



**Lookout**  
SOLUTIONS TO HOMELESSNESS

**Annual General  
Report 2013**





## SOCIETY REPORTS

### Annual Report

April 1, 2012 to March 31, 2013



Jonathan Meadows, President of the Board  
June, 2013



### FROM THE BOARD PRESIDENT

We were excited this year to open another building of supported, permanent housing for people who are homeless. The opening of First Place increases the number of Lookout's housing units to **752**, with fully 58% (586) permanent homes that are part of the solution to homelessness. The other units (166) are transitional housing, for those individuals who need less time to meet their needs. These units are in addition to our 181 shelter beds and 77 Extreme Weather mats used when people are at higher health risk due to inclement weather. This brings the capacity of our shelters and housing to 1,010 in total. We are honoured to put to good use the funding given in recognition of the incredible and successful work that Lookout does!

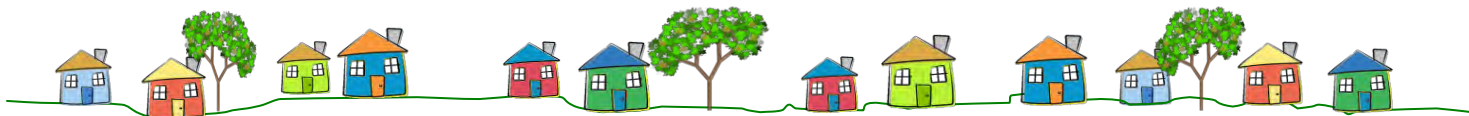
This year the Board continued to focus on strategic planning. As well, Board members worked alongside senior management to initiate improvements including increased fundraising, creating a new website (roll out soon!) and developing a human resource department, all to further enhance our ability to provide solutions to homelessness.

Every day our skilled and caring staff support our clients to end their homelessness, by providing support and assistance in innovative, flexible and incredibly varied ways. We provide welcoming and accepting sites and services, help the people we serve to develop and achieve goals, and assist by offering casework, networking, advocacy, referrals and resourcefulness. I thank our growing family staff for the incredible work you do – the heartfelt testimonials by many individuals you have helped clearly illustrate what a great team you are! Thank you for your commitment!

We are able to provide solutions because our volunteers and donors are selfless and dedicated. It is through the caring generosity of both that we are able to provide the supports and assistance that homeless and at-risk men and women need to aid them find and/or keep their homes. Our thanks and gratitude to each of you! I would also like to recognize Lookout's Board members – their zeal, time and expertise has been important and appreciated!

Respectfully,

Jonathan Meadows, President  
Board of Directors





## FROM THE EXECUTIVE DIRECTOR

Another amazing year, celebratory in the opening of First Place and it's 129-units of permanent supportive housing, but also a difficult year, as we negotiated Contracts to protect the rights of our client's privacy. Or as we strive to discover ways to do more, with less, given the lean economic times and continuing upward cost pressures on budgets that haven't, for the majority of programs, been addressed for multiple years. This has also a year where there is greater demand for new types of information of services provided, on outcomes rather than activities. A very good shift, and one which Lookout is gearing up for in our continued investment into HIFIS, our client database. Our funders, working within the same fiscal constraints, have attempted to deal with cost pressures and reinvest in partnerships, which we appreciate and recognize as a best practice. This has also been a difficult year with the unprecedented high number of deaths of our clientele; many by natural causes including aging-in-place, but also because of powerful street drugs that took many directly, or indirectly, such as in traffic accidents. Throughout Lookout we've mourned, especially though in the Downtown Eastside, where we've known and walked alongside many of these people for numerous years. Recognizing this, after the cut of nursing services at 346, we implemented a Contract with Evanna and Susan with what we can afford, to ensure essential services continue for those who rely on us.

It has also been a year of continued strengthening of Lookout's infrastructure with many years of continued expansion. Joyce Wilson was welcomed as our Director of Programs dedicated to supporting our services of shelter, housing, outreach and LivingRoom Drop In. Joyce also joins the executive team where her skills and insight complement the rest of us. We've invested in our staff – more training! It is their incredible caring and supportive work with our clientele that makes Lookout continue to be one of the leaders in serving the homeless, and particularly those who have the fewest resources and the most challenges! And invested in our systems, e.g. HIFIS and YARDI, our property management system, and increased reliance on policies, with the most updated version available to each of us, easily, resulting from more consistent use of PLEAS.

The full management team has participated in a few 'reality check' sessions, considering and strategizing on issues that profoundly affect our clientele and services. For instance, with lengths of stays across the shelters averaging **22.9** days, it means almost a quarter less people are served than 3 years ago (**23%**), or **51%** less than 5 years ago, and significantly more instances of people being turned away, up a whopping **33%** over just the past year! We don't want our shelters to turn into 'homes' like many other cities around Canada and the United States, yet how can we prevent that with few housing options available and no sustainable housing supply program, despite all the amazing leadership and commitments on the part of the province and the Cities of New Westminster, North Shore and Vancouver? Long shelter stays led, for the first time I'm aware of, of the questioning of Lookout's community tenant selection process, where Lookout referrals are not priorities, rather, we set the criteria and priorities, and ask our community partners to find those most in need, wherever they are, whether at Lookout, in shelters or in SRO's.

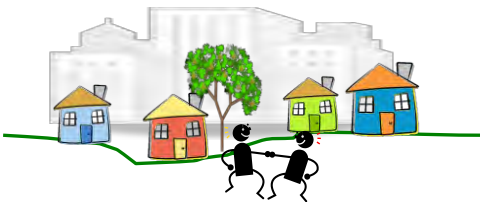
Our goals last year were to build consistency across similar services within our programs, improve our practices with HIFIS, YARDI and PLEAS, strengthen the organization, and strengthen the management team. The hiring of Joyce Wilson as our new Director of Programs propels us forward in this regard. I believe we've met our goals though we continue to work towards improvements. Our goal was also to continue to advocate for more housing and services, with a focus on Burnaby, North Shore and Vancouver, outside of the DTES. We continue to work towards utilizing our vacant Cordova property to build housing, working with private partners to achieve a cost effective, efficient design that will be affordable, even with nominal subsidy, given the lead times. We are campaigning for funds to address aging building stock to prevent further deterioration that will lead to the loss of the housing, for example, the 38 unit Sakura So.

I'd like to recognize BC Housing for their continuing investment in repairing the SRO hotels, these buildings are at risk, as the DTES is, and while the SRO's are not preferred housing, until a supply program exists, we need to



maintain the housing, otherwise homelessness will again take a huge upward spike, whereas now, at least within the City of Vancouver and in New Westminister, homelessness is on a sharp decline!

Thanks too for the support provided by BCNPHA to Lookout in issues that affect our sector such as with contract language re privacy, and aging buildings under housing programs that are ending. Jill, you've been wonderful and we truly miss Karen Stone! I'd also like to recognize our donor and volunteers, it is hard to demonstrate on paper what a difference your contributions make: one example: the Sakura So would be closing soon if it hadn't been for the generosity of so many! I would also like to acknowledge the management team whose leadership at the program/service level is vital for Lookout to remain effective and committed to our goal of ending homelessness, and they don't get recognized as much as they should. Thank you for your commitment and efforts and all the extra hours you spend to achieve good service! Thanks also to Leonard and Chris; our collective journey towards improvement is bumpy at times, but always interesting and worthwhile!



Brian Collard, Acting Chair - Client Advisory Committee  
June 2013

## CLIENT ADVISORY COMMITTEE REPORT

About 3 years ago the Client Advisory committee was formed. The Committee consists of volunteers who have or are presently using Lookout services (i.e.: Transitional Housing, Permanent Housing, Shelter Clients and members of the LivingRoom Drop In).

The purpose of the Committee is to give insight on service and housing delivery to the Executive Director of Lookout. Secondly, to provide recommendations on the content of the annual satisfaction surveys to ensure clarity and thirdly to provide a mechanism for consumers of Lookout to have a voice in program development.

We meet once a month to discuss a number of issues. Over the last 2 years the CAC has accomplished a number of projects. Initially, a Terms of Reference (TOR) was developed over several meetings to give our group direction as well as from the Lookout Mission Statement.

Some of accomplishments have been: the strengthening of complaint and compliment procedures, suggestion box and secured bulletin board and the implementation of a confidential E-mail system for easier access to the Committee. As a group we have visited the Lookout buildings in New Westminister and the North Shore, and also The Yukon and First Place facilities, meeting and discussion a variety of concerns and issues with those clients. The Committee will continue to visit other sites as we grow. This past year we concentrated on recruiting members, and we now have about 14 members on the committee and are expecting answers from a few others.

I myself have met with clients of Yukon shelter on numerous occasions to discuss various topics (complaints & congrats...). I am pleased to say that the overall opinion of shelter clients is that they feel safer at Yukon than where they came from.

In the time I have been involved I am saddened to say we have lost a couple of our members (Ian R & Richard M). I am sure I speak for all CAC members when I say we are appreciative of their hard work and dedication and will miss them.

I am extremely grateful to the CAC Members for allowing me to join about 1½ years ago. It has opened up so many avenues I never knew were there (or just ignored). I feel that because of the CAC and its members that I have grown as a person, and been able to be more honest with myself & others. I look forward to another great year with Lookout and the CAC and my fellow members.

Thank You.



## OPERATIONS REPORT

2012/13 was a year of change and the roll out of a number of new processes within Lookout. We had negotiations between HEABC and the Association of Unions during which there was limited job action and finally the ratification of the new Collective Agreement. There was the enactment of Bill 14, amending the WCB Act, which expand workplace issues arising from bullying, the full impacts of this are unknown as of yet to all parties. There was the new Provincial Influenza Policy announced by the Provinces Chief Medical Officer making inoculations mandatory, then adjusted to exclude employers such as Lookout. And to the ending of funding of Outreach Services in New Westminster by Fraser Health, ending services offered since 2001 and resulting in displacement of workers, although all maintained the same level of employment within Lookout. These changes required the Society to plan for what the impacts are on the day-to-day operations of the Society.

Lookouts commitment to investing in staff continued this past year with a total of 49 workshops and trainings, engaging and expanding the knowledge of 543 participants. Offerings included such workshops and trainings as: Addictions, Mental Health, Bullying and Respectful Communication, just to name a few.

Carrying on from the previous year, Lookout continued to pilot and assess the new Homeless Individuals and Families Information System (HIFIS) integrating Case Management and a number of new features, as well as implementing the role of Provincial Community Coordinator for HIFIS. Within Lookout we have set the structure to integrate the new case management function to encompass our Shelter, Tenancy and Outreach Programs. As the Provincial Community Coordinator, we have worked with a number of Service Providers to upgrade to the newest version of HIFIS, and engaged the community of Shelter providers, in conjunction with Shelter Net BC to discuss data collection and sharing of data.

With change comes opportunity and I believe Lookout is situated well to take advantage of new opportunities.



Chris Wong, Director of Finance  
June 2013



## FINANCIAL REPORT

In 2012-13, with the commencement of residential operations at First Place in early May 2012, Lookout had grown financially with over **7.27%** increase in revenues, while expenditures rose by over **4.9%** to \$19.36M and \$19.12M respectively comparing to previous year. It also meant the operating revenues and expenditures had doubled over a period of 7 years since 2006! The service capacity of our permanent housing has increased by **28%** just over one year. During the year, with the joint effort of staff at all levels, better budget management skills and continuous improving operating efficiency and cost effectiveness, Lookout had been able to achieve remarkable financial performance by reversing the previous year's operating deficits of (\$180K) to an operating surplus of \$239K. It was a great result of team work.

To facilitate and enhance budgetary controls, the Finance has shortened the time required for preparation and distribution of the monthly financial management reports to an average of 7 business days after month end. With the use of accounts receivable module and the timely generation and distribution of detailed arrears reports to program managers, the program arrears were minimized and accounts receivable had been reduced by **28%** over the year. A goal is to reduce this much further.

As the growth in Lookout operations and the increasing complexity of program funding, the financial reporting requirements are becoming more complex and demanding. To meet the challenges of increasing demand for timely and complex financial reports, the Finance has been approved by the Board to upgrade the existing accounting system and re-structuring the chart of accounts. The Finance has already done the system upgrade planning, contracted the work and completed the new chart of accounts design. The system upgrade and the new chart of accounts will be implemented in July 2013. It is expected the upgraded accounting system and newly designed chart of accounts will automate the timely generation of complex and relevant financial reports to meet the reporting requirements of all the users including the Board, the management team, funders and government agents.



Joyce Wilson, Director of Programs  
June 2013



## PROGRAMS REPORT

This past year has been a year of change and growth – and new challenges. Firstly, for myself as I took a new role at Lookout, first in an acting capacity then recently on a permanent basis, in the relatively new role of Director of Programs.

For Lookout, we celebrated the opening of First Place last spring, providing 129 badly needed units of housing for folks with histories of homelessness. We also look forward to needed renovations to Tamura House and to our partnership program, Cordova's Residence, announced in 2012. On the other hand, we face funding challenges with many budgets repeatedly not keeping pace with inflation. As a result, we look at what reductions we can make, without losing staff and the level of support needed for our clientele, who have few, if any housing options. And we continue to advocate for the privacy rights of our clientele as we face increasing requests for more and more personal information about our residents, members, and shelter guests. And, as always, Lookout continues to seek innovation and creativity, with no new funding or resources, as we strive to meet the increasing needs of adults struggling with homelessness and poor housing and multiple disabilities. One other area of celebration is the work our Harm Reduction Coordinator is spearheading with her team of point-people. The application of theory to our work in very practical ways helps bring a consistent understanding and comfort level to harm reduction amongst the staff and our clientele.

Goals for the coming year include increasing consistency of practices across sites, strengthening teams including site and cross-site teams, and fully implementing the next phase of our client information system (HIFIS) which will now give us new tools to support case planning. A goal specific to the shelters is finding solutions to the longer lengths of stay for shelter guests over the past few years, resulting in less people served, by strengthening case planning, targeting the longest stays, transfers and returning shelter users, as well as seeking new housing solutions.

Lookout's strength has always been in building collaborative partnerships; through seeking new partnerships we can enhance our services, particularly to special populations, including women, aboriginals, and seniors. Our partners in the Extreme Weather Response, our partners providing health care to our residents and shelter guests, and our partners providing education and growth of creativity and the arts enable Lookout to continue to do more with less and build safety, community and self-actualization for our clientele.



Christine Williams, Property Manager  
June 2013



## PROPERTY MANAGEMENT REPORT

Another Year gone by, filled with challenges and huge achievements! It started with the opening of 129 units of permanent supportive housing in our newest LEED Gold building, First Place. Although faced with design, mechanical and electrical issues, staff and tenants came together and overcame the majority of the challenges and together are building a sound community within their new home. Kudo's to Richard Turton and his team for supporting the tenants during this difficult transition time; many came from the streets into their home, an intimidating process at the best of times, especially so in Lookout's first high-rise.

Although we faced even more fiscal restraints this past year, we were able to secure funding and receive approvals to proceed with the long overdue renovations at some of our locations, thanks to our funders! The 38 units at the Sakura So is at high risk of being lost due to building deterioration. Thanks to capital funding, including from the federal government, approximately one-third of the essential repairs will be able to proceed while we continue to fundraise for the rest. We have also been approved to proceed with long overdue mechanical renovations at the Jeffery Ross. This news is so exciting for staff and tenants; all have lived with water and heat interruptions for the past couple of years. At our North Shore shelter, we just received news of funding for a bedbug treatment Sauna to prevent and where necessary, contain infestations. The SRO at 514 Alexander received upgraded fire systems and spruced up washrooms with new flooring and a new shower, along with all the common areas being painted.



We were also successful in securing funding for several community kitchens: allocated for Yukon, Jim Green, Cliff Block and the Sakura So Residences. A special thanks to Hockey for Homeless, the Rotary, Murals & More Décor, Discovery to Apprenticeship, City of North Vancouver, BC Non-Profit Housing Association for making these kitchens happen, and especially want to thank our partner, BC Housing, for their ongoing support to Lookout.

I would like to take this opportunity to welcome Don Jerstad to the new position of facility coordinator. This strengthens our ability to meet the maintenance needs of the increasing number of sites (now 19!!) and address the needs of our aging buildings. Don brings tremendous expertise in Janitorial and Maintenance, together with many years experience in team building and project coordination. He also brings a great understanding of our buildings and the systems we operate, and no matter what happens, e.g. burst pipe, power outage or messes; he displays a wonderful sense of humour. I also commend the Janitor Maintenance team for keeping Lookout sites up to a standard that we can all be proud of.

To conclude I am very excited in being part of the growth at Lookout and our Vision, Mission and Mandate.

Go Team!



Karen Young, Director of Resource Development  
June 2013



## RESOURCE DEVELOPMENT REPORT

We are so grateful to our supporters, donors, volunteers, and those who, over the past year, hosted FUNdraising events! We send an especial thank you to Mary and Michael Markwick and the Board of the Dundarave Festival of Lights for their continuing support through their great annual community event. The North Vancouver Lawn Bowling Club's Community Charity Challenge was a tremendous success, their 8<sup>th</sup> year of support. Active Fire's Casino Night was fantastic. The Real Estate Board Christmas event (and their support through the year) is so appreciated. The BC Food Processer's Association support, and their inclusion of Lookout in their

Trade Show brings many connections with potential donors, and this has been incredibly successful at increasing the donations of fresh food for our clientele, reducing our food costs. In fact, there are too many supporters to mention...but I urge you to see our **Donation Honor Role** at the back of the AGM Report! We've had so much fun, and contributed in providing solutions to homelessness in our four home communities.

This past year we restructured the resource department to improve our ability to meet our triple goals: increasing donations, increasing volunteers and increasing public awareness. I was pleased to welcome team members, Lani Johnson, Development Manager, Mike McQuillan, Communications Manager, and Janice Lovick, Volunteer Coordinator.

We participated in a number of Campaigns such as Toque Tuesday. We organized Christmas celebrations for 1,500 people – thanks to the participation of volunteers, and with (gratefully received) donations. We were recipients for movie nights. We participated in community events, spoke to groups when we had the opportunity, and got out and met people.

Lookout's signature fundraising event, **H'Arts for the Homeless**, featured the arts – music, visual artists, performance, telling story that is relevant to the people that we serve. We hope you'll join us this coming year and see this for yourself! Mark **October 3** in your calendars!

We would not have been able to do much of the work without our **1,679** volunteers who put in **33,365** hours to assist us in our efforts to end homelessness, one person at a time. Our volunteers do everything from painting walls, to serving coffee, to helping at events. Lookout sends a big thank you to each of you amazing people who give of yourself so generously.

Thank you to our donors, you give from the heart, and allow us to do the work of changing people's lives. With these tough economic times, it is a challenge to raise donations, but our donors are committed as they see what we do. Despite challenges, they gave **12.8%** more in donations! WOW! We couldn't do it without your generosity and caring.

# EMERGENCY SHELTER PROGRAMS

## Annual Report

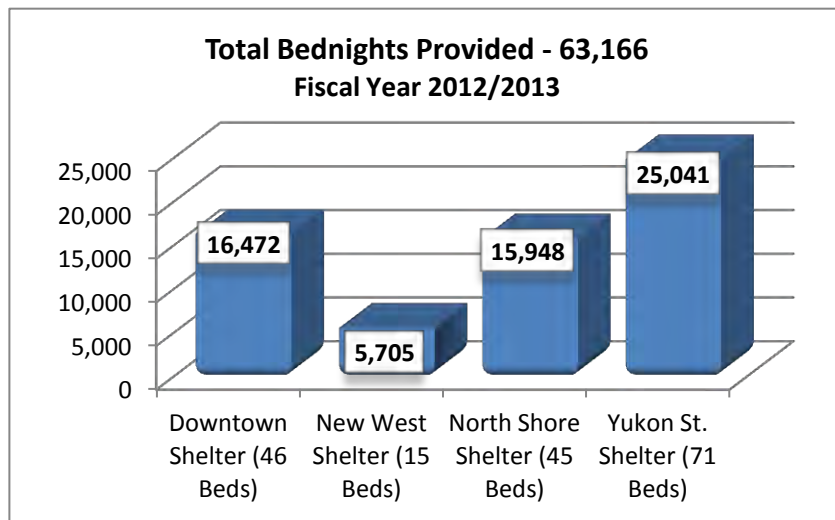
April 1, 2012 to March 31, 2013



Lookout's emergency shelters continue to be in high demand especially for the 24-hour, minimal barrier services that we offer to those who cannot be housed elsewhere. This was demonstrated again by the 2011 Homeless Count and reaffirmed the City of Vancouver's count last year. Our four shelters are located in three municipalities (City of North Vancouver, New Westminster and Vancouver), and provide minimal-barrier temporary accommodation (181 beds) with support to adult men and women who are destitute and have no housing alternatives. In addition to the emergency shelters, Lookout has a two-bedroom emergency suite for homeless individuals not suitable for our shelters, but having no housing options, e.g. families and refugees. Lookout expands services during risky winter weather to offer a 30-mat no barrier extreme weather shelter in Burnaby as well as an additional 20 sheltering spaces at the North Shore Shelter.

