



Social Return on Investment (SROI) Analysis of Inn from the Cold: The Social Value of Investing in Shelter and Housing Services for Homeless Families

SROI analysis conducted with support from
Constellation Consulting Group



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1.0 Introduction and Background

Inn from the Cold offers emergency shelter and supportive housing to assist Calgary’s homeless children and their families achieve independence. Following values of compassion, courage, inclusivity, respect, accountability and innovation Inn from the Cold pursues a vision of a community where no child or family is homeless.¹

To achieve these goals, Inn from the Cold offers a unique combination of temporary accommodation shelters and housing programming that helps families stabilize their situation, regain and retain housing, and prevent future episodes of homelessness. Support is offered in two programming streams:



The Emergency Family Shelter

where families are temporarily housed when facing homelessness. Families often arrive at the shelter experiencing a high level of crisis. Some are fleeing situations of domestic violence while others have exhausted all other avenues for support within their networks and are in immediate need of accommodation and support.

During their stay in shelter, families are linked with on-site case managers who are able to connect them to the right resources to address barriers that are preventing families from finding housing. Families also have access to on-site general and pediatric medical care, mental health support, occupational therapy, dental care, prenatal and post-partum care, and many programs supporting the overall wellbeing of each family member.



Supportive Housing

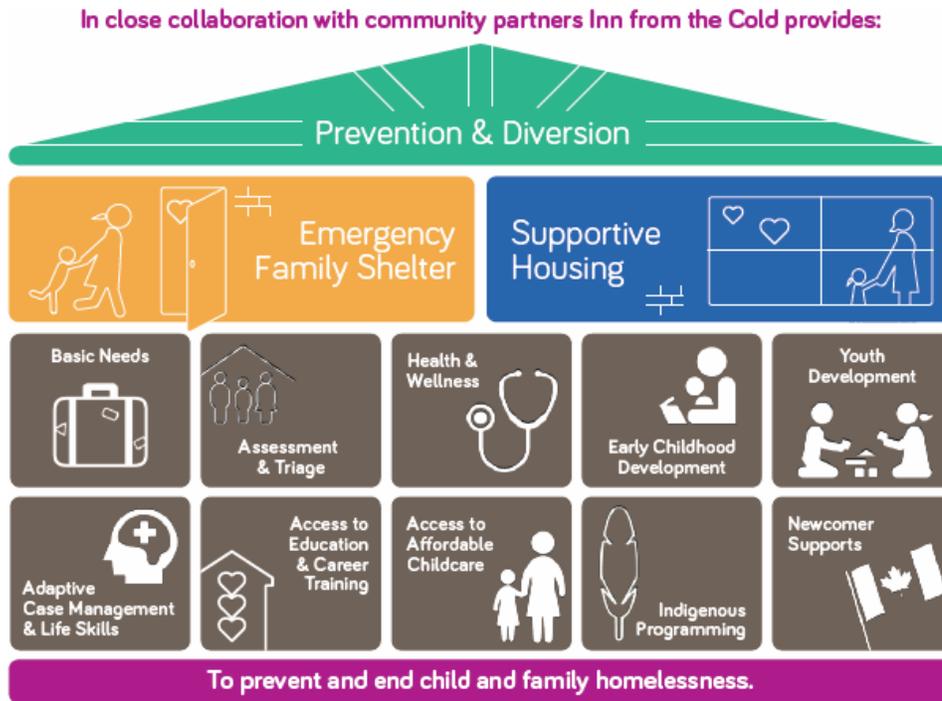
where families are supported in maintaining housing at Inn from the Cold’s Journey House 1 or Journey House 2 programs or in the community through Inn from the Cold’s Housing with Intensive Supports (HIS) program.

Journey House 1 and 2 are place-based supportive housing programs operated by Inn from the Cold, incorporating private family units with a wide range of programming and supports available for families based on their unique needs. These programs support the path from crisis to housing stability, supporting families to develop the life skills needed to achieve long term independence.

HIS supports families living in housing scattered throughout the community in meeting the unique needs of each family member and the family unit as a whole. These supports include individualized case management, peer-support networks, agency referrals and community resources.

¹ For more information about Inn from the Cold see: <https://innfromthecold.org>

Overall, Inn from the Cold seeks to foster healing through a holistic approach to well-being, addressing emotional, spiritual, physical and mental needs of families and supporting families in achieving self-sufficiency through a myriad of specialized programs.



