

BUILDING KNOWLEDGE



Dedicated-Site Supportive Housing SROI Series:

Kettle on Burrard, Vancouver

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

Queens Manor, Victoria

Wesley Street, Nanaimo

For every dollar invested in dedicated-site supportive housing at Kettle on Burrard, nearly four and a half dollars in social and economic value is created.

The Kettle on Burrard is a 16-storey building in Vancouver that is operated by the Kettle Friendship Society. Since May 2014, the Kettle on Burrard has offered safe and affordable housing with supports to single men, women, and youth who are homeless or at risk of being homeless. Most residents are living with mental health and/or substance use concerns that often contribute to challenges with maintaining housing in the community.

The building includes 140 units. Twenty units are dedicated to youth aged 19-24 supported by the Inner City Youth program (ICY), ten units are dedicated to youth under the age of 19 who are connected to the Ministry of Children and Family Development (MCDF) or Vancouver Aboriginal Children and Family Services (VACFAS), and 110 units are dedicated to single men and women, including 12 fully accessible units for individuals with disabilities.

Supports provided at the Kettle on Burrard help residents build on their strengths towards realizing their goals and to mitigate issues that may have led to homelessness in the past. The average length of stay at Kettle on Burrard is approximately 24 months, which shows how the program fosters housing stability.



The Kettle exterior and interior



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 KETTLE ON BURRARD SROI MODEL

Inputs	<ul style="list-style-type: none"> › Investment by BC Housing as the sole investor in the total operating cost of Kettle on Burrard, including staffing, programming, administration, maintenance, insurance, mortgage payments, and security › Rents paid by residents
Timeframe for Investment	<ul style="list-style-type: none"> › 2016-2017 operating year
Stakeholders	<ul style="list-style-type: none"> › Single, over 19-year-old residents (male and female) (primary stakeholder) › Under 19-year-old youth residents (male and female) (primary stakeholder) › Residents requiring accessible units at the Kettle on Burrard (primary stakeholder) › Local communities › Government systems (various levels) › Investor (BC Housing)
Duration of Outcomes	<p>With an average length of stay of approximately 24 months, and nearly 65% of current residents maintaining their housing for 24 months or longer, most 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 generally not valued beyond one year. However, outcomes for high school completion by youth residents under 19 were estimated to last more than one year and value was claimed for up to five years on the basis that the benefit of completing high school would likely continue, regardless of length of stay or further investment. For these residents, reconnection with family was also valued for up to five years into the future.</p>
Approach	<p>The Kettle on Burrard SROI analysis employs an equally blended forecast and evaluative approach with forecasting based on primary and rigorous secondary research.</p>



Outcomes Included in the SROI Analysis

Outcomes included and valued in the Kettle on Burrard SROI analysis were identified based on existing research, information from staff, resident interviews, and interviews with key community partners (Downtown Vancouver BIA; and a local faith community which is part of the Community Advisory Committee). Each outcome was assigned a financial value in the calculation of the SROI ratio. Outcomes include:

Stakeholder	Key Outcomes Included in the SROI
Single, over 19-year-old residents (male and female)	<ul style="list-style-type: none"> › Increased access to high quality housing and decreased experiences of homelessness › Increased overall wellbeing, including positive changes in physical and mental health › Increased social support, socialization, and sense of community (decreased social isolation) › Increased safety and decreased experiences of violence › Decreased harm from risk involved with street-based sex work › Increased ability to engage in employment › Decreased harm from substance use and increased ability to move towards reducing use › Increased personal disposable income › Increased ability to be involved in community (such as volunteering)
Residents requiring accessible units	<ul style="list-style-type: none"> › Increased accessibility in housing
Under 19-year-old youth residents (male and female)	<ul style="list-style-type: none"> › Increased access to high quality housing and decreased experiences of homelessness › Increased overall wellbeing, including positive changes in physical and mental health › Increased social support, socialization, and sense of community (decreased social isolation) › Increased safety, decreased experiences of violence › Decreased harm from risk involved with street-based sex work › Increased ability to engage in education › Increased personal disposable income › Reconnection with family
Local community/neighbourhood	<ul style="list-style-type: none"> › Improved local neighbourhood and community quality › Increased local economic activity due to resident spending
Government (all levels)	<ul style="list-style-type: none"> › Decreased use of emergency services by residents such as ambulances and emergency rooms › Decreased use of homeless shelters by residents › Decreased resident involvement in justice systems › Decreased long-term hospital stays by residents › Decreased service use related to resident substance use › Decreased child welfare involvement among youth › Decreased risk of sexual exploitation related to homelessness among residents (and associated decreased government service use) › Avoidance of high-school dropout and associated public costs

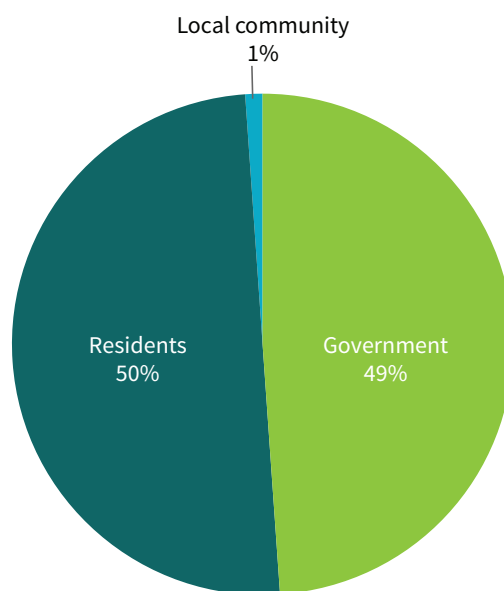


Kettle on Burrard SROI Results

SROI analysis of investment in Kettle on Burrard revealed:



For every dollar invested in operating the Kettle on Burrard, nearly four and a half dollars in social and economic value is created.



Value Breakdown by Stakeholder Group

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

Government: Approximately 49% of the social and economic value generated by Kettle on Burrard goes back to the government in cost reallocations related to decreased service use by residents. In other words, for every dollar invested in operating Kettle on Burrard, approximately 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 Kettle on Burrard is located. This value is generated through improved neighbourhood quality and local resident spending. While some value to the local community has been captured through the SROI analysis, this value is likely understated, because 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 50% of the social and economic value created by the Kettle on Burrard is experienced by its residents through positive outcomes from their housing, including increases in wellbeing, social support, safety, ability to engage in employment, disposable income, community involvement, suite accessibility, and ability to engage in education. This shows that while dedicated-site supportive housing like Kettle on Burrard creates important value for the government, it also generates significant and important value for people living in supportive housing.



Discussion

With nearly four and a half dollars in social and economic value generated by the Kettle on Burrard for every dollar invested, it is clear that significant value is created through the operation of dedicated-site supportive housing for youth and single adults. The Kettle on Burrard creates important added value through its targeted support for vulnerable, under 19-year-old youth, who, without supportive housing, are at greater risk of experiencing violence, abuse, and long-term negative outcomes (such as not completing high school). The accessible units available through Kettle on Burrard add extra value to the program by providing an opportunity to engage individuals with disabilities or limited mobility who might otherwise have difficulties finding housing. The significant value revealed through the Kettle on Burrard SROI reflects the importance of addressing the needs of single adult populations as well as the needs of vulnerable youth and people with disabilities.

It is important to note, that the SROI analysis of the Kettle on Burrard provides a conservative estimate of the total

social and economic value created, because it was not possible to measure and capture the financial value of all potential outcomes. Further, many 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 the Kettle on Burrard. The actual social and economic value created by the ongoing operation of the Kettle on Burrard 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.

Thank You

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

More Information:

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