

# BUILDING KNOWLEDGE



## Dedicated-Site Supportive Housing SROI Series:

### Queens Manor, Victoria

This series explores the Social Return on Investment (SROI) of operating dedicated-site supportive housing in B.C. It features five case studies of dedicated-site supportive housing programs located in communities across the province. An SROI ratio compares the total investment to the financial value of the social and economic outcomes achieved, highlighting the value created by investing in these programs.

#### Full report

*The Social and Economic Value of Dedicated-Site Supportive Housing in B.C.*

#### Other case studies

*Cardington Apartments, Kelowna*

*The Budzey, Vancouver*

*Kettle on Burrard, Vancouver*

*Wesley Street, Nanaimo*

*For every dollar invested in dedicated-site supportive housing at Queens Manor, over three and a half dollars in social and economic value is created.*

Queens Manor is a 36-unit dedicated-site supportive housing building located near downtown Victoria operated by the Victoria Cool Aid Society. Formerly a Traveller's Inn property, the City of Victoria purchased Queens Manor in July 2010 and converted it into supportive housing units. These became available to residents through the Victoria Cool Aid Society in October 2012. Queens Manor provides safe and affordable housing with supports to male and female adults without a home. A range of support services are offered by the Victoria Cool Aid Society, with residents of Queens Manor often considered 'most vulnerable', meaning they experience multiple complex issues such as mental illness and substance use, that impact their ability to maintain housing.

Supports available through Queens Manor are designed to help residents mitigate issues that may have led to homelessness in the past and work towards increased independence and stability. Program success in supporting stable housing is evidenced by the average length of stay of over two years. For individuals who have had difficulty maintaining housing, this stability enables significant movement towards positive outcomes.



Queens Manor exterior



### This study examines:

- › The social and economic value created by investing in the operation of dedicated-site supportive housing
- › The breakdown by stakeholder group of social and economic value that is created
- › Implications for future investment

## The Social Return on Investment (SROI) Methodology

The SROI methodology articulates the financial value of outcomes created through a social investment (such as investment in supportive housing), to reveal how much value is created for every dollar invested. An SROI analysis combines quantitative, qualitative, and participatory research techniques to show the value of outcomes from different stakeholder perspectives. The result is an SROI ratio that compares the total investment to the financial value of the social and economic outcomes that are achieved, showing - in monetary terms - the financial benefit of social investments.

The current research follows the internationally standardized SROI methodology and uses information from existing academic research and grey literature (including other SROI studies and economic analyses), and data gathered from residents, partners, and supportive housing providers.

### KEY ELEMENTS IN THE QUEENS MANOR SROI MODEL

<b>Inputs</b>	<ul style="list-style-type: none"> <li>› Investment by BC Housing as the sole investor in the total operating cost of Queens Manor, including staffing, programming, administration, maintenance, insurance, mortgage payments, and security</li> <li>› Rents paid by residents</li> </ul>
<b>Timeframe for Investment</b>	<ul style="list-style-type: none"> <li>› 2016-2017 operating year</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>› Residents at Queens Manor (single male and female adults) (primary stakeholder)</li> <li>› Local communities</li> <li>› Government systems (various levels)</li> <li>› Investor (BC Housing)</li> </ul>
<b>Duration of Outcomes</b>	<ul style="list-style-type: none"> <li>› With an average length of stay of approximately 30 months, outcomes included in this SROI analysis are expected to last at least one year. Since residents may not continue to experience outcomes if investment stops (they could return to homelessness), outcomes in this case study were not valued beyond one year.</li> </ul>
<b>Approach</b>	<ul style="list-style-type: none"> <li>› The Queens Manor SROI analysis employs a primarily evaluative approach with some forecasting based on primary and rigorous secondary research.</li> </ul>



### Outcomes Included in the SROI Analysis

Outcomes included and valued in the SROI analysis from Queens Manor were identified based on existing research, information from Victoria Cool Aid staff and resident interviews. Each outcome was assigned a financial value in the calculation of the SROI ratio. Outcomes include:

