need, service)		5	
2	Meets an STH priority (e.g., street/encamped homeless; migration to Vancouver)		10	
3	Project includes housing		5	
4	Project includes employment		5	
5	Project includes education		5	
6	Project includes health and wellness supports		5	
7	Project includes legal and advocacy supports		5	
8	Project fosters sense of safety and belonging		5	
9	Focuses on increased employment and/or income to maximize client ability to live independently		10	
10	Increases health supports available to vulnerable individuals without infringing on existing health care funding		10	
11	Inclusiveness (Indigenous, immigrants & refugees, persons released from corrections)		5	
12	The number of people to be served		10	
13	The geographical distribution of services and anticipated impact on homelessness in Vancouver		10	
14	Plan includes a rapid implementation of the program with detailed 90 days plans for the first two years		5	
		0	95	0.00%
SERVICE PROVIDER (15% WEIGHTING)				
15	Organization capacity		5	
16	Past performance data if previously funded by Streethome		10	
17	Acceptable operations audit/financial review by BCH with few exceptions to standard practices (i.e., low risk)		10	
18	Acceptable operations contract review by BCH/VCH/COV		10	
19	Acceptable BCH client impact data (housing stability, access to health resources employment / income / benefits)		10	
20	STH Partner support of Service Provider based on client safety, crime stat data (e.g., police calls for service)		10	
21	Organization has confirmed support for the initiative with existing clientele (i.e., needed and fills a gap)		5	
22	Organization collects data or can access data sources to meet Streethome's reporting requirements		10	
		0	70	0.00%
SYSTEM INTEGRATION (15% WEIGHTING)				
23	Initiative enhances the system response to improve client outcomes (i.e., additional supports)		5	
24	Service provider brokers system referral linkages to proposed initiative		5	
25	Service provider establishes collaborative partnerships with other service providers		5	
26	There is a marketing and communications strategy for engaging clients and other service providers		5	
27	Local service provider thought leaders from multiple sectors support initiative (housing, health, employment, justice)		10	
28	Initiative frees up resources deployed in the system for reallocation (e.g., STEP, Want2)		5	
		0	35	0.00%
CAPITAL AND/OR OPERATIONS FUNDING (20% WEIGHTING)				
29	Cost effectiveness (estimated cost per participant)		10	
30	Additional funding/resources leveraged		10	
31	Service provider board chair confirms their commitment to sustaining initiative		10	
32	Donor focus testing confirms anticipated interest in funding opportunity		10	
33	Streethome Fundraising Committee supports initiative		10	
		0	50	0.00%
EVIDENCE BASE, TRAINING & QUALITY IMPROVEMENT (20% WEIGHTING)				
34	Evidence-based model		10	
35	Existence of standards to ensure model fidelity (e.g., Recovery Café, Adapted Therapeutic Community)		10	
36	Expertise/Training/Coaching available from model experts (e.g., Recovery Café Network, Adapted Therapeutic Community)		10	
37	Performance measures are collected, analyzed, and inform quality improvement		10	
38	Experts collaborating to evaluate model (e.g., UBC Housing Research Collaborative, BC Centre on Substance Use)		5	
39	Model scalability to surrounding jurisdictions and expected impact on reduced migration to Vancouver		10	
		0	55	0.00%
ENDORSEMENTS & ALIGNMENTS (10% WEIGHTING)				
40	Initiative endorsed by VPD, BCH, VCH and COV		10	
41	Initiative is endorsed by STH Partner Operations Leadership Table		10	
42	Alignment with federal and municipal homelessness plans		5	
43	Complements BC Ministry plans (Housing, MH&A, Public Safety and Solicitor General, SDPR)		5	
44	Project addresses media reports of concerns of the general public (e.g., personal safety and street disorder)		5	
45	Fit with Streethome Strategic Framework		10	
		0	45	0.00%

GRAND TOTAL:

0

350

0.00



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I once lived here.