In addition to shelter, residents are provided three meals plus snacks per day, laundry, access to clothing, showers, hygiene supplies and a free phone and computer. A minimum of two staff are on duty at all times to meet the health and safety needs of all within our buildings. Non judgmental, caring staff work with each individual, providing them with support in addressing their issues of housing, finances, treatment (e.g. mental, physical, addiction), etc., through crisis counselling, case planning and referral/liaison and advocacy services. Lookout's intent is to provide shelter in the individual's own home community, to integrate with local services and to help people regain stability in their lives and end their homelessness.

In the 2012-2013 year, Lookout provided **63,166** bednights for a **99.1%** occupancy rate, comparable to the year before (**100.6%**). In the rare event a bed remains empty, it is



primarily due to our inability to provide the appropriate beds (e.g. gender) or bed closures caused by renovations or, as in this year, contagious disease outbreaks. Our combined monthly statistics indicate that we ran over capacity for 9 of the past 12 months! In addition to a place to sleep, guests receive hot nutritious meals— this past year an incredible **185,523** meals were served in our 4 shelters.

**BEDNIGHTS PROVIDED**

**63,166**

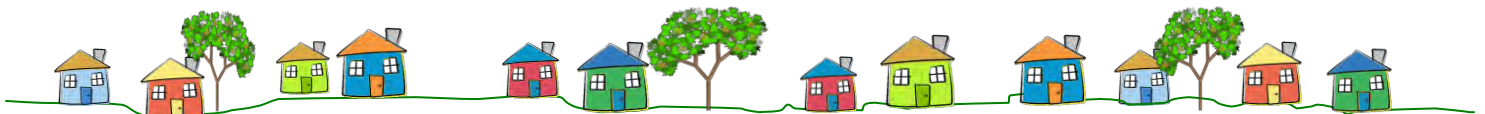
**TOTAL SHELTERED**

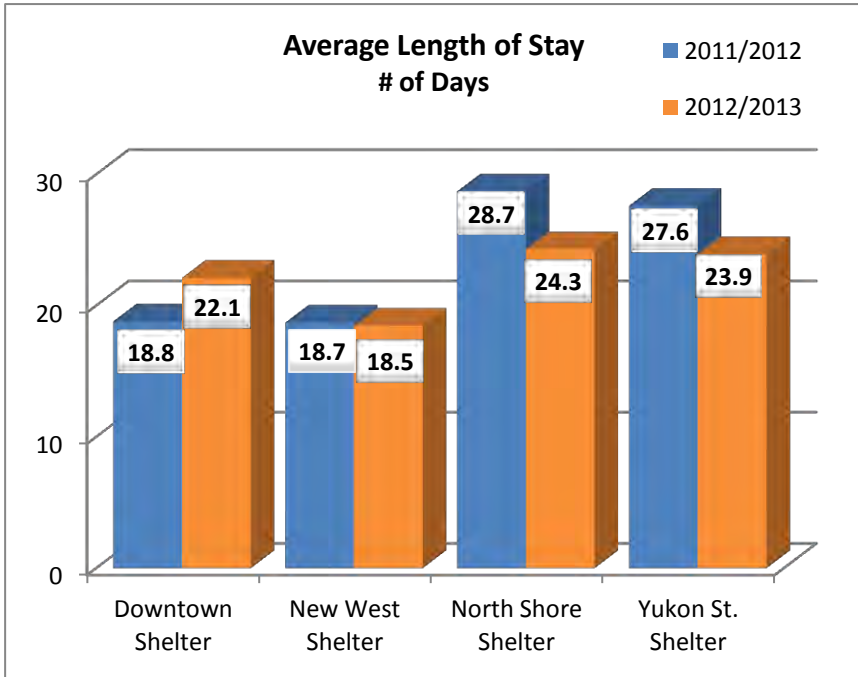
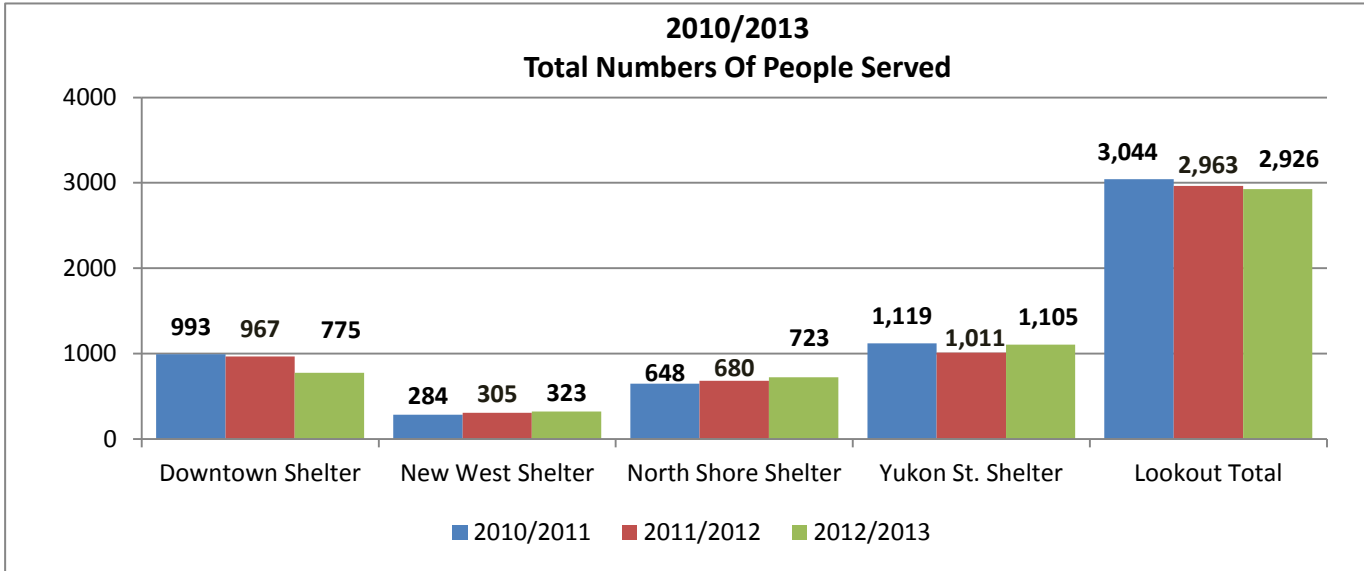
**2,926**

**MEALS SERVED**

**185,523**

Numbers served includes individuals who may come in for two or more totally unrelated stays. There was a small decrease again this year in the numbers served due to length of stay increases in the shelters – **2,926** people served this year from **2,963** last and **3,044** the year before, a combined drop of **3.9%** over 2 years and a **38%** decrease from a high of **4,722** in 2008/9. This remains a significant concern that we continue to focus on.





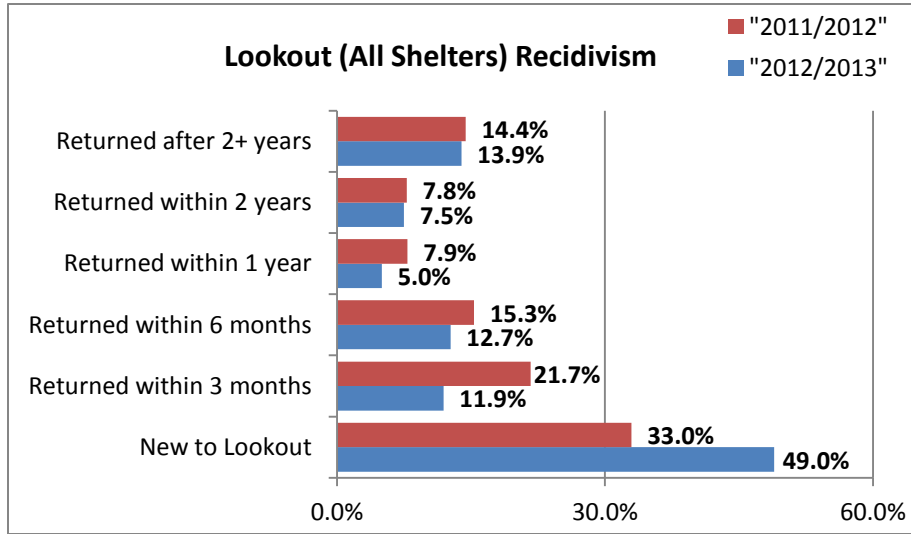
This year we made a concerted effort to shorten lengths of stays through targeted case planning. We are down to an average of **22.9** days from **27.6** last year. All shelters managed to shorten stays, except the Downtown Shelter (**22.1** days vs. 18.8 last year). The longest stays continue at our North Shore Shelter, despite the average dropping to **24.3** from 28.7.

However, this year we have experienced an increase in discharges to other shelters or to the street, despite working with guests to find suitable housing options. However, this is extremely challenging as affordable housing is simply not available, especially in the communities served outside Vancouver. This also indicates the shortage of suitable permanent

accommodation for those who are more difficult to house – especially on the North Shore and in New Westminster! On the positive side, more intensive case planning resulted in more effective staff-client relationships and many folk have made positive changes in their lives.

In all shelters, users are predominately male (**79.6%**); **2,322** compared to **591 (20.2%)** women and **13** declared transgendered (**0.4%**) – almost two-thirds (**67%**) are between the ages of 35 and 64, the same percentage as last year.

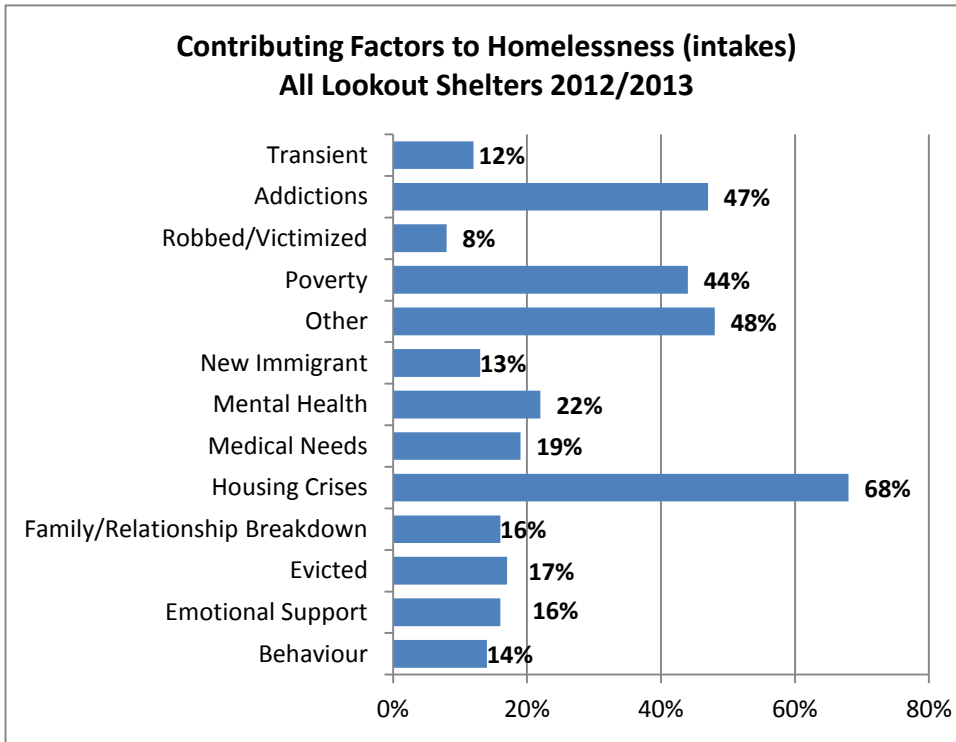
We served **1,931** unique individuals **1.3%** less than last year and just **66%** of the number of individuals served (**2,926**) 2 years ago.



Despite our efforts at helping clients find the appropriate services and housing, some return. Often necessary resources are non-existent – some affordable housing will not accept people with mental health and/or addiction issues or cannot provide necessary supports. More people are new to Lookout (**1,314 - 49%**) compared to 33% last year with largest number returning after more than 2 years (**13.9%**).

The reasons for homelessness continue to vary but housing crises is predominant one (**68%**); poverty is

constant for all (**44%**). **47%** report substance abuse, and **22%** struggle with mental health problems. Sadly, **16%** individuals arrived to escape some type of abuse or lack of safety.

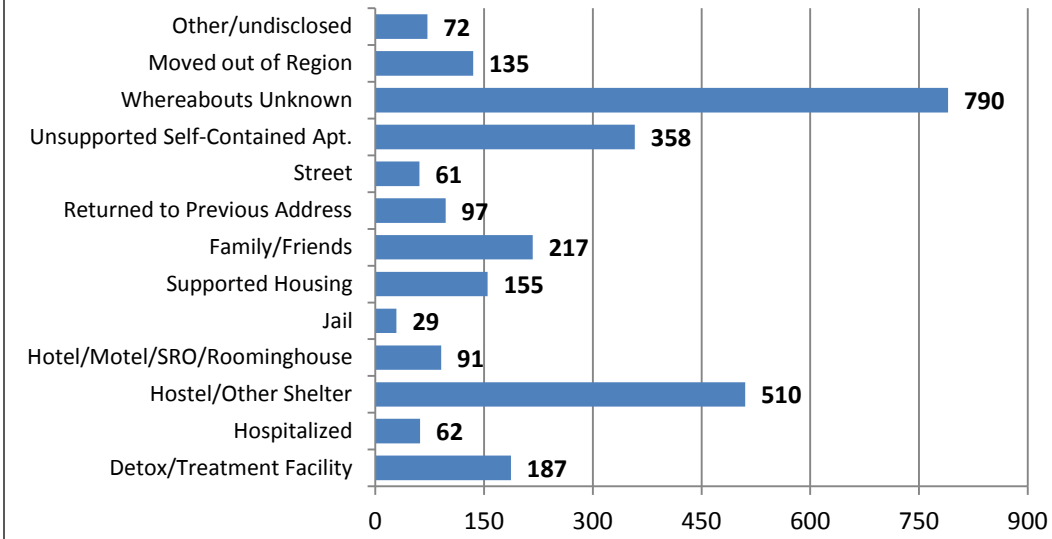


Lookout Shelter Resource Workers and Case Planners work with shelter guests, offering support when accepted. This year **3,885** case plans were developed including **809** intensive plans (**127** more than last year 682). This means that for the **2,926** people served, **3,076** basic case plans were developed: **150** clients had more than 1 case plan. Other services were as varied as crisis intervention, referrals to appropriate resources including housing, outreach services, emotional support and life skills training. Help with applications for tax rebates and benefits is a time consuming but well appreciated service offered!

This past year there were **2,764** discharges from the shelters. Of those who went to known accommodation, the largest number **24%** (**653**) went to unsupported housing– this includes **217** (**8%**) people who went to family/friends, **91** (**3%**) to rooming houses/SRO's/hotels/motels, and **358** (**13%**) to unsupported self-contained housing. **510** (**18%**, vs. **14%** last year) went to another shelter, including our own transfers, often to improve access to services (e.g. free medication is available in the Downtown Eastside) or to find a better fit for the individual due to behaviour. **155** (**6%**) people moved to supported subsidized housing. **187** (**7%**) were able to access a Detox/addictions facility while **62** (**2%**) people were hospitalized for physical or mental health reasons, with **3** others placed into long term care facilities. However, **790** (**29%**) individuals left without providing information about their whereabouts, frequently wanting their privacy – this is almost the same number as last year's **798** and is almost half from the high of **1,503** 2 years ago!



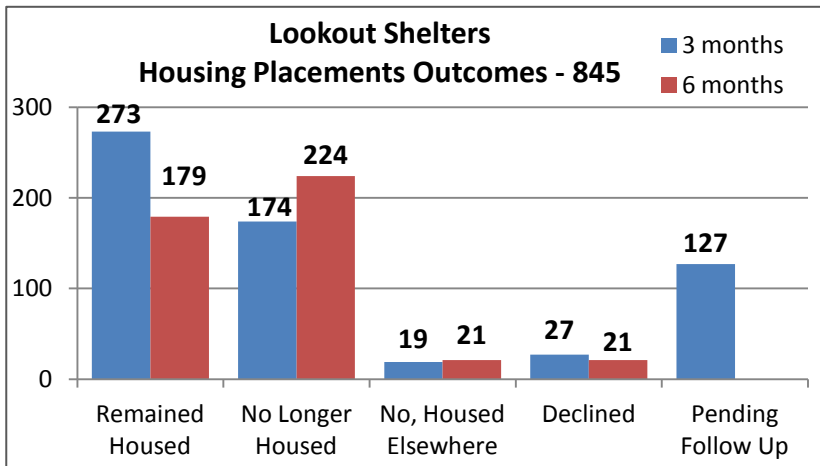
### All Lookout Shelters - Where They Went (2,764 Discharges) 2012 - 2013



Staff continue to follow up with people every 3 months to see how they are doing and whether they remain housed. This is only done when the client has given us permission and if contact information remains active.

We had **845** people (down from 954 last year) consent to our follow up. Of the people we were able to reach, **32%** remained housed after 3 months (increase from 25% last year); dropping to **21%** after 6 months, but still

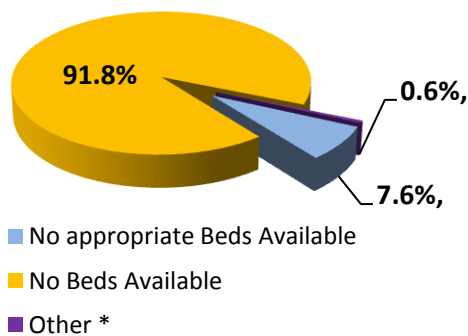
more than the 13% who had remained housed after 6 months last year. While we housed fewer people compared to last year, we are pleased to see that more individuals remained housed at both the 3 and 6 month intervals.



This year we turned away people **16,905** times compared to just 11,106 instances last year – a **52%** increase. This is simply unacceptable! It means we turned 6 people away (**5.78**) for every person who was accepted into the shelters.

Men were the majority turned away, **78.5%** of the time (reduced from 81% previous year) while women were turned away **21.2%** of the time (increase from 18% last year) with the remaining **0.3%** was undisclosed gender. All shelters reported instances of more women being turned away – especially

### TURNAWAYS REASONS 16,905 ALL LOOKOUT SHELTERS 2012/2013



at North Shore (**737** this year vs. 507 last – a **3.8%** increase in the female/male ratio) and Yukon (**1,850** vs. 922 – **5.6%** increase in the female/male ratio).

Reasons for turnaways remain constant: most often, we had no beds **15,519** times (**91.8%**) down from 97.2% last year; **1,293** times for lack of appropriate beds (jump to **7.6%** from 2.1% last year) and rarely (0.6%) when person is not suited for the shelter.

We feel we are on the right track as our annual client satisfaction survey shows of those who completed surveys across the shelters, **91%** felt that Lookout was a valuable support, **85%** felt we helped improve their situation, **81%** felt they gained positive direction, and **89%** felt the staff supported them to reach their goals! Wonderful feedback, for which we are grateful.



Following are highlights from the individual shelter reports submitted by the shelter managers. Copies of the full reports can be obtained from the Lookout administration office.

## DOWNTOWN SHELTER

Michelle Raufeisen, Program Site Manager

*This building on Alexander Street offers 46 shelter spaces in the Downtown Eastside of Vancouver.*

In 2012-13 we were faced with new challenges and opportunities and found, once again, that our strong team approach is the most effective way to meet challenges, utilizing internal and external resources available. We also had a wide variety of successes come out of stays at the Downtown Shelter. We had a total of **775** distinct stays, of which **621** were unique individuals vs. 967 last year, continuing the trend of sheltering fewer people as the lengths of stay increase. Of these, **729** were new intakes of which **218** were women (**28%**) and **557** were men (**72%**). There were **46** individuals carried over from 2011-12.