Stakeholder	Key Outcomes Included in the SROI
Residents at Queens Manor (all male and female single adults)	<ul style="list-style-type: none"> <li>› Increased access to high-quality housing and decreased experiences of homelessness</li> <li>› Increased overall wellbeing, including positive changes in physical and mental health</li> <li>› Increased social support, socialization, and sense of community (decreased social isolation)</li> <li>› Increased safety and decreased experiences of violence</li> <li>› Decreased harm from risk involved with street-based sex work</li> <li>› Increased ability to engage in employment</li> <li>› Decreased harm from substance use and increased ability to move towards reducing use</li> <li>› Increased personal disposable income</li> <li>› Increased ability to be involved in community (such as volunteering)</li> </ul>
Local community/neighbourhood	<ul style="list-style-type: none"> <li>› Improved local neighbourhood and community quality</li> <li>› Increased local economic activity due to resident spending</li> </ul>
Government (all levels)	<ul style="list-style-type: none"> <li>› Decreased use of emergency services by residents such as ambulances and emergency rooms</li> <li>› Decreased use of homeless shelters by residents</li> <li>› Decreased resident involvement in justice systems</li> <li>› Decreased long-term hospital stays by residents</li> <li>› Decreased service use related to resident substance use</li> <li>› Decreased risk of sexual exploitation related to homelessness among residents (and associated decreased government service use)</li> </ul>

*“Once you get housing, things seem to fall into place”*

– Queens Manor Resident



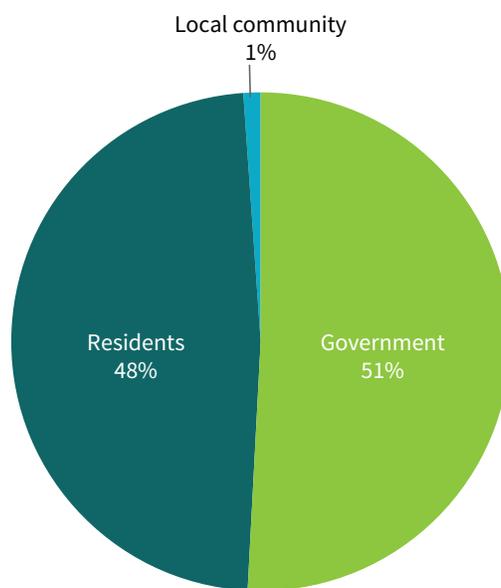


## Queens Manor SROI Results

SROI analysis of investment in Queens Manor revealed:



**For every dollar invested in the operation of Queens Manor, over three and a half dollars in economic and social value is created.**



*Value Breakdown by Stakeholder Group*

All stakeholders included in the SROI analysis experience value from outcomes, including:

**Government:** Approximately 51% of the value generated by Queens Manor goes back to the government in cost reallocations related to decreased service use by tenants. In other words, for every dollar invested in operating Queens Manor, nearly two dollars is generated for government in cost reallocations due to decreased service use.

**Local Community:** While the community as a whole benefits from decreased service use that increases efficiency and reduces costs to taxpayers over time, an additional 1% of the value goes back to the local community in which Queens Manor is located. This value is generated through improved neighbourhood quality and local resident spending. The value is experienced by community members who encounter less homelessness in their community and by local businesses that see dollars spent by residents locally. While some value to the local community is captured through the SROI analysis, this value is likely understated, as benefits from resident volunteering, more efficient delivery of services among community partners, and benefits for businesses beyond local spending were not fully captured in the SROI model.

**Residents:** Approximately 48% of the social and economic value created by Queens Manor goes back to residents, through increases in wellbeing, employment earnings, disposable income, safety, and reduced harm. This indicates that while dedicated-site supportive housing like Queens Manor creates important value for the government, it also generates significant value for people living in supportive housing.



### Discussion

With over three and a half dollars in social and economic value created by Queens Manor for every dollar invested, it is clear that significant value is created through the operation of dedicated-site supportive housing for single adults who face barriers to maintaining housing.

It is important to note, that the SROI analysis of Queens Manor provides a conservative estimate of the total social and economic value created, since it was not possible to measure and capture the financial value of all potential outcomes. Further, outcomes were not valued into the future, despite the possibility of longer term impacts generated through the life skills and experience of stability gained through housing at Queens Manor. Although higher levels of investment may be needed when working with more vulnerable clients, the additional value generated by this work is not well reflected in the SROI result. The actual social and economic value created by ongoing operation of Queens Manor is likely much higher.

### Lessons Learned

- > Investment in dedicated-site supportive housing creates significant social and economic value, not only for the various levels of government that may experience decreased service use, but also for supportive housing residents and local communities. Further investment in dedicated-site supportive housing is expected to generate value while addressing a social need.
- > Further research is needed to continue to understand and track the social and economic value created from dedicated-site supportive housing

*“The stability has given me peace in my life”*

*– Queens Manor Resident*

### Thank You

*Our sincere thanks to all the residents who shared their perspectives and stories with us.  
Our sincere appreciation to Queens Manor staff for sharing their valuable insights and for supporting this study.*

### More Information:

Visit BC Housing’s Research Centre at [www.bchousing.org](http://www.bchousing.org) to find the latest workshops, research and publications on building and operating affordable, sustainable housing.

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*This study was conducted by SROI experts at Constellation Consulting Group*