Inn from the Cold produces numerous positive social outcomes for families, including increased safety, wellbeing and hope. While anecdotal evidence and basic assessment of program efficiency suggests that Inn from the Cold is creating significant value for families and communities, in 2018 Social Return on Investment (SROI) practitioners at Constellation Consulting Group were hired to conduct a full SROI assessment of Inn from the Cold’s shelter and housing programming. SROI analysis provides a framework for measuring and financially valuing social and economic outcomes from initiatives like Inn from the Cold and provides a method for telling the story of change and value created by investment. The current report presents results from Inn from the Cold’s 2018 SROI analysis along with recommendations based on the findings.

2.0 What We Know from Existing Research

Homelessness has been identified as one of society's most complex and persistent issues. To try and understand the causes of and best responses to homelessness, researchers, policy makers and homeless-serving agencies have undertaken numerous studies and academic research initiatives, building a body of evidence around possible solutions to this complex problem. While a growing body of research examines homelessness amongst *individuals*, the issue of *family homelessness* remains understudied, despite its deeper complexity and farther reaching social consequences.² Nevertheless, preliminary research evidence around family homelessness is emerging and can be drawn upon to understand the issue and how it might be addressed. The current SROI analysis can contribute to this burgeoning pool of evidence while drawing upon existing research to help bolster understanding of this complex social issue.

2.1 Research on the Needs of Homeless Families

Child and family homelessness is distinctly different than single adult homelessness because it impacts all family members both individually and as a family unit.³ Homeless families disproportionality experience poverty, low social capital, violence, conflict, trauma, separation, and substance abuse.⁴ Though homeless families come in all configurations, research suggests that the majority of homeless families are headed by women and include one or more young children. Homelessness for families can be triggered by a number of factors, including experiences of violence (e.g. domestic violence), refugee experiences, pregnancy, childbirth, and substance abuse.⁵

Preliminary research evidence suggests that the negative consequences from family homelessness are numerous, including:⁶

- High health care utilization (incl. frequent use of emergency health systems and frequent/longer hospital admissions)
- Frequent experiences of violence, exploitation, conflict and abuse
- Involvement with child protective services
- Mental health issues
- Substance abuse issues
- Physical health issues
- Experiences of trauma
- High risk pregnancies
- More frequent encounters with the justice system

² Bassuk, E., DeCandia, C., Tsertsvadze, A., & Richard, M. (2014); Clark, R., Weinreb, L., Flahive, J., & Seifert, R. (2018).

³ Clark, R., Weinreb, L., Flahive, J., & Seifert, R. (2018).

⁴ Hong, S. & Piescher, K. (2012).

⁵ Clark, R., Weinreb, L., Flahive, J., & Seifert, R. (2018).

⁶ Bassuk, E., DeCandia, C., Tsertsvadze, A., & Richard, M. (2014); Lenz-Rashid, S. (2017); Clark, R., Weinreb, L., Flahive, J., & Seifert, R. (2018); Hong, S. & Piescher, K. (2012).

For children in homeless families, the experiences of hunger, violence, maltreatment, neglect and multiple school placements that can accompany experiences of homelessness can have life-altering consequences, including:⁷

- Disrupted development resulting in developmental delays (including physical, mental and social-emotional development delays)
- Lifelong mental health issues
- Physical health issues
- Behavioural issues (including violent behaviours)
- Foster care experiences that increase the likelihood of negative outcomes
- Involvement in criminal activities and possible incarceration
- Substance abuse issues
- Difficulties in school, including low academic achievement, behavioural issues in school and difficulty completing grades or graduating

Overall, research suggests that children in homeless families have higher needs and lower access to supports than children in housed families.⁸

Estimating the number of families who are homeless can be difficult as many families do not enter services or are split up (due to foster care placements) before accessing homeless services. Beyond the families experiencing 'hidden homelessness' in Calgary, in 2017-2018, the Inn from the Cold family shelter served 289 homeless families with an average of two children per family, and service demand grew 37% in the last year.⁹

Given the high needs and serious consequences for homeless families, it is clear that interventions to reduce family homelessness and its consequences are needed.¹⁰

2.2 The Social Impact of Supporting Homeless Families

Research has shown that both shelter services and housing supports can create positive social outcomes for homeless families. While housing services produce greater change and more long-lasting impacts for families, when emergency shelter services are enhanced by supportive programming (e.g. child development programming, health services, etc.) a shelter stay can increase family wellbeing, likelihood of becoming housed, and connection to services and supports.¹¹

When families are housed with support, positive outcomes are amplified. Research suggests that stability and overall wellbeing increase quickly once families are housed. Based on the stability fostered through supportive housing, formerly homeless families typically use fewer

⁷ Gewirtz, A., Hart-Shegos, E., & Medhanie, A. (2008); Lenz-Rashid, S. (2017); Wilson, A. & Squires, J. (2014).