Lookout knows the importance of community, cultural, and familial supports in a person's life. Unfortunately many cannot access the resources they need in their home communities; this is illustrated by only **20 (2.7%)** of our intakes reported the DTES their home community when they came to us. **490 (67.2%)** came from Vancouver and **38 (5.2%)** came from outside of BC, including **2** from outside of Canada.

Our occupancy rate remains over 100%, this year at **101.7%** (vs. 103.3% last year). This is **16,472** bed nights used out of an available **16,195**. Bednights available in our shelter was down by **595** this year due to closures caused by contagious diseases rampant in the area. These outbreaks, believed to be the norovirus, were never diagnosed as the health authority has full confidence in our ability to manage outbreaks. Although the outbreaks were few, they tested our health, our morale, our practices and our willingness to learn and participate. People affected with illness included a high number of staff members. But the Downtown Housing Centre team embraced the challenge and we are confident that our experience with viral outbreak this year will assure that we are well prepared should another serious outbreak occur again next year and fewer beds will be closed.

The lengths of stay in 2012-13 increased again to **22.1** (vs. **18.8** days the previous year) despite our constant focus on reducing them. Case planning with guests continues to be more complex and thorough which results in longer stays. The affordable housing market continues to get smaller, especially with BC Housing's hotel renovations restarting and them having to relocate a number of people, which in turn froze many suites that would have been available to our guests. The highest number of guests had stays in the **8-31 day range 36.9%** (vs. 41.7% last year).

## NEW WESTMINSTER SHELTER

Dave Brown, Community Services Manager

*Located in the renovated Russell housing Centre, this shelter opened on April 1, 2008 and offers 15 spaces to homeless men in New Westminister. It is Lookout's only gender restricted shelter.*

The year 2012-13 proved to be a busy time for Lookout's men-only shelter. We sheltered **16** people per day in our 15 shelter beds, and worked with each person to develop a realistic case plan. The majority of our shelter guests were able to deal with most of the issues that brought them to us and, with a little help from staff to find housing; they were able to move on. For most others, a plethora of unique issues and services including medical access, income assistance, reuniting with family, resolving legal issues, treatment or finding long term access to services not easily available to homeless individuals were offered and accepted by many of our Shelter guests.

This reporting year saw a very serious flu epidemic and contagious disease outbreaks in the Lower Mainland. This resulted in a significant risk of death for many of our vulnerable clientele and we needed to provide extraordinary care of those who sought refuge. Fortunately, the Russell was less affected than other Lookout shelters, but we did have to close beds **46** times in January 2013. However, staff were diligent in maintaining a high standard of cleanliness throughout the building to minimize possible spread of contamination. Despite this, the total guests served were **323** up **6%** from 305 last year). Unique individuals served were also up **6%** to **310** vs. 292 last year, demonstrating increased demand for local shelter.



Even with 46 bed closures, the shelter ran over capacity with an occupancy rate of **105.1%**, more last year's 100.6% and the 96% from 2 years ago. We provided **5,705** bednights of shelter when just **5,429** were available. This is because we would add an extra bed when people came to our doorstep, rather than turn them away.

This year shelter turned away **2,779** people, a huge increase of **70%** over last year's 1,631 and more than 3 times as many as 2 years ago when only 885 people stayed with us. This increase can be attributed partially to the beds that we had to close during the outbreaks. It also shows how heavily the homeless community has become dependent on the services we provide,

## YUKON SHELTER

Nate McCready, Program Site Manager

*Located on Yukon Street at 5<sup>th</sup> Avenue in central Vancouver, this shelter offers 71 beds, including 26 bed spaces in a dorm that were used previously for the seasonal Cold Wet Weather response.*

Our occupancy rate for 2012/13 was **97.3%**, for a total of **25,041** bednights used during the fiscal year. This was a decrease in bednights from 2011-2012 where we used **25,344**. Our reason for the drop was the closure of beds (**178**) during a contagious disease outbreak. This is done as a health precaution to prevent further spread of the disease. We also ensure guests who are not ill are kept away from those who are and cleaning with disinfectants is done hourly.

This year we had almost double the female instances turned away - **1,850** compared to **931**, and male turnaways were **5,333** compared to **3,686** (45% increase) for an overall total of **7,187** turnaways or **55.7%** increase! A major reason for the jump is the number of bed closures made during the disease outbreak.

Lengths of stay decreased for the first time in four years. In 2009-10 the average stay was 18.8 days, in 2010-11 the average stay was 24 days and in 2011/12 reached an average of 27.6 days in shelter. For the fiscal year of 2012-13 we saw a decrease in length of stay down to **23.9 days**. Internally, we are addressing the issues that placed someone in a homeless position, with a broad look at case planning. In the last half of the year we made concentrated efforts to shorten shelter stays while trying to increase sustainable housing placements. We make solid attempts to connect our shelter guests to community resources that address such things as mental health and addiction issues.

In 2012-13 we were able to place **287** people into housing directly from shelter which is a 5% decrease from 2011-12 (303). Yet this year, **23%** of housed clients still remained housed after 3 months (**65**) compared to 20% clients previous year (**60**). Also higher percentage of clients remained housed this year even after 6 months (**47** or **16%**) compared to only 10.5% last year (32).

## NORTH SHORE SHELTER

Linda Fox, Program Site Manager

*This shelter provides North Shore adult homeless men and women with 45 beds. Additionally, as part of the local Extreme Weather Response, it also offers up to 20 "overflow" mats, with further capacity as needed through a satellite site at North Shore Neighbourhood House.*

As a key resource for people with housing issues on the North Shore, our role is not simply to function as just one more shelter in the Greater Vancouver area. We have a role particular to the North Shore communities and we provide our service with attention to the specific solutions needed for the people who face challenges in these local communities. We have seen the demand for our services continue this past year, providing **15,948** (16,948 last year) bednights for a **97.4%** occupancy rate and a small increase of **43** individuals over last year (680).

We served **6%** more this year (**723 vs. 680**), of which **486** were unique individuals. Of all 723 served, **602** were men (**83%**) while **121** (**17%**) were women. The shelter had **2,598** instances of people turned away of which **1,828** were men and **770** were women. This is **22%** more turnaways than the previous year (2,012).

The number people who are new to the shelter dropped this year to **243** (**35.7%**) from 287 (44.5%), as the



complexity of needs of our clientele continues to increase. Those returning need more support in the community. Of those we served, **19.1%** returned within the first 3 months of leaving the shelter (vs. 16.1% last year) and another **16.6%** (vs. 12.6%) returned within 3-6 months indicating the critical need for increased, accessible support services.

One definite trend that we see is that people need longer stays in our shelters, principally due the difficulty of finding suitable and affordable housing. The average length of stay this year did decrease to **24.3 days**, a **15%** decrease over the last year's **28.7 days**. However, discharges to other shelters increased as we were unable to find any housing locally, and transferred to other communities who have access to more housing.

## NORTH SHORE EXTREME WEATHER

Linda Fox, Program Site Manager

The North Shore Shelter has 20 mats that are available during the worst winter weather, with 25 additional mats at Neighbourhood House if required for overflow. This year, we opened for **34** nights between December 7th and February 20<sup>th</sup>, housing an additional **215** people (**191** men, **24** women) – thankfully, no overflow mats were needed. We are extremely fortunate to have dedicated volunteers who generously offered **188** hours of their time to help in this very important initiative. Interesting note – we housed **17** more people than last year even though we opened **6** fewer nights!

## BURNABY EXTREME WEATHER SHELTER

Dave Brown, Community Services Manager

*This shelter is an extreme weather response shelter that opens when health risks to the absolute homeless are high. It is the only shelter located in Burnaby and provides 27 sleeping spaces to adult homeless men and women. NOTE: Statistics for the this shelter are NOT reflected in the combined shelter report.*

### Burnaby Extreme Weather

The Extreme Weather program in Burnaby opened for **25** days during the winter, with **360** bed nights utilized by men **108 times**, and women, **22 times**. The Westminster Bible Chapel and the Burnaby Alliance Church provided amazing supports and, through the close working relationship between staff, volunteers and community, these churches have decided that the Extreme Weather Mat Program has become the highest priority above all else for their sites. We are so grateful!

## NEW WEST EXTREME WEATHER SHELTER

Dave Brown, Community Services Manager

*When the Salvation Army was no longer able to operate its extreme weather response shelter in 2012, Lookout stepped up and made the basement of the Cliff Block available (the space had been used to accommodate the shelter temporarily during the renovations at the Russell.) This shelter offered 30 spaces to both adult men and women during nights when health risks to the absolute homeless are high.*

During the winter months of November to March during times when people living outside were at high health risk due to inclement weather, the basement of the Cliff Block Residence was transformed into an Extreme Weather sheltering site. Set up for 30 emergency mats (20 male/10 female beds) loaned to us by the Salvation Army, the extreme weather shelter has showers, a small lounge area for television or phone/computer access, and a hot meal was provided with breakfast served at 6:30 am prior to the shelter closing at 7 a.m.

This small project is an essential component in the housing continuum during extreme weather where people are at risk of harm. Despite being open only **28** nights – the program provided **365** bed nights of sheltering service. The number of men and women attending the shelter fluctuated between five and twenty-one each night, depending on the night. We noted that as word of mouth on the street got out our numbers increased. Supporting the housing continuum in the City of New Westminster, Lookout is a leading service provider – and continues to work to resolve homelessness one individual at a time.

## RESIDENTIAL PROGRAMS

### Annual Report

April 1, 2012 to March 31, 2013



Lookout provides a range of housing to adults, from highly supported transitional housing to independent housing with supports. Our goal is to assist tenants in achieving their highest possible level of independence and self-sufficiency. Most of our folks live with disabilities, often multiple disabilities. Residents have the opportunity to move within the range of housing services as their needs and abilities change. All of Lookout's housing is dedicated to local residents in the community in which the housing is located.

### WHAT MAKES TRANSITIONAL HOUSING WORK?

*It starts the moment a tenant moves in: developing, identifying goals and working towards Independence!*

*Key initial issues people face: inability to manage their increasingly complicated medication regimes. Budgeting fixed low incomes to stretch to the end of each month.*

*Have YOU ever tried to balance a fixed amount for an entire month?*

## TRANSITIONAL HOUSING PROGRAM

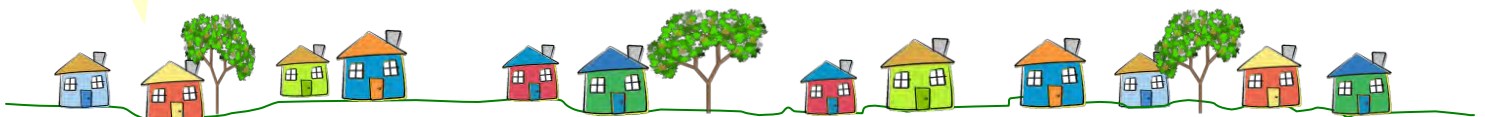
Lookout's Transitional Housing Program provides longer-term (e.g. up to 2-3 years) for chronically homeless individuals who require higher levels of assistance over a sustaining period to bring a greater level of stability to their lives. The program specifically targets those having few, if any, housing alternatives – unable to meet their own basic needs and not able to access communal living options. Staff provide support, direction and assistance to tenants, enabling them to develop the skills they need to increase their health and stability, and to work towards greater independence. Transitional housing bridges people into permanent housing solutions which meet the needs of the individual. Despite having **166** units at **6** sites, waitlists are long and finding places for people to move to is an issue: there is not enough housing, particularly with appropriate supports, that is affordable for people! Three of the sites (Hazelton, Yukon and North Shore) are co-located with Lookout shelters. The Cliff Block and Rhoda Kaellis are in New Westminster and the Sakura So in the Downtown Eastside.



Transitional housing forms an integral part of the housing continuum, offering our tenants a time sensitive opportunity to access supportive housing services, stabilization of health concerns, social and economic issues that may have affected their ability to maintain safe and affordable housing. Tenants identify issues that put them at risk of future homelessness, and work towards managing or overcoming these issues. Common issues are mental illness, addictions or challenging behaviour which may include a lack of social skills, serious personal hygiene or room cleanliness issues or a threatening demeanour – and any could be a barrier to housing. The bottom line is that people cannot put others or the building(s) at risk. At move in, people often have little self-esteem and a sense of hopelessness. With staff support, these feelings begin to turn around and social or lifeskills begin to improve. Main barriers begin lifting and they start to be more successful at managing their 'monkeys'.

Each of our residences has its own tenant selection committee consisting of local service providers who can best respond to community needs – matching new tenants to the population and ensuring staff resources do not become overstretched.

Residents are frequently challenged with numerous issues, mental illness and/or addictions. With the support of a caring staff, tenants begin to work towards their own goals, change their behaviours and reduce the risk of future homelessness. Individual goals vary depending on personal need. It could be as simple as finding affordable housing that is suitable to their lifestyle. For others it may be re-learning skills needed for everyday living such as shopping and cooking skills, anger management, medication handling or problem-solving.



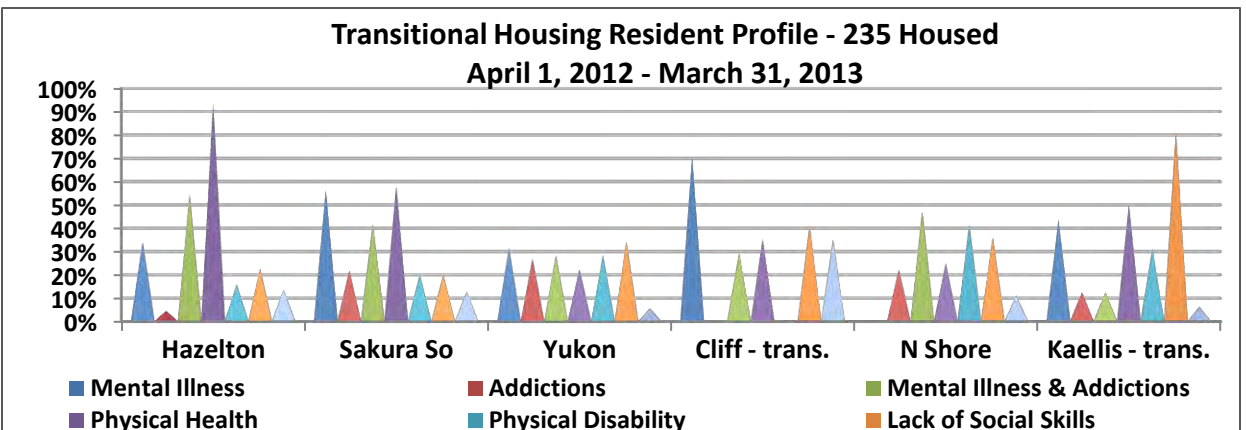
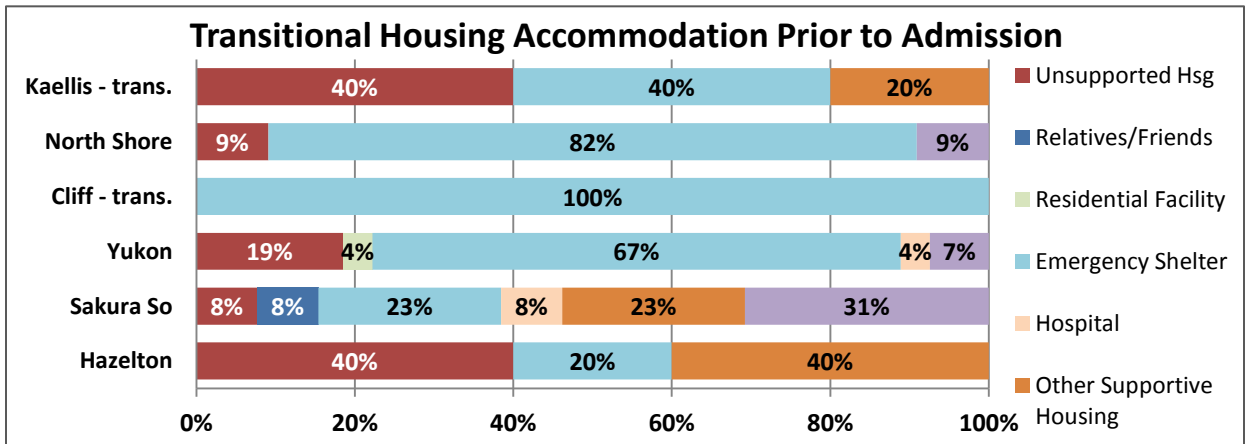
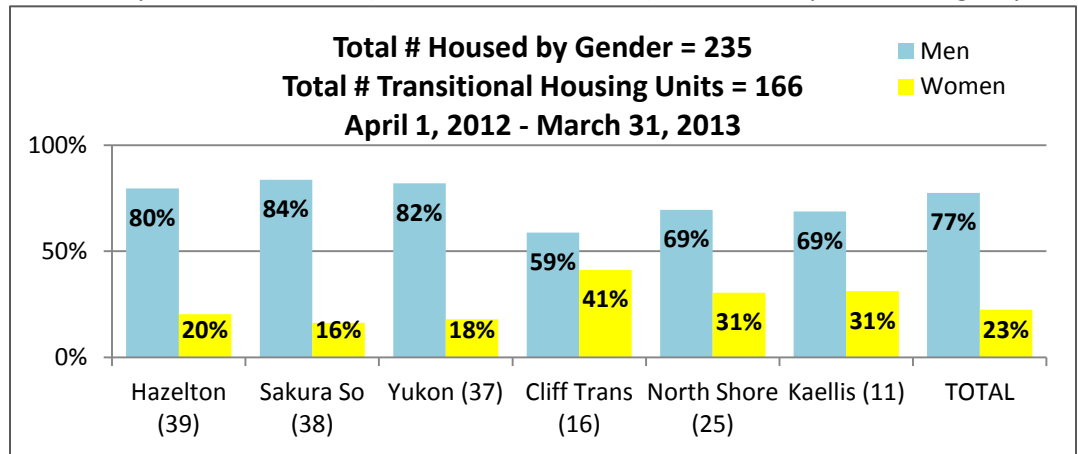


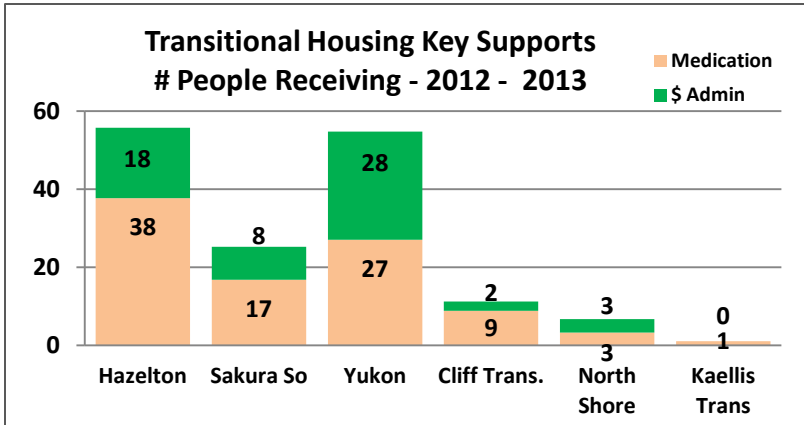
Literacy classes help some catch up on missed schooling and others become involved in volunteerism or vocational training. It all helps to maintain a stable living environment

Lookout has 2 skill training programs developing into social enterprises: the *North Shore Culinary program* that offers basic skills necessary for working in working kitchens; and *Cycleback*, a program that provides certified bicycle repair training through Yukon. Both work in partnership with dedicated private enterprise and are supported through government and community. A partnership with Vancouver Community College provides literacy classes without charge to Lookout clients and has relocated to First Place from its previous location above the LivingRoom Drop In. Despite a few challenges this year, Lookout is committed to these programs where numerous people have learned valuable skills. We are always looking for new partners, ideas and funding to create more opportunities that benefit our clientele.

Lookout housed a total of **235** individuals this past year, including **62** new tenants. As usual, tenants have come from a variety of referral sources. This year **34** individuals (**55%** of all new tenants) came directly from emergency shelters – a 10% more than last year. Others came from street **7 (11%)**, **6** from other supportive housing (**10%**), **6** from hotel/rooming house, unsupported housing **5 (8%)**, supported (**10%**), residential facility (**10%**), relatives (**5%**) and **1 (2%)** each from: relatives/friends, residential facility, medical and psych hospital.

**75%** of all tenants suffer from some sort of mental illness of which **36%** live with addictions. **47%** have physical health issues, **23%** suffer from physical disability while **39%** lack social skills.

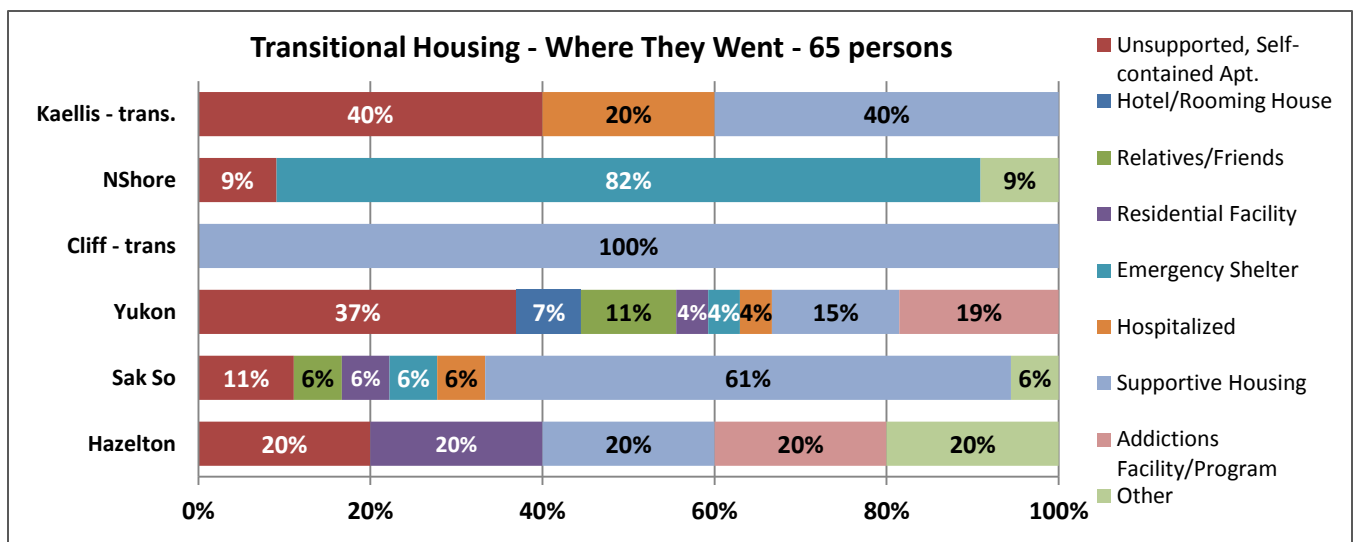
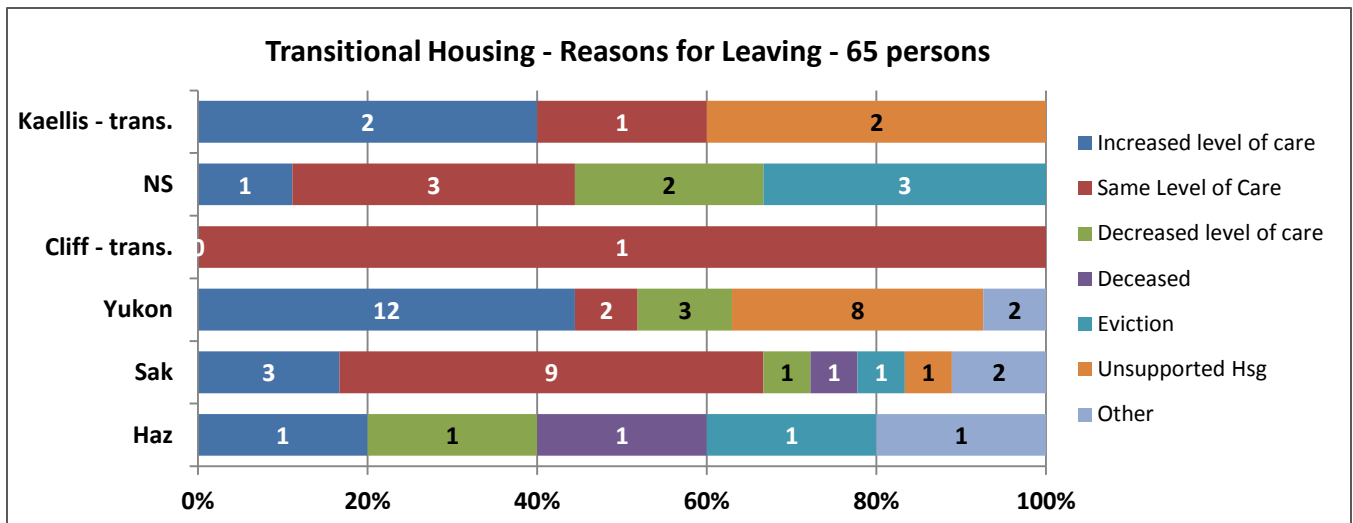




This past year **65** individuals moved from our transitional housing program, a increase of **20%** compared to last year (**54**).

**19** required more care than we could provide (due to physical, mental health and/or addictions) – **29.2%**, **16** left to different program providing the same level of care more suited to their needs (**24.6%**); **11** required less care so they went to unsupported housing (**16.9%**), **7** required less care (**10.8%**), **5** were evicted (**7.7%**), **5** went to

other. Sadly, we had **2** deaths within our transitional housing this year (**3.1%**). Although difficult, tenants and staff were able to gather to remember and care for each other.



Excerpts from the Individual transitional housing reports by the staff/managers of the various housing follow. Copies of the full report can be obtained from the Lookout administration office.



## CLIFF BLOCK

Dave, Brown, Community Services Manager

*The Cliff Block, a heritage building, has 16 units of transitional housing co-located with 7 units of supportive permanent housing and an Outreach program. As most tenants live with disabilities, often multiple disabilities, residents have the opportunity to move within the range of services as their needs and abilities change.*

The 16 units of transitional housing at the Cliff Block provided homes to **17** individuals this past fiscal year: **10 men (59%)** and **7 women (41%)** with only **1** new resident who came from an emergency shelter. The vacancy became available when one of our long term tenants was able to move into permanent housing also at the Cliff.

While we realized significant progress for many of our tenants, we also experienced a loss of community services, resulting in program restructuring and cutbacks to services that are essential to our population. Staff, collaborative agencies and the tenants themselves have had to take extraordinary steps to stay on course and to develop a close, respectful community.

**100%** of our transitional tenants live with mental health challenges including **29%** live with both mental illness and addictions. **41%** are lacking social skills that significantly impact their daily lives. **35%** cope with other issues they want to address while living in transitional housing. Our tenants cope with major health disabilities: medical conditions have jumped over the past year, **35%** this year vs. **29%** last year and **18%** 2 years ago, demonstrating the increased complexity of health care needs of our tenants.

To realize that the Cliff Block has grown into a 'tenant driven' community carries with it proof positive that stable housing, supportive staff and good planning all go hand in hand. The Tenant Advisory Council has become a solid resource for a means of co-managing the site, programs and issues facing tenants. The tenants at the Cliff Block are organized and fully aware of the role of life planning and skills building. The tenants often seek assistance from staff for course material, programs for life learning, budgeting, social networking etc. It is an amazing level of help to have people available and willing to support the work of the tenant and not the other way around.

## HAZELTON RESIDENCE

Michelle Raufeisen, Program Site Manager

*The 39-unit Hazelton Residence is located on the second and third floors above the Downtown Shelter and provides the highest level of support to all Lookout residential programs. Residents have their own secure room but share washrooms; most choose to have their meals in the downstairs dining room. The mandate of the Hazelton Residence is to provide housing for adults who call the Downtown Eastside their home community, who have few, if any, other housing options, who have histories of homelessness and who require 24-hour supervision and some assistance with daily living. Five rooms are designated for folks who are living with HIV/AIDS.*

This year has been calm and stable compared to some previous recent years; there were far fewer incidents, fewer move ins/outs and less staff turnover. Staff at the Hazelton have made communication amongst each other a priority and they continue to work like a well-oiled machine. Staff did experience some behavioural challenges with tenants, including one assault on a team member, but they were able to work through and problem solve around the issues, ensuring the attacker did not end up homeless. To facilitate this, we worked alongside other Lookout housing programs to ensure that we could provide the best continuity of care possible.

The 39-unit Hazelton served **44** unique individuals over the course of the year, including **74%** who were between the ages of 45 and 64. Of the **5** new admissions, **80%** were in need of supportive case management. The other was due to the need to swap with another Lookout residence so that we could house a Hazelton tenant who received a "no contact order" with a staff member after an assault. In this way we were able to keep the person housed in a program where they receive the same level of support the Hazelton offers.

This year we saw a significant decline in police calls, **7** vs. 22 last year and 57 two years ago. We can conclude that this means staff were able to de-escalate more situations, and tenants are more stable. We had to call an ambulance for tenants only **17** times (vs. 34 last year), and did not need to call Emergency Mental Health/Car 87 at all which is another significant decline from previous years at **2** last year, and **26** the year before. These stats clearly illustrate the competency of the Hazelton staff to work with tenants towards more stability.



As in other years, the deterioration resulting from years of homelessness and substance abuse has progressively led to the need for geriatric care for some of the Hazelton tenants. However, we sometimes find their behaviour has been a barrier to them being able to access this more intensive, supported housing.

Consistency and reliability with the people we serve is hugely important and with the Hazelton staff team in place, tenants are getting all of their needs met, and more. They are being encouraged to push themselves to new levels of independence, in however many small steps it may take, and are met with positivity and encouragement.

## YUKON TRANSITIONAL HOUSING

Nate McCready, Program Site Manager

*Yukon Housing has 37 self-contained housing units located above the 24-hour emergency shelter. As with the Hazelton and North Shore residences, this co-existence allows the shelter's overnight staff to provide emergency backup for the tenants when the Tenant Support Workers are off duty. While residency is up to two years, exceptions can be made after re-evaluation of the resident's case plan indicates further support and assistance is still required to make people successful in transitioning to permanent housing. Yukon has had great success in working with the residents to set goals in a case plan, assess and review progress and then set new goals to achieve a greater level of independence.*

Yukon Transitional Housing served a total of **67** people this year, **55** men (up 8) and **12** women (up 1). This represents a turnover of **27** units this year, 8 more than last fiscal year. Residents were referred largely from emergency shelters accounting for **18** of our residents (**67%**). Our occupancy rate was **108%**.

Yukon's Transitional Housing program, augmented with funding from Vancouver Coastal Health's SMART program, has been able to assist people in learning the necessary life skills to continue on living successfully after they leave our program. Once tenants have secured safe, affordable housing, they are able to put their energy into improving other aspects of their lives. For example, **32** tenants have learned how to self administer their own medications, while **43** tenants have learned how to manage their own finances.

Our 4-6 member tenant advisory committee gives feedback and guidance to program development and activities, and are currently exploring setting up a women's group. They also give new tenants an orientation to the housing program and building, a great way to introduce people! Tenants also mentor each other: e.g. one is teaching others computer skills. Mentors play a key role in helping tenants through this stage of their lives, as they have lived the experience. Various tenants also plan social events to celebrate special holidays. All told, **14 (30%)** of the tenants participate in some way within the Yukon Housing. Many tenants report to staff that they are happy with the changes that have occurred since moving into Yukon.

**10** individuals or **37%** of the **27** who moved away were able to move into unsupported, self-contained apartments. Of the remainder, **4** moved into permanent supportive housing, **2** to hotel or roominghouse, **1** to a residential facility, **1** moved to shelter, **3** moved with relatives and **5** entered into treatment programs. All but **1** had been in the transitional housing program for less than 3 years – but for **1** person, it took almost 4 years to find housing that met his needs.

**Cycleback** The Cycleback program that is an 8-week bicycle repair and training program that provides opportunities for people living in the transition program and the community at large. In the last fiscal year, **14** people were able to complete the course. Of those, **2** were able to find fulltime employment, **5** part time and **3** are working independently fixing bikes. In addition to providing training Cycleback was also able to give bikes to people on low or fixed incomes. Thanks go to Lookout's Robert MacDougall who developed and continues to nurture the program and to the growing number of community partners; Mighty Riders (which remains the driving force in the training department), Vancouver Foundation, City of Vancouver, Mount Pleasant House, Our Community Bikes, Mountain Equipment Coop, and Norco. However, Cycleback has been hit with funding challenges this year and we are currently trying to find ways to keep the program going.





## NORTH SHORE HOUSING

Linda Fox, Program Site Manager

*In April 2005 Lookout opened our North Shore Residence, providing 25 units of housing for chronically homeless North Shore residents who require higher levels of assistance over a sustaining period to bring a greater level of stability to their lives. The aim of supported transitional housing is to bridge people in permanent housing solutions that meet the needs of the individual. The bridge that we provide is comprised of consciousness raising, skill development, barrier identification and problem solving, social integration and the healing effects of a tenant-centered, non-judgmental and caring environment.*

The demand for supported housing on the North Shore is apparent with our **100%** occupancy rate since opening, and our waitlist continues to grow – we now have **80** applications despite us only wanting a priority waitlist. It is a sad commentary that one of the world's most affluent societies (and one of Canada's most prosperous neighbourhoods!) continues to see growing numbers of people who are absolutely homeless.

In 2012-2013 a total of **36** individuals were housed in our 25-units of supportive North Shore Housing. **11** individuals moved in (**8** men/**3** women) while **6** men and **3** women moved out. **31%** of our tenants were women (**11**) while **25** were men (**69%**). Most new residents came from the emergency shelter - **9 (82%)**, but others arrived from various places: unsupported housing **1 (9%)**; and **1** came from absolute homelessness (**9%**).

A new addition to the Tenancy Program is the Community Kitchen Project. This project was started in the fall of 2012 and its weekly occurrence has become quite popular. Although staff oversee the program for coaching purposes, it is the tenants who do all the scrumptious cooking. It's a good opportunity to build interpersonal skills as well enjoying a healthy home cooked meal!

Of the **9** tenants who left, the majority (**3**) tenants went to other supportive housing with same level of care (**34%**); **2** tenants required less care (**22%**) while **1** needed more care (**11%**) and **3** were evicted (**33%**) – **2** long-stay tenants because they no longer needed our level of support, but couldn't find acceptable other housing, and **1** because of violence. Eviction is rare within Lookout and only occurs after all efforts to remedy the issue have failed. Staff continue to work with tenant to find alternative housing or shelter and no one is evicted to the street.

We celebrate with our tenants who've moved on, and continue to offer support. Tenants do not want to be forced from their own community to find affordable housing, and that is a conundrum for staff as tenants struggle to remain local, with the lack of available housing.

## SAKURA SO RESIDENCE

Laurel Nagem, Acting Downtown Residential Manager

*The Sakura So Residence is a 38 unit heritage roominghouse purchased in 2001 as transitional housing for adults, thanks to a grant from the federal government's Homeless Initiative (Supporting Community Partnerships Initiative.) These housing units, located above retail space, have cooking facilities and the washrooms are shared. Nine of the units are double rooms. There is an elevator, making the building a good option for some of the many residents of the Downtown Eastside who, due to health issues, have difficulty managing the flights of stairs so common in most roominghouses and SRO's. The building also boasts a roof patio, offering a superb view of downtown and the North Shore mountains – it's a cool place to relax on a hot night!*

Sakura So housed **55** people over the past fiscal year, an increase from the **50** served the previous year. **9 (16%)** women and **46 (84%)** men; the overall ratio of men to women is virtually unchanged from the previous year.

**18** residents moved out during the year, with **13** new tenants moving in. Among the new tenants, most were without homes - **4 (31%)** came from the street; **3 (23%)** came from a shelter; **3** from supportive housing; and **1** each came from hospital, from relatives/friends and from unsupported housing. All new residents were referred to Sakura So because of their need for case management services. Of the **55** residents who stayed at the Sakura So, **54** were mentally ill (**98%**), including **23 (42%)** who also deal with addictions. In total, **35 (64%)** of the tenants live with addictions (including the **23** mentioned above.) **31 (56%)** suffer from various medical conditions and **1** is HIV positive (**2%**); **11** have various physical disabilities (**20%**); **11 (20%)** lack social skills and **7** are dealing with variety of other issues (**13%**).



Our small kitchen next to the office somehow manages to regularly turn out excellent meals for the tenants. Between **36-38** (about **66%**) people routinely share the meal together, while also learning about nutrition and improving their cooking skills. Two years ago, we received a grant of \$35,000 from "Hockey Helps the Homeless" to build a new community kitchen. The plan involves upgrading the existing building lounge and adding the community kitchen facilities there. However, it is being delayed until major structural renovations are done in 2013. Staff and residents look forward to a new kitchen with anticipation, knowing that it will open the possibilities for more community events and meals.

The last of our Japanese residents sadly passed away this year. After Lookout purchased the building in 2001 from the Nikkei Japanese Society, several of the tenants chose to remain. They were an important part of the diverse population who called the Sakura So home. This marks a change and his death was mourned by tenants and staff.

Of the **18** tenants who left: **4** had stayed less than a year, but most were long term tenants with **3** staying 2-3 years, **6** between 3-5 years, **1** between 7-8 years and **4** (including the Japanese gentleman) who had stayed for over 10 years – an indication of how valued housing like the Sakura So is within this community!

## RHODA KAELLIS RESIDENCE

Dave Brown, Community Services Manager

*Purpose built, the Rhoda Kaellis opened in 2010 and has 11 units of transitional housing for local New Westminster residents. It is co-located with 13 units of permanent housing. As most tenants live with disabilities and often multiple disabilities, residents have the opportunity to move within the range of services as their needs and abilities change. Lookout's highly successful and respected Cliff Block serves as a model for the Rhoda Kaellis.*

As we complete our second year in operation and look to the future we are proud to see the work done by our tenants and staff together as they continue to take the special care needed to reduce the carbon footprint within the LEED building designation. We are pleased to have earned a Gold Level Standard for our building.

Tenants at the Rhoda Kaellis are encouraged to work through self-identified case plans in a community based manner with personal choices and self-determined life skills programs. Despite being a very new supportive housing program, tenants have moved forward in their personal goal planning in a number of positive ways. We note an improvement in tenant mental health and wellness and are optimistic about some progress for those suffering with addictions.

All **11** units of transitional housing at the Rhoda Kaellis remain full. **16** tenants stayed this year: **5** women and **11** men. Most tenants (**14**) have mental illness including **7** who also live with addictions, **13** tenants have addictions including the **7** with dual diagnoses; **5** deal with physical disabilities, **13** had a lack of social skills and **1** has other issues. Of the **5** individuals (**2** men, **3** women) who moved out, **2** required an increased level of care, **2** were placed into independent housing and **1** moved to supported housing that met their personal needs. It is interesting to note that residents in the transitional housing program appear to be younger, with **5** individuals (**45%**) between 25 and 44 years of age and **6** (**55%**) between 45 and 64.

The length of stay for the transitional housing dwellers is expected to be up to two to three years. However, as the term of residency is based on a tenant's need and available options, residency may be re-evaluated and extended based on the continued need for support and assistance. The need for greater numbers of permanent supportive housing units remains extensive, and is Lookout's number one challenge. We simply cannot find accommodation that is affordable for our residents. Nor do we believe our tenants should be forced to leave their home community, where they have support, connections and comfort, simply because that community doesn't meet the housing needs of their own population.