⁸ Kulik, D., Gaetz, S., Crowe, C., & Ford-Jones, E. (2011).

⁹ Inn From the Cold 2017 Annual Report (2017) <https://innfromthecold.org/wp-content/uploads/2018/09/2017-Report-to-Community.pdf>

¹⁰ Clark, R., Weinreb, L., Flahive, J., & Seifert, R. (2018).

¹¹ Culhane, D., Park, J., & Metraux, S. (2011).

emergency services, have fewer interactions with child welfare (including decreased investigations, interventions and apprehensions) and have improved mental and physical health.¹² For children, supportive housing has profound impacts. Research suggests that, once housed, children experience improved mental and physical health, decreased abuse, decreased toxic stress, decreased behavioural issues, decreased criminal involvement, decreased likelihood of using substances, increased academic engagement, and improved academic achievement.¹³ Families that are housed with support also experience increased safety, avoidance of abuse, and avoidance of exploitation.¹⁴ Pregnant women experience increased ability to maintain positive health during pregnancy such as decreased substance use and improved nutrition, which benefits not only themselves but also their babies. Overall, preliminary research evidence suggests that supportive housing options for families can reduce episodes of homelessness and create long-lasting positive outcomes for all family members.¹⁵

2.3 The Social Value of Supporting Homeless Families

The positive outcomes produced by supportive housing are not only positive in the sense of increased overall wellbeing for families; they also create significant social value for families, governments, and communities. Literature on the social/government cost of individual homelessness is extensive, however there is again limited research on the cost of family homelessness.

The range of government service costs calculated in cost of individual homelessness studies vary widely, from \$4,000 per person per year at the low end to \$140,000 per person per year on the high end. Similarly, cost of family homelessness studies present a range of government service costs, from \$22,000 per family per year to \$84,000 per family per year.

This variability is largely due to differences in the types of costs included. For example, some studies consider the government cost of homelessness to include only a small range of health costs, while others include a large range of health costs as well as justice and other service costs. The variability is also partly due to study method, with some studies using more rigorous methods to determine service use and changes in service use (such as a randomized control trial). Finally, the location of the study community may impact the costs calculated. For example, higher costs may exist in remote Northern communities compared to large urban centres. Details on findings from these studies are included in Appendix E.

¹² Hong, S. & Piescher, K. (2012); Lenz-Rashid, S. (2017); Lim, S., Singh, T., Hall, G., Walters, S. & Gould, L. (2018); Bassuk, DeCandia, Tsertsvadze & Richard. (2014)

¹³ Gewirtz, A., Hart-Shegos, E., & Medhanie, A. (2008); Hong, S. & Piescher, K. (2012); Curry & Abrams. (2015); Bassuk, DeCandia, Tsertsvadze & Richard. (2014)

¹⁴ Lazarus et al. (2011)

¹⁵ Levitt *et al.* (2013).

Rather than seeking to create new research on the cost of homelessness, the current study leverages existing research from the local Alberta community to understand the cost of homelessness amongst families.

There are also numerous SROI studies examining the social and economic value that is created through investment to support homeless individuals. These studies generally examine not only the value to government, but also value to clients and other stakeholders, such as neighbours and communities. Again, there is a general lack of SROI studies examining the value created by serving homeless families. SROI ratios vary considerably in these studies, from the low end indicating that for every dollar invested approximately three dollars in social and economic value is created to the high end indicating that for every dollar invested approximately fifteen dollars in social and economic value is created. The range of value is impacted by the rigorousness of the study, the local community context, intangible valuation techniques employed, and the range of discounts applied. A detailed chart of findings from the reviewed studies is included in Appendix E.

3.0 The Inn from the Cold SROI Analysis

The SROI analysis of Inn from the Cold leverages existing research on family homelessness and uses the internationally standardized SROI methodology outlined in *A Guide to Social Return on Investment*, the acknowledged international SROI methodology guidance document of The Social Value Network International. This methodology works to articulate the financial value of social outcomes created through key investments, revealing how much value is created for every dollar invested. SROI goes beyond economic analysis by focusing on the value of outcomes experienced by a variety of stakeholders, rather than focusing solely on investments and outputs. This means that social outcomes, such as increased well-being, are represented in financial terms alongside more tangible cost savings for governments and individuals.