# RESIDENTIAL PROGRAMS

Annual Report

April 1, 2012 to March 31, 2013



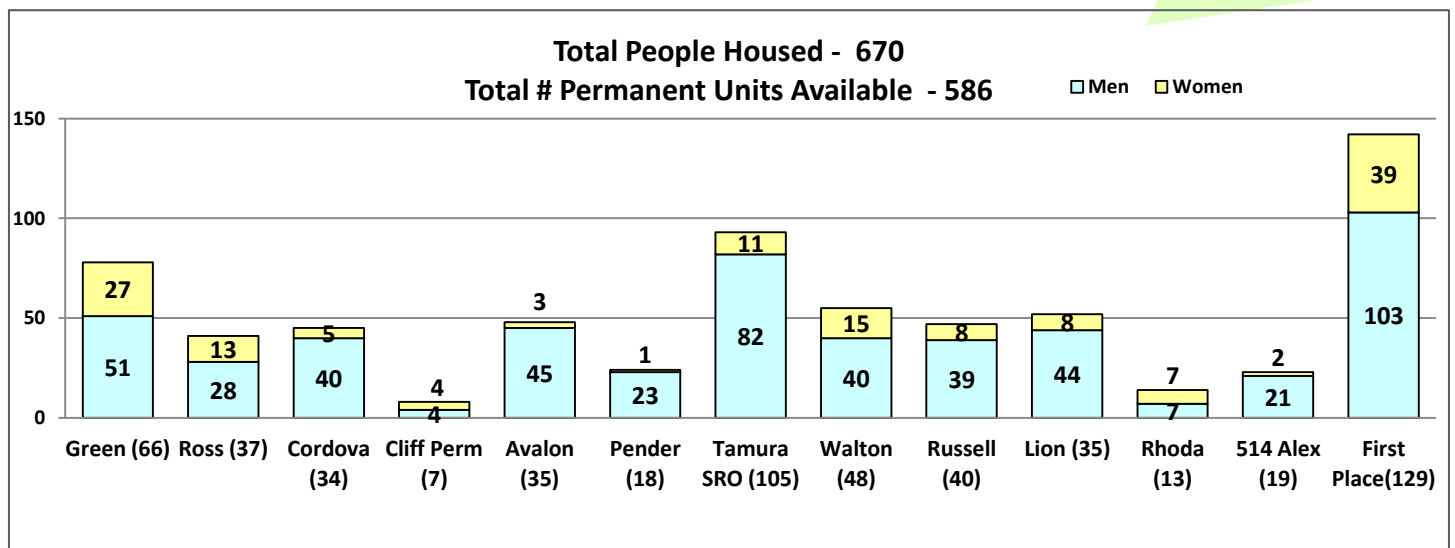
## SECOND STAGE PERMANENT HOUSING PROGRAM

Lookout offers permanent housing with some support for people with a history of homelessness and who no longer require assistance in day-to-day living, but who require support to maintain and flourish in their independence. Lookout has been providing this “third stage” housing since 1978, starting with roominghouses in the Downtown Eastside, and expanding in 1993 to also offer self-contained housing. All of Lookout’s housing in rent-g geared-to-income or set at the income assistance level. BC Housing generously provides the subsidy for all our self-contained permanent housing to ensure that men and women with no housing alternatives can have a home they are proud of. When and where needed, support staff provide assistance and work with residents to develop life skills and link to necessary community services to help the residents enjoy successful healthy lives.

Our housing also honours individuals who have contributed greatly to the resolution of homelessness. The Jim Green Residence is proud to bear the name of one of the Downtown Eastside’s preeminent advocates for safe, secure and decent housing in the area. The 37-unit Jeffrey Ross honours a past beloved Lookout shelter manager. Jeffrey was an incredible advocate for people and no matter what, had time and support for everyone.

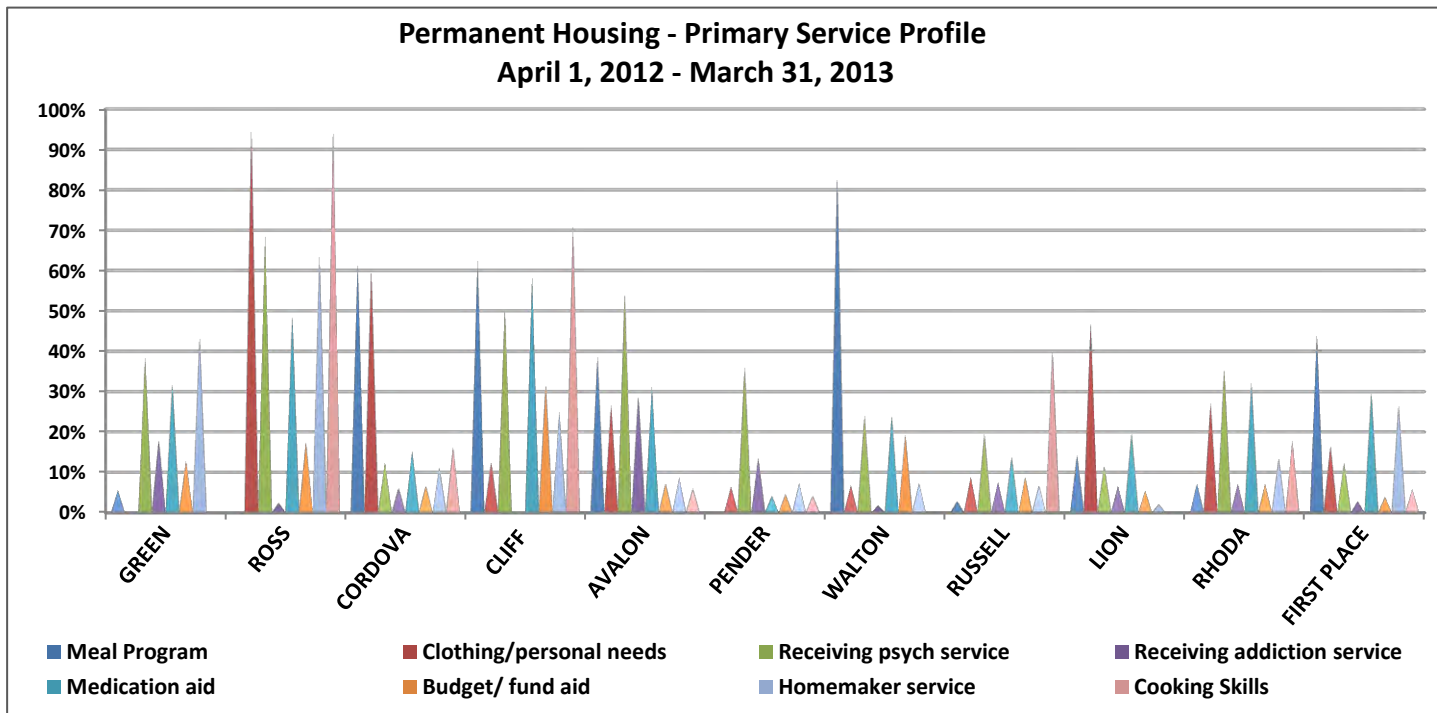
Tenants offered permanent or long term subsidized housing are people who are most at risk of homelessness and commonly live with physical disabilities, emotional or mental impairments, cognitive limitations and/or various levels of addictions. For many the lack of life skills such as learning to say “no”, anger management, poor insight into basic hygiene skills or maintaining their home makes permanent housing difficult. This year we were proud to add another **129** units of permanent housing with the opening of First Place. This now brings the total to **586** homes that were made available to **670** individuals – **527 (79%)** men and **143 (21%)** women.

**PERMANENT  
HOUSING  
WAITLIST  
3,632**





Lookout's permanent housing is highly sought after, particularly given our minimal barrier, supportive approach. Our downtown waitlist has now climbed to **3,632!** Each building has established its own tenant selection system to ensure that those who have the least housing options and are at high risk of homelessness are the people who we house. This also ensures our housing and services are well integrated into the community and network of services.



Generally we have a low turnover. This year's total is **225 – 34%** higher than last year's **167**, however, it does include **142** individuals who moved into the brand new First Place. Without this abnormality, our turnover actually dropped by **65%**! As well, some rooms at the Tamura deliberately left vacant at BC Housing's request. Tamura is one of the 13 SRO hotels slated to receive extensive renovation and restoration but is later along the work timeline. Rather than completing costly fix-ups, vacancies were unfilled. But when other DTES tenants required temporary accommodation while their SRO site was being renovated, BC Housing found funding to make the vacant rooms safe and available.

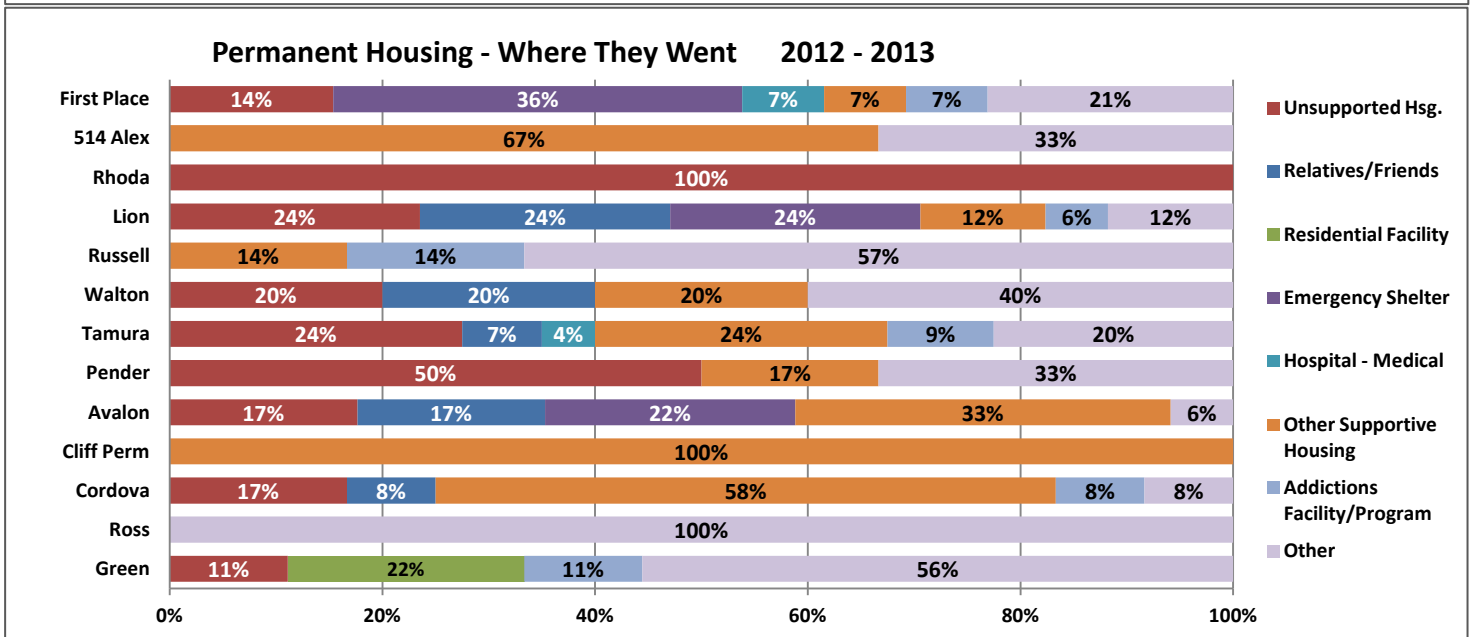
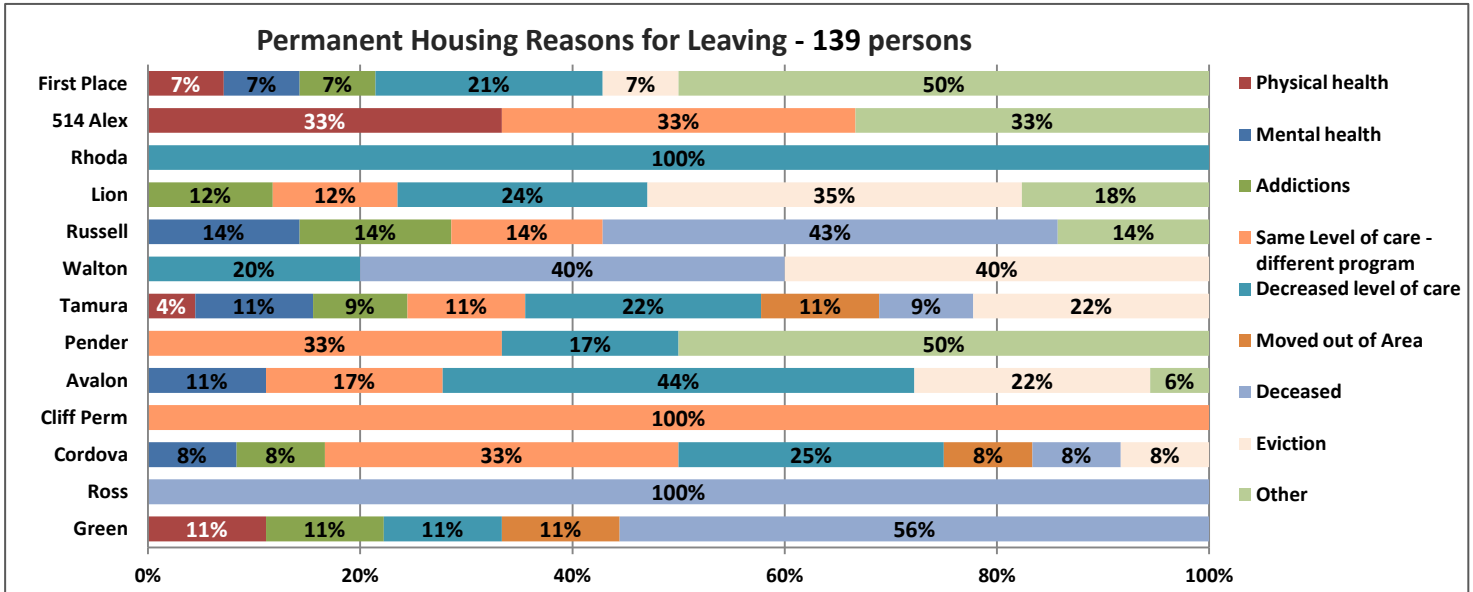
As per prior years, our largest turnovers tend to occur in our partnership programs (where Lookout provides supportive services to a portion of residents within the building): Avalon with **13** new tenants (**11** last year but **23** a year earlier) and Cordova's Residence with **12** (vs. **11** in 2012). As people become more accustomed and willing to participate in programs offered, we note that people's lives become more stable.

There were **139** move outs over the year, and not surprisingly, the largest move outs were at Tamura (**45**), the Lion (**17**) and Avalon (**18**). Overall, our individual housing reports indicate that many people are able to successfully relocate to housing that better met their individual needs, including those who move between the various Lookout housing programs where levels of support and interventions may be more suitable to their specific requirements. Of those who left our permanent housing during the year, **28** went into unsupported housing and **33** to other supportive housing, often within Lookout.

This year **13 (11%)** people ended up in shelters despite all our efforts to maintain their housing. Many of our residents live with addictions – and we are pleased to report that **9** people (**7%**) were able to be placed into treatment while **12 (10%)** went to stay with family/friends, **3** went to hospital while **7** went to psych. hospital, **15** to other and **16** are deceased.



Of those who left us, **15** people were evicted primarily due to violence or other safety issues and 4 fewer than last year. Eviction is always a last resort at Lookout and only occurs after all other options and alternatives have been exhausted. Even then, staff attempt to work with the person and relocate to other sites (preferably within our own sites) that may be more appropriate for the individual. Most evictions (2/3) occurred within the either Lion or Avalon and rest in partnership programs) where staffing levels are at a minimal level. Inadequate staff support for programs is the most common reason for Lookout's frequent appeals for funds.



Very sadly, **16** tenants died during the year, mostly health related. This is **4** more than last year – the cause for **11.5%** of all vacancies and represents **2.4%** of all tenants housed in permanent housing throughout year! It is extremely hard to watch the decline of our clients' health, often caused by years of poverty and homelessness. Death is never easy, but for the residents and staff at the six permanent sites where tenants passed away, it was exceptionally difficult. Many of the tenants were well-known and well-loved members of the community. Staff have coped well, gently supporting each other and the clients through the grieving process. As is our custom, each person was remembered with a memorial where residents, staff and any known family and friends could gather and share stories and memories. Often we receive comments on the caring community found in our residences.



The following excerpts from the Individual housing reports by the staff/managers of the various housing follow. The full reports are available from the Lookout administration office.

## FIRST PLACE

Richard Turton, First Place Residential Manager

*First Place, a 12-storey highrise, opened in May 2012 with 129 units of permanent homes for adult men and women who have histories or are at high risk of homelessness with preference given to people from Vancouver's Downtown Eastside or Mount Pleasant communities. The 129 studio apartments are self-contained and include 8 units that are fully handicapped accessible. Communal spaces include a large lounge/activity area, laundry rooms, library, computer lab as well as an exterior courtyard, 2nd floor patio and a roof top amenity space. The building is built to LEED Gold standards to reduce environmental impact and residents/staff follow "green" practices and use environmentally friendly products to maintain the standard.*

*First Place is part of an innovative partnership between the City of Vancouver who provided the land, the Province of BC who provided the funding for construction and Lookout who manages the building and provides assistance to residents to strengthen or develop living skills that help them move towards even greater independence and more stable and healthier lives. Funded through BC Housing, Lookout staff are on site 24/7 to support the residents to be successful. Vancouver Coastal Health provides additional funding and support for thirty residents. Rents are subsidized by BC Housing and set at the Income Assistance shelter rate for singles or couples.*

First Place, Lookout's newest permanent residence, was commissioned and tenanted in May 2012 with much enthusiasm and fanfare. It is part of a larger network of safe, secure and supportive housing stock developed in conjunction with the City of Vancouver and BC Housing. First Place provides permanent, subsidized housing for low income, homeless or at risk individuals, many who live with multiple alcohol, drug, physical and/or mental health challenges. Most residents are individuals but couples are also welcome. The units are approximately 320 square feet, come with kitchenette and three piece bathroom and are furnished with bed, mattress, dresser and chairs. A few units have been designated as non-smoking and others as pet-free.

Selecting the first 129 tenants was a challenge! It was essential that tenants met the specific criteria for First Place and that there was no perception of favoritism or prejudice. We thank the Tenant Selection Committee, 30 people who generously gave their time to sort through over 600 applications and interview applicants and evaluated applications. With tenants chosen, information meetings held, staff hired, we waited anxiously for the building to be ready.

Bringing together enough people to fill a 12-storey building is an enormous challenge in itself. Creating a community within a newly assembled group of individuals is a more complex and time consuming process. As expected, the First Place community has had its growing pains. Despite the best efforts of staff, some tenants found the move difficult and wanted to return to more familiar surroundings, friends and routines. In some cases we were able to accommodate by working with them or moving them within the building or, as needed, to other sites. By the end of March 2013, First Place had **142** tenants all together. All applicants met the conditions of the Memorandum of Understanding (MOU) as to accommodations prior to admission as set out by the funders. Of **142** tenants who stayed here **75 (53%)** came from unsupported housing and **31 (22%)** came from emergency shelters. Others, came from other supportive housing (**19**), from the street (**12**), were living with relatives/friends (**3**) or directly from an addiction program (**2**).

One would expect the initial year of tenancy to be quite chaotic – even if it were not for a previously un-housed or under-housed population. It has certainly taken some time to build a rapport between staff and tenants and to establish an understanding of the expectations and rules of what constitutes acceptable and unacceptable behaviour.





Even within minimum barrier housing, threats or acts that may affect the safety of others or the building are not tolerated. It will take time, understanding, support and patience to help people relearn how to live in a home. For some, even with minimal barrier support, the transition to permanent housing was as stressful as it was eventful. It is comforting to know that community resources are accessible to our client population and we are working towards building stronger relationships. Staff and tenants are to be complimented for their growing trust with each other; and especially the ability of First Place staff to build such a rapport that **17** individuals entered into treatment – something of a success story!

Of the **14** tenants (**8** men, **6** women) who left First Place during the first fiscal year, half stayed less than 6 months and the other half stayed 7-12 months. The need for an increased level of care and addictions were noted as contributing factors to leaving First Place. We are greatly encouraged that, although **14** tenants left during the first fiscal year, no tenants were evicted.

Volunteerism amongst tenants lays the groundwork for ownership and community building and, less than a year old, First Place already has a number of committed volunteers. A small but dedicated group takes care of the Community gardens and indoor tropical plants. There is a volunteer Fire Warden for each of the 10 floors and tenants volunteer for the Tenant Committee. Volunteerism, albeit slow in some areas, continues to grow. Tenants bring their ideas forward and are encouraged through monthly tenant committee meetings. Suggestions have been implemented already . . . and more ideas are always coming.

Staff and tenants would like to thank all those who volunteer – from BC Housing and Vancouver Coastal Health staff to smaller community resources and members of the public. Their volunteer expertise focused on areas such as: Tenant Selection, Community Kitchen, Education and Medical or Mental Health support services – all necessary and vital to ensuring First Place tenants receive the required supports and services to succeed! Finally, congratulations to First Place staff who persevered through the tenanting of First Place.