The SROI methodology combines quantitative, qualitative, and participatory research techniques to understand the value of outcomes from different stakeholder perspectives. The end result of an SROI analysis is an SROI ratio that compares investment to the financial value of social outcomes that are achieved, showing - in monetary terms - the financial benefit of social investments.

While SROI enables analysis of the value of social outcomes using the *language* of financial returns, the social and economic value return calculated through an SROI analysis is not *equivalent* to a financial return in spendable dollars. It is better understood as an approach to valuing social outcomes through financial measures other than standard economic indicators, such as GDP.¹⁶

The six steps outlined below are the standard process for conducting an SROI analysis and have been used for the current analysis:

SROI Step 1: Establishing Scope & Identifying Stakeholders



This SROI step includes determining which stakeholders will be included in the analysis. Stakeholders who are included in the SROI analysis are those who experience material change due to the initiative or who have invested resources in the creation of outcomes through the initiative. For the Inn from the Cold SROI analysis, stakeholders in the analysis include:

- Adult shelter clients
- Child/youth shelter clients
- Adult housing clients
- Child/youth housing clients
- Government services and systems (all levels)
- Local neighbourhoods
- Landlords
- Funders, donors and investors

¹⁶ See for example: Ravi, A., & Reinhardt, C. (2011) *The Social Value of Community Housing in Australia*. Melbourne, Australia: Net Balance. See also the work of economist Joseph Stiglitz in relation to well-being valuation.

While Inn from the Cold staff and Inn from the Cold community partners were identified as stakeholders, and some outcomes were identified, these stakeholders have not been included in the SROI analysis, as the value they experience may be experienced otherwise (staff are likely to work somewhere else in the field) or is too difficult to measure (partners may experience increased efficiencies, but the measurement and valuation of this is not possible).

 This SROI step also involves determining the investment that will be considered in the SROI analysis. For the Inn from the Cold SROI analysis, we have examined the full cost of investing in the operation and administration of both shelter and housing services in the 2017-2018 budget year, including staffing costs, security costs, facility maintenance costs, mortgage payments, insurance, meals, heating and utilities, etc.

 Finally, this SROI step involves determining the timeframe over which outcomes and investment are considered in the SROI analysis. For the Inn from the Cold SROI analysis, we have looked at outcomes and investment from the 2017-2018 budget year from April 2017 to March 2018.

SROI Step 2: Mapping Outcomes

This step in the SROI process involves mapping the links between the activities supported by an investment (e.g. housing with supports) and the outcomes or changes that these activities create. Outcome mapping for the Inn from the Cold SROI analysis was guided by:

 A review of existing research on the value and impacts of supporting homeless families.

 Information provided by Inn from the Cold staff (frontline and managers).

 Information provided by Inn from the Cold clients.

In total, **15** shelter clients, **11** housing clients, **6** frontline shelter staff and **4** frontline community/housing staff were consulted as part of the SROI analysis (see Sections 4.1 and 4.2 for details on results from these consultations and Appendix C for stakeholder consultation questions).

Based on research and the information gathered from stakeholders, outcomes for each stakeholder group were mapped and, based on the materiality, significance and possibility to financially value outcomes, decisions were made by the SROI analyst around which outcomes to include in the SROI analysis model. The following outcomes were mapped for the SROI analysis:

Table 1: Inn from the Cold Outcomes Valued in the SROI Model

Stakeholder	Anticipated Outcomes	Valued in the SROI Model?
Adult shelter clients	Increased safety, decreased experiences of violence (avoidance of violent relationships, violence on the streets)	Yes
	Increased safety, decreased experiences of sexual violence from street involvement (female guests)	Yes
	Increased connection to culture	No, though it is an important outcome, it was not possible to financially value this outcome in the SROI
	Increased support for parents leading to possible decreased Children’s Services involvement, avoidance of apprehension	Yes
	Basic needs are met	Yes
	Increased connection to community resources	No, though it is an important outcome, it was not possible to financially value this outcome in the SROI
	Increased opportunity to move towards housing and stability	No, movement towards this important outcome has not been valued, however housing obtained by shelter clients due to support received through Inn from the Cold has been valued
	Increased personal wellbeing (physical, mental) from obtaining temporary accommodation (e.g. improvements in physical health, decreased exposure to the elements, decreased stress, etc.)	Yes
Children of adult shelter clients	Increased safety, decreased experiences of violence and/or abuse	Yes
	Decreased involvement in criminal activities	Yes
	Increased access to nutritional food	Valued with family under the outcome: ‘basic needs are met’
	Increased opportunity to stay with parent(s) (often breaking a cycle of foster care, residential school legacy, etc.) and creating opportunities for positive attachment (protective factor)	Valued with family under the outcome: ‘Increased support for parents leading to possible decreased Children’s Services involvement, avoidance of apprehension’
Adult clients in Housing (Journey House 1, 2, & HIS)	Decreased experiences of homelessness or inadequate housing, increased access to high quality housing	Yes
	Increased overall wellbeing (physical, mental) due to move from homelessness/inadequate housing to housing	Yes