## CLIFF BLOCK RESIDENCE

Dave Brown, Community Services Manager

*The heritage Cliff Block has 7 units of permanent housing for local New Westminster residents. It is co-located with 16 units of transitional housing. As with other programs, the staff work closely with each resident to strengthen their skills and abilities, setting goals and creating plans to achieve their highest possible level of independence and self-sufficiency.*

In our **7**-units of permanent housing, over the past fiscal year we housed **8** people: **4** women and **4** men – a very rare 50/50 split as men usually outnumber the women at all other Lookout locations. Only **1** tenant moved away to another more suitable and more independent housing program, allowing one very happy woman from the transitional program to fill the vacancy. Our occupancy rate remains at **100%**. All **8** tenants are mentally ill with **3** (**38%**) living with concurrent disorder. **6** lack social skills (**75%**) while **3** have physical disabilities (**38%**); and **2** are dealing with physical health issues (**25%**).

One of the most important tasks that our staff provide is supporting tenants to correctly take their medications and assist them access medical health care. All staff are trained and provided oversight by a nurse and his team to ensure the safe and proper administration of medications. Of all our permanent tenants at the Cliff Block, **32%** rely on staff for assistance with medication regimes to keep themselves healthy. Managing money is also a key skill that keeps people housed and a challenge for many. **32%** tenants also request assistance from staff to provide financial support to assist in managing their money. Staff and tenants work closely together to ensure these basic needs are at all times available and met over and above the caring support and listening ear that the staff provides.

Diana's Dining Club, an initiative started and run by the tenants themselves, is moving into its second year as it grows, shapes and develops into something more than the sum of its parts for some of the tenants in the building. This program offers the opportunity for not only planning and implementing a healthy food program, but a chance to better budget, to stretch those limited funds and to being able to take full responsibility for 'life decisions' by each tenant.



## JIM GREEN RESIDENCE

Laurel Nagem, Acting Downtown Residential Manager

*The Jim Green Residence has 66 one-bedroom permanent apartments for adult residents of the Downtown Eastside. Built in 1996, all suites are completely self-contained and most have balconies. There is a large courtyard with gardens and three roof patios with fabulous views of the harbor, the North Shore and downtown, especially popular on hot summer days. There is also one two-bedroom "emergency suite" which is made available to families who cannot be accommodated in the Lookout shelters and who cannot be placed in family shelters due, for instance, to a lack of space. Single adults or couples who do not need a higher level of support may also stay in the emergency suite when shelters are full.*

The Green housed **51 (65%)** men and **27 (35%)** women for a total of **78** tenants this past year. This reflects Lookout's commitment towards better gender balance in our housing, especially given the lack of safe housing options for women in the Downtown Eastside. We also have **3** couples – the same as last year.

The Green residents are models to other sites and have an exceptional commitment to giving back to their community with **29** residents volunteering either within the building or with other services and/or Lookout sites!. We are noticing one trend where the hours and effort spent on volunteer work has increased despite roughly the same number of volunteers. More than ever, tenants are helping each other with cooking, shopping, cleaning, comforting etc. The younger tenants are helping the seniors with shopping, meal preparations, cleaning, and organizing themselves. If someone is in palliative care or sick, others will make meals for them and provide them with company. This shows the impact that community development and capacity building has had on our tenants. They feel more connected and confident knowing that the Staff supports their efforts.

Leaving the Jim Green is rare as tenants value the decent housing and vibrant community that is found here. Unfortunately **5** tenants passed away during the year (**56%** of all who are no longer at the Green.) They are much missed by their neighbours and staff. Death is never easy but this year it was devastating! Some were long term residents who had developed strong friendships with their neighbours. As per Lookout tradition, memorials were held to say goodbye through shared stories and memories. Kudo's go to both staff and tenants who supported each other through their grief and sadness.

## JEFFREY ROSS RESIDENCE

Laurel Nagem, Acting Downtown Residential Manager

*Built in 1993, the Jeffrey Ross Residence is a four-storey apartment building with 37 one-bedroom apartments, 4 of which are fully wheelchair accessible. The Residence is for folks whose home community is the Downtown Eastside and who live with a disability, although able to live independently with appropriate supports. Rent is subsidized by BC Housing and set at a rate that is rent-geared-to-income.*

The Ross continues to be a quiet community with many long-term residents, including some who have lived there since the building opened in 1993. Only **1** suite became available during the year, but with an existing tenant being joined by a partner, we had **2** new tenants (**1** man and **1** woman) move in, both of whom came from other supportive housing. Overall, we housed and supported a total of **41** individuals in our 37 suites this year, including our two couples; and our occupancy rate climbed slightly to **105%** from 104%.

Mental health issues pre-dominate among **36 (87%)** of the residents, including **3 (7%)** who have addictions as a concurrent disorder. Unlike the majority of Lookout sites, the percentage of tenants with mental illness has not reduced nor has the numbers of people living with addictions increased. We believe this is a factor in maintaining the stability with many long-term tenants at the Ross.

As residents continue to age in place, many cope with serious health challenges which require long term treatment; the Clinical Housing Team has been invaluable in supporting residents through the process of appointments, treatments, and often surgeries. Most of the residents now receiving care via the Team were previously not connected with any primary medical care so their presence has led to substantial improvements in tenants' lives.



Our biggest challenge throughout the year has been the deterioration of our home. Plumbing problems have plagued us for a number of years, with many units experiencing leaks due to aged copper piping. The lack of available funding from BC Housing meant a change in how repairs were done, leading to numerous patch up jobs until a full retrofit can be approved.

We are very happy to hear that BC Housing has approved a full retrofit in this coming year, and everyone is looking forward to having it finally fixed – knowing that the disruption will be minimized as best is possible.

## 514 Alexander Street

*514 Alexander is next door to the Ross and is sometimes called “mini-Ross” or the “Ross Annex”. It is a 19-room heritage SRO managed by Lookout since August 2008. The two are operated together. Currently the mandate of 514 Alexander is to provide housing to area residents who are more independent and so not require as a high level of support as at the Ross.*

We housed a total of **23** residents, including **1** couple for a total of **21** men (**91%**) and **2** women (**9%**) this year. Our occupancy rate remained at **100%** throughout the year. **4** tenants moved in – all came from the street. Of the **3** who moved out, **2 (67%)** went to supported housing (**1** required more care, the other to a similar level) and **1** left to return to Toronto (**33%**). **2** tenants had stayed with us 2-3 years (**67%**) while **1** left within a year (**33%**).

One of the long standing issues in the building has been improved fire panel, the existing one, although meeting code, certainly was aged and not as easy to utilize. This year a new fire safety system was installed, a major improvement – although a number of tenants may have disagreed with that given the frequent disruptions that occurred during the installation! Now that it is in and fully functioning, things are much better for everyone! Along with that was a few other items such as a new shower. The fresh coat of paint throughout the hallways and common areas made things look good too and encourages the tenants! Thanks to BC Housing for this funding!

## RHODA KAELLIS RESIDENCE

Dave Brown, Community Services Manager

*Purpose built, the Rhoda Kaellis opened in 2010 and has 13 units of permanent housing collocated with 11 units of transitional housing for local New Westminster residents. As most tenants live with disabilities and often multiple disabilities, residents have the opportunity to move within the range of services as their needs and abilities change. The highly successful and respected Cliff Block serves as the model for the Rhoda Kaellis.*

All **13** units of permanent supportive housing at the Rhoda Kaellis have been fully occupied since opening. Our Tenant Selection Committee was able to incorporate several important factors into the interview process including a focus on gender balance (men **50%**, women **50%**) as well as considering the capacity to support the long term needs of the tenants. We have **2** significantly mobility limited tenants who are able to manage with a disability accessible suite, the use of the elevator as well as using mobility devices.

The permanent tenants in the Rhoda Kaellis have found major success in improving life skills through a variety of means. Each unit has its own kitchen and is self contained which provides the appropriate venue to building life skills. The communal areas have facilitated social skills development and provide the opportunity for tenants to organize and function as a solid tenant advisory committee. This committee takes considerable responsibility in the building for managing tenant complaints, concerns and issues that become a focus of discussion with staff, management and other resources.

Of our **13** permanent units, there was only **1** discharge: tenant needed a decreased level of care, and moved to unsupported housing after being with us almost two years.





## HOUSING PARTNERSHIP PROGRAMS

### AVALON RESIDENCE PARTNERSHIP

Laurel Nagem, Acting Downtown Residential Manager

*The Avalon is a partnership formed in June 2004 under the Vancouver Agreement with the purpose of improving living conditions in SRA (Single Room Accommodation) hotels in Vancouver's Downtown Eastside. The pilot project demonstrates that with good management of hotels, incentives to upgrade and improve hotel premises and support services for hotel residents, hotels will be safer and healthier and residents will achieve an improved quality of life. The Avalon dedicates 35 hotel units to this partnership and received funding through a grant from BC Housing.*

This year we provided accommodation with support to **48** individuals (exactly the same number as served last year) of who **45** are men (**93%**), though we would be happier to see more than just **3** women. This is a general satisfaction with the building and services provided.

Several cooking areas are available in the hotel and the hotel provides space on the main floor where the hotel-supported meal program, to provide new programs, such as Popcorn and a movie and music night where tenants get to show off their talent. The hotel owners have started some of their own programs which are supported by our staff. The TSW provides input and ideas as well as resources and information to hotel staff to assist them in working with hotel residents who not supported by Lookout staff. Where a non-Lookout hotel tenant is not doing well or is at risk of losing their housing, and if program space permits, our staff can add that tenant to the Lookout program to provide the help needed to maintain their housing and/or improve their health and functioning.

Volunteerism is also strong, with tenants helping out in the new programs and in cleaning the building as well as helping Lookout staff with hospitality, such as coffee and snacks on weekends.

### CORDOVA'S RESIDENCE PARTNERSHIP

Laurel Nagem, Acting Downtown Residential Manager

*The Cordova's Residence Partnership Program is a partnership with Atira Property Management in a BC Housing owned building. The program goal is to make the Residence safer and healthier and support residents to achieve an improved quality of life. All 34 rooms are dedicated for Lookout-referred clientele with 8 hours of daily on-site tenant support. The Residence is a small SRA building, with standard SRA sized rooms, with shared washrooms and a common kitchen. Lookout has been at Cordova's Residence since April of 2006 though initially with different partners. Funding for the tenant support worker is through a grant from the Vancouver Coastal Health Authority.*

Out of **45** tenants who stayed, **32** have mental illness (**71%**), including **30** (**67%**) who are dealing with addictions. In total, **43** tenants (**96%**) live with addictions, including **30** mentioned above. **20** are suffering from medical conditions (**44%**); **3** have physical disabilities (**7%**), **5** lack of social skills (**11%**) while **15** are HIV positive (**33%**).

Knowing that the overwhelming majority of tenants cope with addictions that are often concurrent with a mental illness, Cordova's Residence has a strong culture of Harm Reduction. Harm reduction supplies are available at both the Atira and Lookout offices and given out without stigmatization or judgment. By providing supplies, we can keep people safer. It also opens the opportunity for dialogue, expressions of concern and, if requested, referrals to detox or treatment. Lookout's Harm Reduction philosophy stresses a holistic approach rather than just a focus on the provision of harm reduction supplies. Supporting tenants who live with addictions is multi-faceted - ensuring they have better health through proper diet and good nutrition and ensuring they access health care and follow through with health appointments.

The upgraded common kitchen is getting used by more tenants who cook their own meals. This year, a major emphasis has been on improving people's nutritional health – this is key for strengthening people's ability to address other issues such as anger management, addictions, medical conditions, etc.



There has always been a good sense of community within the building. With a new lounge/community space, tenants are able to hang out with friends, to enjoy hospitality, to increase social skills, to use the tenant computers and to learn from workshops and educational opportunities.

Everyone is looking forward to the upgrade of the entire building later this spring! Cordova's Residence is one of the BC Housing-owned hotels slated for renovations and heritage restoration – thanks to both the federal and provincial governments for making the funding available.

## LION HOTEL PARTNERSHIP

Laurel Nagem, Acting Downtown Residential Manager

*Commencing in August 2009, Lookout entered into a Vancouver Agreement (VA) partnership, similar to the Avalon, with the purpose of improving living conditions in SRA hotels in Vancouver's Downtown Eastside. The three-year pilot project between the City of Vancouver, BC Housing, Canada Mortgage and Housing (RRAP) and the owners (represented by Abdulhasim Abdullahi), ended in August 2012, and was continued by funding from BC Housing. Intended to demonstrate that with good management, hotels will be safer and healthier and residents will achieve an improved quality of life. The VA gave incentives to upgrade and improve hotel premises, and funding for support services for hotel residents. The success that Lookout has had in previous partnerships with privately-owned hotels, including the Avalon Hotel, has provided a model for supported hotels. The Lion Hotel dedicates 35 hotel units to this partnership.*

Lookout staff provide support to **35** tenants including assessment of needs. Where needs could be met and managed by the tenant without support, tenants were "graduated" from the program. Through the year, Lookout staff served **52** people, **44 (85%)** men and **8 (15%)** women, a very busy year! Most age groups were represented at the Lion, though **(34%)** fall in the 45-64 age group. As staff whittled back down to 35 program participants, there was only **1** admission in the year: a fellow from a rooming house.

Of the **52** residents, **27 (54%)** live with mental illness, including **17 (33%)** who also deal with addictions. **23 (85%)** of the tenants live with addictions, including the 17 mentioned above. Physical health is an issue for many tenants, with **19 (37%)** suffering with medical conditions. **11 (21%)** are HIV positive. We see this as an increasing trend as our population continues to age.

Overall, **17** tenants left the program this year, **8** fewer than the year before when construction work was ongoing. Of these, **4** moved to unsupported housing (**23%**); **4** to their families or friends (**23%**); **4** to an emergency shelter (**23%**); **2** moved to other supportive housing (**12%**). We celebrated when **1** tenant was admitted to an addiction treatment program. **2** others (**12%**) whereabouts were unknown.

## PENDER RESIDENCE PARTNERSHIP

Al Mitchell, Outreach Manager

*The Pender Residence, an 18-unit Downtown Eastside roominghouse, continues to be a successful housing resource for people staying in the shelters. It is another example of how Lookout and a private landlord can work in partnership to house the homeless. Lookout's Outreach staff support tenants at the Pender Residence as they seek more appropriate long-term housing options, help develop treatment plans for those struggling with addiction, assist individuals with eligibility requirements for all income security programs, explore vocational options, and counsel and direct tenants as required. The Outreach team is called upon for crisis intervention and preventative problem-solving at Pender Residence, driven by a desire to resolve tenant issues and maintain a stable living environment.*

The Outreach Team is appreciative of Pender Residence where they can place suitable candidates who are in emergency homeless situations. This year we were able to house **24** individuals (17 men, 1 woman), 2 fewer than a year ago. Referrals often come directly from various shelters (**86%** of **7** new tenants this past year) but also from other agencies such as La Boussole and the Strathcona Mental Health Team.



Of those admissions, **4** had a need to case management and the other **3** required staff supervision. Once housed at the Pender Residence, the Outreach Team continues to offer support, helping them to access income assistance and other services, develop case plans and provide emotional support. Of the **6** who left the program, **1** was able to move into more independent housing, **2** moved to a program that more closely met their needs, **1** went to jail, **1** went to a shelter and **1** left without notice.

Outreach thanks George Jang's family who took over the building after his death – they are following his generous tradition of fairness, kindness and understanding to our tenants. Thank you.



## BC HOUSING SRO HOTEL PROGRAMS

### TAMURA HOUSE

David Secor, Acting Tamura Coordinator

*Originally a partnership program initiated in December 2006, Lookout and St. James Community Services worked together to effectively and affordably meet the housing needs of people coping with challenges. In April 2008, Lookout took over the management of the entire heritage building. The hotel contains 105 rentable units and is owned by BC Housing. Rooms are standard SRA rooms, with larger rooms on the outside walls and smaller ones in the interior of the building. The building also has shared washrooms, showers and 2 kitchens on each of the three floors. Washrooms are designated specifically for women or for men and are located in each of the two wings on each floor. There is a small TV lounge close to the hotel front desk.*

*Funded through Vancouver Coastal Health, the original 35 units continue as a separate program within the building where support is given to individuals with a history of homeless and for those who are currently homeless or at risk in their current housing. A tenant support worker provides additional support and assistance to these residents and offers a range of services to help increase the stability and life skills including assessment, referrals/liason and management of medications and finances.*

The past year continued to be challenging for residents and staff alike in both the Supported Housing Program and within the hotel at-large because of the seemingly never ending repairs to the building. Each set of repairs meant disruptions for tenants as contractors required repeated access to tenant rooms, and washroom upgrades, while very welcome and absolutely needed, meant that washroom access was problematic at times. However, tenants were patient and accepting of the disruptions, knowing that the end result would be a better and more convenient building. Tamura is one of 13 SRO's slated for major renovation and heritage renewal through a partnership between the provincial and federal governments. Tamura's renos start in the fall of 2014; the exact scope of the work is unclear at this time but will be extensive. At that time, tenants and staff will need to temporarily move. Despite this, the renovations are looked forward to with anticipation. Tamura House is a prime example of Lookout's "minimal barrier" philosophy at work. Staff operate with a clear and fundamental understanding of the importance of secure and safe housing for anyone, but particularly for individuals dealing with addiction, mental health or behavioural concerns which often can be a barrier to securing and maintaining housing. All staff at Tamura House work with the tenants according to their needs and lifestyle to sustain a sometimes chaotic but overall safe and nurturing community. As well, Tamura endorses and practices Lookout's strong harm reduction philosophy. Safe using and smoking supplies are freely available and referrals to detox and treatment resources are encouraged when tenants are ready to look at changes in their lives. As part of Lookout's commitment to sound harm reduction practice and philosophy, work is underway to introduce next year a pilot project involving Tamura tenants around reducing harm for users of crystal methamphetamines.



## Tamura Supported Housing Program

This past year, service was provided to **43** adult men and women, slightly down from **49** the previous year. We had **10** rooms change tenants this past year: **6** coming from absolute homelessness and **4** coming from supportive housing. **28 (65%)** of our current tenants are diagnosed with a mental illness including **18** have concurrent disorder (**42%**); **32** live with addictions (**75%**) including 18 mentioned above. One is known to be HIV positive. Increasingly, medical concerns are an issue for many (**34-79%**) as is the lack of social skills (**35-81%**). One is has physical disability (**2%**). This results in many challenges within the building, especially given it is not handicapped friendly.

Where staffing and space permits, a Tamura tenant not on the supported housing program may be added to the program if the resident is in need of support in order to be successful in their tenancy.

## Tamura House SRO

For **50** of the **70** non-program units, Lookout's community tenant selection process is used. **20** units (previously 15) are now set aside for clientele of either the Vancouver Intensive Supervision Unit (VISU) or the Downtown Community Court Intensive Case Management Team (DCC) in a collaborative process between all the parties including BC Housing. VISU is a multi-disciplinary team that serves adults living with mental health issues/addictions involved with the court system. With Lookout having the right of refusal, the VISU/DCC teams directly refer applicants to their rooms and then provide on-going support to their clientele while here. We have an excellent cooperative relationship with VISU and DCC staff; they readily respond when we call for help and support when there are difficulties with one of their clientele.

Tamura House SRO housed **93** tenants (**82** men and **11** women). Of the **19** new tenants, the majority came from absolute homelessness – **16 (84%)** while **1** came from a residential facility, **1** from independent housing and **1** from other supportive housing. Units were kept open in the SRO to be available for the tenants of other SRO's undergoing renovations. Tamura has the largest turnover of any Lookout permanent housing which we believe is partially due to the lack of staff support and partially to the seemingly constant renovations. **45** tenants left the hotel, **9** more than last year, a **25%** increase. Some of the reasons were that: **11 (24%)** required greater levels of care, while **10 (22%)** were ready to move to more independence. **5 (11%)** transferred to supportive housing; **10** people were evicted as they put others at risk. **5** were arrested and sadly, **4** passed. The majority of the tenants who left stayed less than one year – **60%**. On the other hand, **17 (36%)** had lived in the hotel for 3-6 years.

## RUSSELL HOUSING CENTRE

Dave Brown, Community Services Manager

*The 40-unit Russell Tenancy Program re-opened its doors in November 2009. Formerly known as the College Place Hotel, the Russell is a heritage building saved for its affordable housing when BC Housing, at Lookout's urging, purchased the building in January 2008. Thanks to significant capital investment by BC Housing, the grand 100 year old building was renovated extensively and now houses both the Russell Tenancy Program and Lookout's New Westminster Shelter and Outreach. The Russell Tenancy offers permanent housing with support for New Westminster residents who have chronic histories of homelessness. Nineteen of the original College Place tenants returned and are grandfathered into the housing. As vacancies occur, new tenants are chosen through Lookout's tenant selection committee and the BC Housing Registry. Rent is subsidized to the shelter portion of income assistance.*

This year, we provided housing to **47** individuals, **39** men and **8** women. We had **7** new tenants, all who came from New Westminster. Our occupancy rate on average was **99%**.

Residents at the Russell are considered hard to house by many, so Lookout's harm reduction philosophy within the site provides an opportunity for initiate discussions as well as providing safer supplies. They are supported in this environment with extraordinarily skilled support workers who understand the value in nonjudgmental and respectful communication, allowing time necessary for the tenant to acclimatize and move forward.



The majority of tenants at the Russell live with serious and persistent mental illness (**64%**) including **34%** who also live with addictions, an increasing factor, with **81%** of our tenants who are illegal drug dependent, including the **34%** referenced above with co-existing mental illness.

Staff provides knowledge, referrals and linkages to a wide variety of services: **122** referrals were made, **212** assessments of need were completed and **193** staff-tenant meetings occurred. With a listening ear and caring support, staff provided **632** sessions of assistance this year, **54%** of all interactions!

## WALTON RESIDENCE

Laurel Nagem, Acting Downtown Residential Manager

*The Walton is one of the SRO hotels purchased by the government of British Columbia in order to preserve affordable housing stock for low income people at a time of rapidly increasing property values. BC Housing took the lead to repair and renovate the building so people would be safer and more secure in their homes. Lookout assumed responsibility for the Walton on December 1, 2007. The hotel had been allowed to deteriorate and had suffered significant damage prior to the purchase. In May 2008, the Walton closed for extensive renovations, re-opening in June 2009 with many of the original tenants returning.*

*The Walton has 48 tenant rooms with two shared kitchens as well as shared washrooms and laundry. Washrooms are gender designated and are located in each of the two wings on each floor. Rooms are standard SRO rooms, with larger rooms on the front side of the building. There is now a well-equipped amenity area on the ground floor for casual as well as programmed activities such as community kitchens, movie nights and tenant dedicated computers. Renovations also added a treatment sauna to treat infestations such as bedbugs and is used by several Lookout sites.*

This past year the Walton housed **55** tenants, **40** men **15** women, including 3 couples making our occupancy rate over 100% this year, averaging **104%**. The majority of our tenants (**29-58%**) are between 45 and 64 years old; **8** (**16%**) are between 35-44, **8** (**22%**) between 25-34 and **2** (**4%**) between 20-24. This a younger tenant profile than in many Lookout programs but the number of tenants were 34 or younger has remained constant at **25%**.

Of tenants who stayed at Walton this year: **40** (**72%**) live with mentally illness, including 32 (**58%**) who also have addictions. In fact, **53** (**96%** of Walton tenants) live with addictions, including the **32** mentioned above. The prevalence of addiction, makes the Walton Lookout's most intensive alcohol and illegal drug dependent building. **14** of the tenants are physically disabled (**25%**), while **11** others are HIV positive (**20%**). **5** deal with various physical health issues (**9%**) while **3** lack social skills (**5%**).

Like other Lookout programs, the Walton has a strong culture of Harm Reduction and supplies for safer using and smoking are available at the front desk and given out without judgment or stigmatization. At the Walton have added another component to our Harm Reduction practices. Many of our tenants who are addicted to alcohol, drink substances that are considered "non-beverage alcohol" such as rubbing alcohol, mouthwash and hand sanitizer. The effects caused by these substances on a tenant's health are considerable and their behavior while ingesting these substances is generally more disruptive and problematic for the community. In context of a caring and trusting relationship, the staff work with the individual to gain the tenant's willingness and permission for staff to purchase less damaging alcohol (generally beer or liquor) for the tenant with the tenant's funds. The staff and tenant are then able to collaborate and develop a schedule for the tenant to consume their alcohol. The result is less harm to the tenant and reduced disruption to the building – a real win-win situation!



# COMMUNITY SERVICE PROGRAMS

## Annual Report

April 1, 2012 to March 31, 2013

Al Mitchell, Outreach Manager  
June, 2013

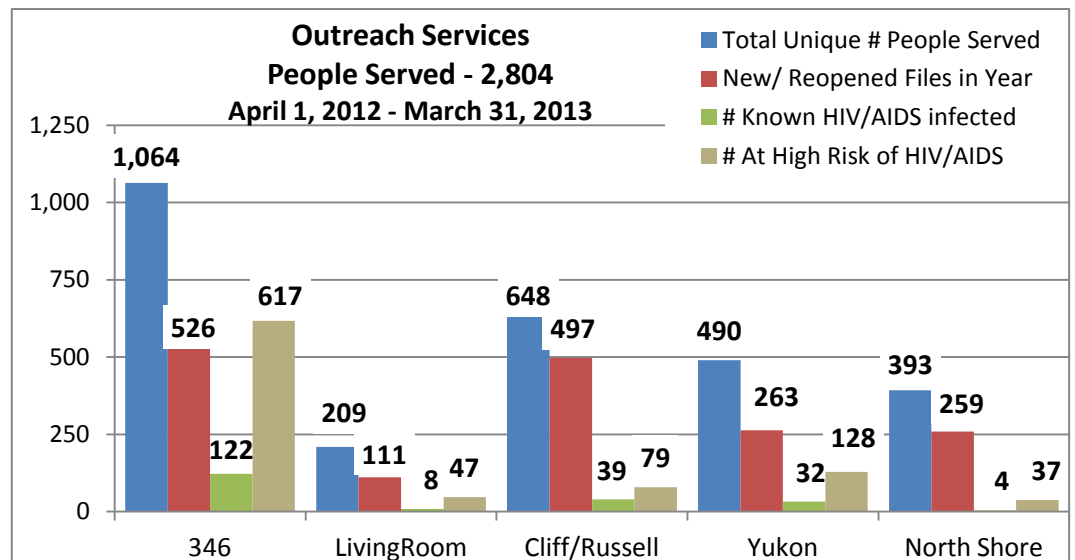


## OUTREACH PROGRAMS

*Lookout's Outreach Programs were established in 1971 and cover intensive short-term (3 to 6 months) support, case management and planning services for chronically homeless people as they require additional intervention and support to successfully attain housing and maintain them within the community. In addition, they have the capacity to provide on-going support to a very few people who fall between the cracks. Outreach staff are also responsible for reaching out to the absolute homeless, especially important when weather puts them at higher health risk. Staff provide services through the Cliff Block in New Westminster, the LivingRoom Drop In and co-located with the Downtown, Yukon, North Shore and New West Shelters. Outreach collaborates with other service/treatment providers in the community to improve the quality and stability of individuals' lives. This includes special support to clientele of hotels/rooming houses that provide accommodation to Lookout. We have been very successful in partnering with building owners/managers such as the Pender and Avalon Hotel as well as Cordova's Residence to provide on-site staffing where a block of rooms are dedicated to Lookout clientele. Reports on these partnerships can be found under our Permanent Housing section.*

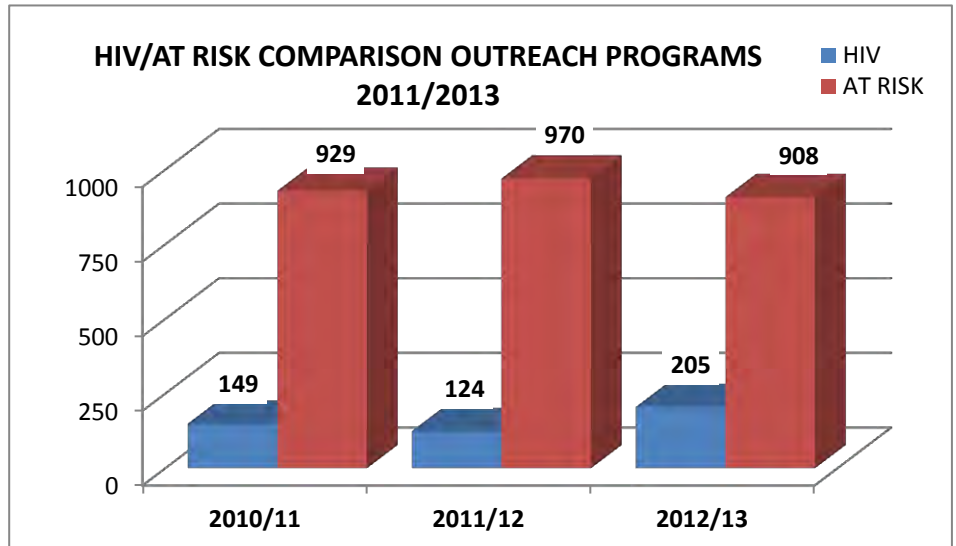
Lookout started off with Outreach 40+ years ago and remains true to our roots – reaching out to people who are the absolute homeless to bridge them into services and housing. But also Outreach strives to prevent homelessness by assisting people having housing or other crises, and providing them with support which hopefully avoids the need to bring them into a shelter. Lookout operates six Outreach sites within three municipalities and supports our partner, Progressive Housing Society in Burnaby. One of our greatest strengths remains our ability to support people across the shelter, transitional housing, residential, outreach and Drop In teams, helping people whether they need just one type of support or many. We work as team and back each other up in order to provide services to a wide range of individuals and families, some of whom are extremely marginalized. The majority of our clientele live with significant physical, mental, emotional and behavioural challenges that make it very difficult for them to meet their own needs.

Spending **17,116** hours overall (4% more than 16,419 last year), our Outreach teams provided service to **2,804** unique individuals (14 % fewer than last year's 3,256). Not surprisingly, a similar decrease in the number of referrals/contacts were made by Outreach - 15% lower to **30,587** from 36,054 last year and a significant drop from 42,427 the prior year.





However, our level of effectiveness of our outreach (the ratio of referrals/contacts to individuals) remains constant at **11**. All of this reflects the increasing complexity of issues that our clients cope with and results in Outreach staff spending more time with individuals, depending on their needs and plans. For instance, one dramatic change we noticed this year is a large increase in number of people known to be HIV infected – **205** or **65%** increase over the **124**



reported last year. We know we are serving more infected people due to our major push to assist them over the past few years. Also, some of our clientele are feeling safer to disclose their status to staff, partially because HIV isn't the threat it used to be, but also because of our renewed vigor with our harm reduction approach. At the same time, the folks at risk of HIV/AIDS dropped **6%** to **908** vs. **970** last year. We believe, in large measure, that drop is due to the increased harm reduction supplies for needle or pipe users. We commend Vancouver Coastal Health for starting to supply pipes this year, as Lookout's own pilot demonstrated that when such supplies were available, the sharing of risky tools went down.

Other significant service increases include: **22%** increase in the number of people (**258**) served with physical disability; helping people with pensions up **17%** to **257**. Advocating for, engaging with or simply supporting people access services is a most critical role that Outreach excels at with their mobility and relationships. Psychiatric services and addiction treatment services are often the most difficult to engage/sustain. We saw declines in some services, most noticeably in addiction services (down **19%** to **1,580** from 1,950) as well as help with income assistance (**-16%**); and involvement with police (**-14%**).

	346	LivingRoom	Cliff/Russell	Yukon	North Shore	Total
<b>Total Unique # People Served</b>	<b>1,064</b>	<b>209</b>	<b>648</b>	<b>490</b>	<b>393</b>	<b>2,804</b>
<i>New/ Reopened Files in Year</i>	<i>526</i>	<i>111</i>	<i>497</i>	<i>263</i>	<i>259</i>	<i>1,656</i>
<b># Known HIV/AIDS infected</b>	<b>122</b>	<b>8</b>	<b>39</b>	<b>32</b>	<b>4</b>	<b>205</b>
<b># At High Risk of HIV/AIDS</b>	<b>617</b>	<b>47</b>	<b>79</b>	<b>128</b>	<b>37</b>	<b>908</b>
<b># Referrals / Contacts Made:</b>	<b>10,222</b>	<b>3,562</b>	<b>3,930</b>	<b>5,851</b>	<b>7,022</b>	<b>30,587</b>
<b>Psychiatric Services</b>	726	119	124	99	99	<b>1,167</b>
<b>Income Assistance</b>	893	126	534	318	318	<b>2,189</b>
<b>Pension (OAP, CPP, Union, etc.)</b>	137	21	33	33	33	<b>257</b>
<b>Addiction Services</b>	681	83	330	243	243	<b>1,580</b>
<b>Physical Handicap</b>	95	19	34	55	55	<b>258</b>
<b>Mental Handicap</b>	73	12	30	18	18	<b>151</b>
<b>Involved Police</b>	39	2	111	11	11	<b>174</b>
<b>Care Facilities</b>	17	32	84	7	7	<b>147</b>



Outreach workers have the responsibility to follow up on people who have been housed after staying in our shelters or being placed by Outreach into homes. Follow-ups can be a particular challenge as people are still caught in the difficulties of street life or trying to sustain stable living on very low incomes or simply wish to live without any further contact with the “system” than absolutely necessary. These folk don’t wish any follow up on the outcome of their shelter stay or support from Outreach. However, despite these difficulties, **845** former shelter guests placed into housing did agree to let us check up on them. Of the ones we could contact, **273 (32%)** remained housed after 3 months and **179 (21%)** after 6 months. This is encouraging – last year we had more (954) agree to the follow up and only 234 remained housed after 3 months, dropping to 126 after 6 months.

Our Outreach team is incredibly responsive and tenacious in providing support to people who fall through the cracks and face challenges that are more complex. Outreach work requires an inherent flexibility and creativity in serving people on the street, and each site this past year has great case examples of the workers responding well to unique or challenging situations - many workers have gone above and beyond in assisting people.

At times, we are called upon by other Lookout programs for simple services such as transport or escort to critical appointments when no other transportation option is available. As well, we may help move people into housing from both within and outside of shelters, often trying to help set them up with any donated furnishings that they may need to live. Lookout is fortunate that people donate enormous numbers of donated furnishings (beds, tables, chairs, etc.) that can be given to people to help set up their home and in these cases, we are often the movers!!! We continually battle the ever escalating price of gas but always try to balance the cost of transporting people and things with potential successes that can occur if we can get someone to an interview or appointment on time.

Record keeping is an important part of the work we do, taking up **16%** of our time in the last year. Keeping track of information allows better communication to flow between shelter case planners and Outreach, helping each to provide better service to the individual. However, in our work, whether Case Planning or Outreach, it isn't so much about the numbers of things we do as it is the depth of engagement, support and follow-up – “qualitative” cannot be easily made “quantitative”. What we do notice is the significant increase of information that is being recorded – all very helpful for others who may provide case planning and support in shelters or residential programs.

## Conclusion

After my many years working in and managing the shelters, I am particularly delighted to make Outreach my personal focus in Lookout. Each team has a part in the challenges for homeless, housing and health issues in Greater Vancouver. This past year Outreach has focused on meeting the needs of the individual, accurately ensuring relevant information is available for further case planning and strengthening our teams. All Lookout Outreach teams have been effective, even at times when resources are scarce. I look forward to the coming year and finding more ways to support the Outreach teams and other Lookout programs.

*Following are highlights from each of the Outreach teams.*



## DOWNTOWN (346) OUTREACH

*Downtown Outreach is co-located with Lookout's Downtown Shelter and the Hazelton Transitional Housing in the Downtown Eastside. It has dedicated HIV focus to take a proactive role in reducing the risk of spread of HIV especially for individuals who are challenged with mental illness, addictions, chronic health conditions or combinations of any or all. The team together ensures that people who face multi-barriers are still well served.*

The Downtown Outreach team assisted **1,064** unique individuals this year, down 14% from the prior year. However we spent **11%** more time in direct service **6,004** (vs. prior year 5,391 hours), and made **10,222** contacts, up **24%** from last year's **8,265** contacts, continuing an annual trend of increases over recent years. Our outreach to individuals, who are involved in high risk behaviours that put them at risk of HIV, continues to be a very important role in the Downtown Eastside, especially given the high percentage of the local population that live with addictions and/or serious mental illness. Educating people to harm reduction practices, and providing them with supports and information that help keep them and others safer, is a daily practice at the team. All workers share responsibility to assist people who are known or at risk of infection so as to prevent any loss of confidentiality and stigmatism. Last year, we served **122** individuals who are known to be diagnosed with HIV, double the numbers from the prior year's 60. The number of individuals served at risk of HIV (**617**), down from last years **739**.

Please note that as individuals share their HIV status with us on a voluntary basis, we may serve a higher number of people who are diagnosed with HIV, but until they fully and completely trust that this information will not impact their relationship with the Outreach Workers or access to other services and resources, they are hesitant to share.

Outreach assists the Jang family in managing the residential roominghouse, *Pender Residence*. With daily visits, Outreach are able to provide support for the building tenants, in exchange for which all 18 units are dedicated to Lookout. Please see the separate Pender Residence report in the Permanent Housing section.

## NEW WESTMINSTER OUTREACH

*Our Outreach Team in New Westminister started in 2003 thanks to funding from Fraser Health Authority. It was established due to the high health risk faced by local homeless individuals. Outreach is responsible to reach out to the absolute homeless in New West to address this primary determinant of health. The New Westminister Outreach Team was expanded in 2009 with BC Housing funding recognizing the increased homeless population. Service is offered from two locations, the Cliff Block and Russell Housing Centre. As a condition of BC Housing funding, our New West Outreach also conducts follow up from Lookout's shelter housing placements to track success and provide assistance to those struggling to keep their homes. Our New West Outreach provides additional support to the Extreme Weather services in Burnaby.*

This year our team served **648** clients: down **29%** from the previous year (**918**). There was a corresponding decrease in number of contact by 48% – **3,930** this vs. **7,665** last year. The team spent **2,684** hours of direct service down by **19%** from 3,336 hours last year. The decrease is in large measure because of staff absenteeism has been up as members deal with health issues, and not a reduction in the demand for services. If anything, demand is up, but it is taking more time for individuals who are particularly challenged by poverty and health conditions. Addiction and mental illness are two major areas of health that we have been successful in bridging people into services, with **330** linkages with addiction services, and **124** links with mental health treatment occurring over the year.

Our New West Outreach team has subsidy available to assist a few individuals who otherwise would not afford even "reasonable" low-income accommodation. In high demand, we were able to provide **22** unique individuals with a total of **\$14,400** in subsidies. Per person, the lowest subsidy was \$50 while the highest was \$300. The majority required the subsidy due to high rents, but there were also situations where people were waiting for subsidized housing, and others faced medical issues that threw their budget out. The majority (**11**) received the supplement 2-4 times, followed by others requiring it 8-10 times (**4** people), **2** required subsidy 11 or more times, while **2** others used it 5-7 times. **3** individuals only required it once.



The team continues to benefit from good working relationships with the police and City by-law officers in situations where people sleep rough in parks or other areas, and work to address people's needs. It has been very successful; we are pleased that the City has announced a reduction in street homelessness and visible homelessness, attributed to the leadership of the city with encouraging services and housing for the homeless to become established in New West.

Outreach continues to provide a lead role in supporting "I's on the Street", a partnership program between Lookout, New West Mental Health, Union Gospel Mission, and others. "I's" is a work therapy enterprise which engages homeless individuals and unemployed people with mental health issues through an on-going street cleaning and sidewalk maintenance project in downtown lower New Westminster. "I's" has the belief that there is inherent dignity in any useful work that contributes to the community and that dispirited people, especially, can rebuild self-respect by engaging in that work.

This past year has been a major challenge for us; our staff and with Contract negotiations occurring between Lookout and Fraser Health, we have been told that our Fraser Health funded Outreach positions will likely not continue into this next fiscal year

## NORTH SHORE OUTREACH

*The North Outreach Team is co located within the North Housing Centre in North Vancouver with the Shelter and the Transitional Housing. This linking of services helps in many fundamental ways: bridging people into the shelter, assisting people move out of the shelter, and providing advocacy at resource locations as needed. We have a supplement program attached to the team, thanks to funding from BC Housing. This enables us to assist people with rent or other necessities so they can be successful in finding more affordable housing locally.*

The North Shore Outreach for the second year in a row saw a decrease in the number of people served **393 (-11%)** this year vs. 443 last year. We provided **3,665** hours of direct service, also a drop **(-28%)** from the 5,096 hours last year. We often work in conjunction with the shelter to connect people with services, find housing and access treatments. The North Shore team spends twice the average time engaged in "service search", which is not unexpected, especially when considering how easily people can disappear into the mountain terrain. Also, we are mindful that fewer services exist locally.

Our North Shore Outreach team has subsidy available to assist a few individuals who otherwise would not afford even "reasonable" low-income accommodation. In high demand, we were able to provide **37** unique individuals with a total of **\$18,100** in subsidies. Per person, the lowest subsidy was \$50 while the highest was \$300. The majority required the subsidy due to high rents, but there were also situations where a person had less work, hence less income. Family circumstances were another cause. The majority (**23**) received the supplement 2-4 times, followed by others requiring it 5-7 times (**9** people). We do need more subsidies to address the affordability issue of housing for the many people our Outreach staff connect with, especially on the North Shore.

Recognizing many of our clientele cope with severe mental illness, addictions, or both, Outreach is instrumental to bridge people to services, including providing the transportation. This year, **243** connections were made for addiction services, and **99** connections were made between our clientele and mental health services. The team continues to benefit from good working relationships with the police and City by-law officers in situations where people sleep rough in parks or other areas, and work to address people's needs. This year we were able to expand our coverage into West Vancouver, and received a dedicated liaison police officer who we work closely with to reach out to people in the streets, with the hope to start the relationships with the people, with the intent to bridge them into needed services.

Outreach has the housing follow up task for not only ourselves, but also for the North Shore Shelter. People need to agree to receive follow up, and this year **133** shelter users who were placed in housing agreed to let us do follow ups. Of this number, of those we could contact, **34 (26%)** remained housed after 3 months compared to 12% last year and **26 (20%)** after 6 months compared to only 7% last year.



## LIVINGROOM DROP IN OUTREACH

*LivingRoom Outreach is located within Lookout's LivingRoom Drop In Centre. It has dedicated HIV focus to take a proactive role in reducing the risk of spread of HIV especially for mentally ill individuals who are challenged with addictions, chronic health conditions or combinations of any or all. The team together ensure that these people who face multi-barriers are still well served.*

The Drop in Outreach team assisted **209** unique individuals, roughly the same as last year, in providing **1,729** hours of direct service. In providing service to them, we made **3,562** contacts, which is down **57%** from the prior year. This is because of the increased complexity of working with our clientele, who are frequently living with concurrent disorders such as mental illness, addiction and increasingly, physical health conditions. Men continue to significantly outnumber women, only **14%** of our clients are women. By far the numbers of hours spent and contacts made (combined is **29%**) were to provide advocacy (**14%**) or counseling (**15%**) to our clients. Frustrating to some Outreach workers was the **9%** of their **1,919** service hours that was used for completing paperwork.

**8** individuals reported they were HIV positive similar to the 7 clients last year. Similarly, the number of at risk of HIV/AIDS remained static, with 47 vs. 54 people considered at high risk of infection. That is very good news and something to celebrate! Relationships are important in all service, but where it comes to identifying and planning around conditions that are life threatening, like HIV, is difficult, especially if a pre-existing relationship isn't there.

The LivingRoom team consists of two Outreach Workers, provides additional support to the rest of the Society to match donations to individuals who are setting up their homes. This program is integral to keeping people housed. While this is a role that all Outreach Workers throughout the Society do, we are especially relied upon in the DTES. We want to recognize Tom J, a long time Outreach Worker, who retired this year. Congrats Tom! And best wishes!

## YUKON OUTREACH

*Co-located within the Yukon Shelter, the Yukon Shelter Outreach Team was initiated in 2009 thanks to BC Housing funding and provide 7 day-a-week coverage with two Outreach Workers each day. As a condition of BC Housing funding, Yukon Outreach also conducts follow up from Lookout's Yukon Shelter housing placements to track success and provide assistance to those struggling to keep their homes.*

Yukon Outreach has been busy, operating for its third full year! We have increased the numbers served to **490**, from **456** last year and **343** the year before due to having stable and full Outreach staffing levels. The ratio of men to women is **3 to 1** with **359** men and **131** women. This is down from the 2-1 ratio of last year. Referrals for income assistance (**318, 65%**) and addiction services (**243, 50%**) are the most common. Living with HIV from **17** last year to **32** clients this year (**88%** increase), **128** people were deemed to be at high risk compared to **94** last year (**36%** increase), **41** (**55%** decrease) were diagnosed with hepatitis C (**142%** increase compared to previous year **38**).

During the last fiscal year, Yukon's Outreach team spent a total of **3,034** hours (**564** hours more than last - 2,470) with **5,851** client contacts (**1,184** more than last year 4,674).

Like other Outreach teams, Yukon Outreach has the responsibility of following up on people who have been housed by Outreach or in our shelter, given that the person approves us doing the follow up! **287** shelter users who were placed in housing agreed to let us do follow ups. Of this number, of those we could contact, **65** (**23%**) remained housed after 3 months – an increase from 60 (**20%** last year) and **47** (**16%**) after 6 months – an increase from **32** (**11%** last year).



# LIVINGROOM DROP IN ACTIVITY CENTRE

## Annual Report

April 1, 2012 to March 31, 2013



William Oksanen, Community Services Manager  
June, 2013



*The LivingRoom Drop In offers people living with mental illness a variety of structured and unstructured programs that foster participation, build relationships, develop self confidence and improve self esteem. It provides a safe and secure environment in the Downtown Eastside, particularly for people with serious and persistent mental illness. Members may not be formally involved in the mental health system and may have few life skills, support connections, access to advocacy or socialization opportunities. It remains Lookout's only program with a restricted mandate to assist people. The LivingRoom was founded in 1993 by a partnership between St. James Community Services, Strathcona Mental Health and Lookout, to provide mentally ill individuals living in the Downtown Eastside a welcoming low-barrier home and hearth that was not available in the Single Room Occupancy Hotels that the majority lived in. The LivingRoom provides its members with a dedicated space, reduced evictions, hence reducing homelessness, significantly.*

This was the 20<sup>th</sup> year of operation of the LivingRoom and the program continues to evolve to accommodate the changing needs of its members and employs creative problem solving techniques to contend with budgetary constraints.

Open every day of the year (including Christmas) some of the primary goals of the LivingRoom are to improve the safety, physical health and well being of our members. In this, our nutritious food program is extremely important and very popular. **52,507** meals were served this 12-month period. Food is prepared daily by staff and members during the week, and by volunteers on weekends. We are also able to include a multi-vitamin to boost people's health, thanks to the continuing support of Vancouver Coastal Health H.I.V. funding. High protein drinks are available as funding permits for those who are in particular need of a nutritional boost.

**Medication Administration** - Medication administration is an important component and is offered on-site to members whose life skills or life style is not conducive to taking medication as prescribed. The medication program allows members to lead more independent and stable lives, thereby staying out of hospitals and institutions. This year **7** members received assistance from the staff in this way.

The members who meet at the LivingRoom are able to socialize with peers in a welcoming environment and either on their own, or more often with assistance from staff, develop plans and pursue their goals in an environment that is unfettered by the vulgarities of everyday life in the Downtown Eastside. In tradition with 'Maslow's Hierarchy of Needs' certain basic necessities such as food, clothing and shelter must be in place in order to reduce anxiety/stress and promote mental and physical health. Only when this basic foundation is in place do individuals discover they have the focus and energy to contemplate, pursue and access appropriate programs and services they would not have otherwise.

The LivingRoom's nutritious meal program depends on food donations, which are thankfully received from Food Runners, Whole Foods, Cobbs, U.B.C., the movie industry and volunteer groups like the "Greek Ladies" as they are affectionately called. Every little bit helps.

**LivingRoom  
Drop In  
membership  
2012-13  
2,824**





**Volunteers** - Other assistance comes from groups such as the Art of Living, Sri Baba, Friends, Humanitarian Society, Abbotsford Sri Group, Reyukai International, Sri Ganesh and Mayuri and Family who prepare and serve meals at their own expense of time and money. We so appreciate this as do our very thankful members! This year we had **329** individuals volunteer with the LivingRoom, contributing **7,887** hours of their time! This includes **32** LivingRoom members volunteering! **297** individuals provided outside help including computer tutorials, music jam volunteers, court ordered community volunteers and weekend food groups who prepared approx. **120** meals for **11,575** attendees, **more than double since 2007/08, 5 years ago!!** With all this help, staff are able to accomplish more for the members, and this is why the LivingRoom is always receptive to volunteers who provide various services, training related to computers, janitorial, light maintenance and entertainment. We are always looking for new & interesting activities for our members.

**Membership** The LivingRoom’s membership has increased to approximately **2,824** individuals who made approximately **42,622** visits this past year. Advocacy for our members is critical. The total number of advocacy contacts by our dedicated staff was **24,254**, with the 5 most frequently accessed services shown in the table below.

AREA OF ADVOCACY	CRISIS ON SITE	CRISIS OUTREACH	NON-CRISIS ON SITE	NON-CRISIS OUTREACH	TOTALS
<b>Food</b>	5	5	7,983	27	<b>8,020</b>
<b>Mental Health</b>	43	17	4,037	98	<b>4,195</b>
<b>Substance Abuse</b>	87	25	2,664	102	<b>2,878</b>
<b>Family / Relationship</b>	29	11	2,397	11	<b>2,448</b>
<b>Housing</b>	115	31	1,605	59	<b>1,810</b>

Contacts (interactions over 15 minutes in duration) may include: crisis intervention, multiple areas of advocacy including housing, legal, financial, substance abuse, family relationships, medical/dental, vocational, food/nutrition issues, medication administration and referrals to other resources. This work takes up a considerable amount of staff time especially with regards to mental health advocacy.

Affordable housing continues to be a challenging issue for our members, especially when appropriate supports are needed within the building to see to their needs and keep them from being evicted. Frustratingly, housing is becoming even more difficult to find considering rising property values, increased rental rates, gentrification and applicant waitlists as long as 4 years for affordable housing.

The LivingRoom strives to enrich social and life skills that enhance the ability of members to maintain a stable and independent living situation, thus improving their quality of life and helping to prevent homelessness. This is achieved through a variety of structured and unstructured activities Through Lookout’s Activity Worker (Thanks Rod!) and the tremendous efforts by the LivingRoom’s staff and dedicated volunteers, we are able to provide a wide variety of activities and outings for the members. Our leisure, life skills, social and recreational activities have increased with over **37,374** attendances, a **293%** increase over the past 7 years. Many thanks to Vancouver Coastal Health which has allowed small budget surpluses to be carried-over to the following year! That covered additional staffing to support member driven goals such as ‘beefed’ up community meals. Some additional activities included a community kitchen program in which members learned to prepare various delicious, nutritious meals from scratch and then eat their creations! The staff who prep the LivingRoom’s meal program are dedicated and passionate about improving the nutritional quality of foods the LivingRoom serves. This year we greatly reduced the white flour products that were given to members, in favor of whole grain foods, fruit, veggies, dairies and healthy sources of protein.

Outings, activities and nutritious meals create such a positive and qualitative difference in our member’s overall health and outlook that we are driven to continue offering a variety of these types of programming. All told this year, we offered **628** meal sessions, **1,430** life skill events, and **10,551** leisure activity sessions, detailed in the table following.



Activities	# of Sessions	# of Attendances	Activities	# of Sessions	# of Attendances
<b>Basic Needs</b>	<b>633</b>	<b>52,512</b>	Community Kitchen - seniors - 45 & up	20	138
Meals	628	52,507	Show Offs - Knowledge test	72	6,903
Laundry	4	4	<b>Leisure</b>	<b>10,551</b>	<b>23,349</b>
Showers	1	1	Bingo	46	1,406
<b>Life Skills</b>	<b>1,430</b>	<b>14,025</b>	Cards/Games/Video Games/Darts	327	6,037
All Volunteers	706	3,383	Movie	96	2,199
Computer Studies	19	139	Art Group	53	252
PAC	10	40	Birthday	12	71
Creative Writing	34	205	Outings	79	568
Exercise/walks/Yoga/Thai			Senior Outing	16	176
Chi/Happy Feet	58	373	Music/Karaoke/Dance	26	870
Hygiene	164	762	Televised Events	67	1,679
Documentary	33	542	Special Event	5	253
N.A. Meetings (narcotics anonymo	27	104	Computer usage - CAP program	9,815	9,815
Harm Reduction	253	1187	Women's Group	4	8
Community Kitchen - all members	34	249	Seniors Group	5	15

\* PAC = Participant Advisory Committee

In previous years, the members of the LivingRoom, with the assistance of staff, did a series of carwashes that raised a total of **\$1,733.12**. The first year, the money was allotted to the usual LivingRoom necessities: crib and chess boards, a giant mirror ball for dances and assorted sundries. The second year, it was suggested that perhaps we might like to think more globally as well; the Drop In members donated money to a microfinance organization (KIVA) that aids businesses in third world countries. This is not a “hand-out” but a hand up to the world’s poorest people. It is strictly business; they are expected to pay back the loans. The Drop In started sponsoring 4 businesses and with each successive payback we sponsored new “countries” -- to date: Cambodia, Pakistan, Paraguay, Uganda, El Salvador, Guatemala, Lebanon, Liberia, Dominican Republic, Palestine and Mongolia – we will not cash in our initial investment but continue to re-invest with each loan being paid off.

On the more global scale, we also bought ten mosquito nets for Africa – the members being quite impressed with the statistic that a child dies every ten seconds from malaria in Africa. More locally, as in previous years, members donated monies at Christmas to a child that was staying in the ‘Family Suite’ at the Lookout’s Jim Green Residence as well as to BC Children’s Hospital. Previously, we had a mystery donation of over \$400.00 in pennies.

**Going Green** - The LivingRoom is very proud to announce it has successfully transitioned from its disposable meal ware system to now using real dishes and regular utensils. This represents a huge change in routine and required many hours of planning and trouble shooting to setup a restaurant style dishwasher. Not only is this new system more environmentally friendly, members will never again eat from Styrofoam plates using plastic utensils while at the Drop In. Fabulous news indeed! We especially thank Lookout’s property manager Christine Williams and Lookout’s E.D. Karen O’Shannacery for helping us make this huge, positive environmental change happen!

**Donation Program** -The LivingRoom has further refined it’s donation program protocols by making it easier for all Lookout staff to access storage areas within the building that contain donated furniture, clothing, electronics, bedding and household goods to give to Lookout clients in need.

Each year the members are surveyed to get a statistical overview of how the LivingRoom is meeting their expectations and what changes they would like to see. The LivingRoom is pleased to report that **92%** of the membership rated the LivingRoom’s programming and services as good, excellent or fair. The biggest wish amongst the membership was for further increases in quality and variety of meals served as well as diversity and frequency of activity/outing programs, such as hiking, movies, art galleries, camping, Science World, and more. These are normal activities for many, but given our members live in poverty the cost and travel distance prevent most from achieving these activities without the programming the LivingRoom provides. Surveys consistently indicate members are interested in/would appreciate more 1 to 1 time with staff. The LivingRoom will continue to provide creative programming within its budgetary constraints by working with our advisory committee, nurturing relationships with our volunteers, benefactors, and other agencies as well as encouraging new relationships to blossom.

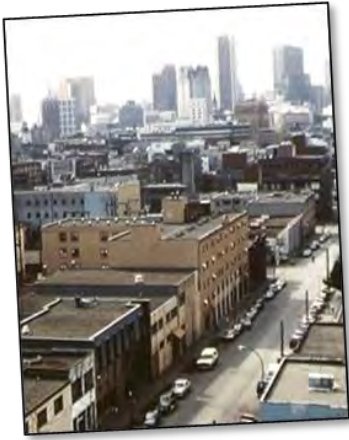
# ACCOMMODATION SUPPLEMENT PROGRAM

## Annual Report

April 1, 2012 to March 31, 2013



William Oksanen, Community Services Manager  
June, 2013



*For the past 19 years (since 1993) the Accommodation Supplement Program has been improving the housing prospects for people on low incomes who live with serious mental health challenges in the Downtown Eastside. The Program allows individuals with a persistent mental health history to receive a maximum of \$75.00 per month towards their shelter costs and can also be applied to upgrading their amenities with telephone, cooking capabilities and cable, etc. Funded by Vancouver Coastal Health Authority, the program has an annual budget of \$18,000 for eligible individuals sponsored by various agencies such as MPA, RainCity (formerly Triage), Lookout, Strathcona Mental Health and ACT/Bridging\*. VISU and 1<sup>st</sup> United Church also sponsor clients on occasions when the former agencies are unable to fully utilize their allotted supplements.*

This subsidy program is administered by the LivingRoom Drop In/Activity Centre and continues to benefit people who are struggling to cover basic living costs, especially helpful when considering the rise in housing expenses. The subsidy allows local Downtown Eastside residents to afford better living conditions that contribute positively to their overall mental health, adding stability in their lives. Most SRO rents in privately owned SRO's are generally higher than \$375 and tenants need the subsidies just to access housing without using part of their support monies.

At the 12/13 fiscal year end, \$17,859.99 was paid out in subsidies. 30 individuals (25 men and 5 women) received the monthly subsidy this year. The average size of subsidy per month is \$59.19. The majority of the subsidies were applied directly to rent. A small portion of subsidies were applied to telephone bills and a meal program included in the recipient's rent. The following agencies used monthly supplements:

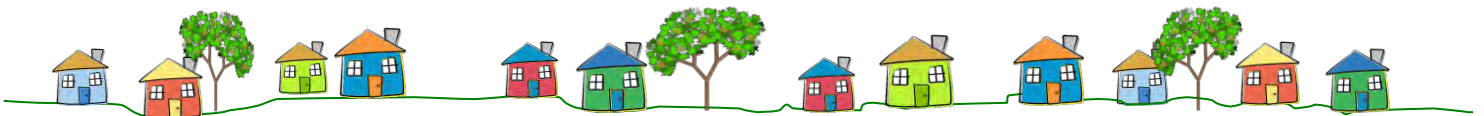
AGENCY NAME	# OF RECIPIENTS	TOTAL PERCENTAGE
Lookout	11	37%
Rain City	6	20%
MPA	4	13%
Riverview Act/Bridging	1	3%
SMHT	5	17%
VISU	2	7%
First United Church	1	3%

Some people required assistance for only a few months, while others continue to need a financial supplement for much longer periods of time (often years) 30% of the recipients have been on the program for the past 2 years, 37% for the past 2 to 5 years, and 30% for the past 5 to 10 years and 3% receiving for more than 10 years.

26 people were carried over from the prior fiscal year, 4 were added during the year. A total of 6 people left the program this year. Of those that left, 1 moved out of the region, 1 moved to cheaper rent, 1 moved to subsidized housing, 2 moved to permanent housing (First Place), 1 deceased. At year end, 28 people were receiving an Accommodation Supplement.

The Program will continue into 2013-14 to assist mentally ill people, who consider the DTES their preferred community to live, enabling them to lead healthier lives and reside in safer living conditions.

\* Although Act/Bridging has closed, the clients they had referred to the Accommodation Supplement Program continue to receive a subsidy.





## DONOR HONOUR ROLE

April 1, 2012 to March 31, 2013



*Unfortunately we do not have the room to list all of our wonderful donors.  
Without their support we would not be able to offer the supplies, services and enhancements  
that have a profound benefit to our clientele.*

*We would like to express special appreciation to the following:*

Aligned Floor Covering Ltd.  
Bean Around the World  
Best Western Hotels  
Blue Horizon Hotel  
Boffo Homes (Cordova St) Inc  
Brenda Hogg  
Burnsview Secondary School  
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Vancouver Fraser Port Authority  
Waves Coffee  
We Love Van Water Inc.  
West Vancouver Chamber of  
Commerce  
West Vancouver United Church  
Yyoung Water

## VERY SPECIAL THANKS TO

Active Fire  
Ameresco  
Angels of the Night  
B.C. Food Processors Association  
Bridges Family Memorial  
Foundation  
Choices Market  
Coast Coal Harbour Hotel  
Craig Newsholme  
Darwin Construction

Dundarave Festival of Lights  
Estate of Katherine Heller  
GBL Architects Inc.  
Hockey Helps the Homeless  
Karen Mills  
Ken McNaughton  
Kil Soo Kim  
Mackay LLP  
Nester's Market

North Vancouver Lawn Bowling  
Club  
Scott Construction Group  
Starbucks (various locations)  
Sundance Guest Ranch  
Super Save Group of Companies  
Terra Forma Design Group Inc.  
Vancouver Food Bank/Runners  
Warren J.A. Mitchell  
Whole Foods Market

*... and the hundreds of individuals who dropped off sleeping bags, blankets, warm winter clothing  
and furniture for those moving into their new home!*