Stakeholder	Anticipated Outcomes	Valued in the SROI Model?
	Increased social support, socialization, and sense of community (decreased social isolation)	Yes
	Increased connection to culture	No, though it is an important outcome, it was not possible to financially value this outcome in the SROI
	Increased safety, decreased experiences of violence (avoidance of violent relationships, violence on the streets)	Yes
	Increased safety, decreased experiences of sexual violence from street involvement (female tenants)	Yes
	Decreased harm from involvement in sex trade activities while living on the street (female tenants)	Yes
	Increased ability to engage in employment	Yes
	Decreased harm from substance use and increased ability to move towards reducing use	Yes
	Increased supports for parents leading to possible decreased Children’s Services involvement, child apprehension avoided, reconnection with children not in their care, reunification with children	Yes
	Increased housing life skills and ability to move towards independence in housing (adult tenants in Journey House 2 and HIS only)	No, though it is an important outcome, it was not possible to financially value this outcome in the SROI as housing life skills and long term independence are not tracked and financial valuation is not clear
Children of Housing clients(Journey House 1, 2, & HIS)	Increased opportunity to stay with family (often breaking a cycle of foster care, residential school legacy, etc.) and creating opportunities for positive attachment (protective factor)	Valued with family under the outcome: ‘Increased support for parents leading to possible decreased Children’s Services involvement, avoidance of apprehension’
	Increased safety, decreased experiences of violence and/or abuse	Yes
	Improved emotional regulation	Yes
	Stability in school and basic routines	Yes
	Decreased involvement in criminal activities	Yes

Stakeholder	Anticipated Outcomes	Valued in the SROI Model?
	Decreased exposure to toxic stress; improved childhood development and learning	Yes
	Increased overall wellbeing (physical, mental) due to move from homelessness/inadequate housing to housing	Valued with family under the outcome 'Increased overall wellbeing (physical, mental) due to move from homelessness/inadequate housing to housing'
Government services and systems (all levels)	Increased access to appropriate health services to promote wellbeing and decreased use of emergency services by shelter clients (adults and children)	Yes
	Decreased experiences of family homelessness amongst housing program clients (resulting in decreased justice system, health system, and emergency system use)	Yes
	Decreased issues related to substance misuse amongst housing program clients	Yes
	Decreased Children's Services involvement amongst shelter clients	Yes
	Decreased foster care placements amongst housing clients (or increased number of children returned to parents' care)	Yes
	Decreased high risk pregnancies related to addictions amongst pregnant clients	Yes
	Decreased risk of sexual exploitation linked to homelessness and addictions amongst female housing clients	Yes
	Children of clients are less likely to be involved in crime due to supportive programming and housing	Yes
	Children of housing clients have decreased ongoing behavioural issues and increased access to supports for positive mental health & wellbeing	Yes
	Children of housing clients have decreased behavioural issues in school or daycare due to ability to stay in the same school and due to stability fostered through housing for housing clients	Yes
Children of housing clients have improved or maintained academic performance due to ability to stay in the same school and due to stability fostered through housing for housing clients	Yes	

Stakeholder	Anticipated Outcomes	Valued in the SROI Model?
Local neighbourhoods	Improved neighbourhood quality	Yes
Landlords (HIS only)	Decreased loss of income due to rent arrears, damage, admin time	Yes

SROI Step 3: Evidencing Outcomes & Assigning a Value



This SROI step involves **evidencing outcomes**, meaning determining how many stakeholders experience each mapped outcome included in the SROI model.

An SROI analysis can be 'evaluative' or 'forecast'. An evaluative analysis provides a definitive statement of value based on rigorous primary research on evidence of outcomes achieved by stakeholders. A forecast analysis provides a projected value statement based on rigorous secondary research evidence that reveals reasonable expectations of outcomes achieved by stakeholders. Both approaches are valid and powerful and can be used in combination based on the availability of stakeholder data.

The Inn from the Cold SROI uses a combined forecast and evaluative approach leveraging information on outputs and outcomes collected by Inn from the Cold on an ongoing basis, information from stakeholders, and rigorous existing research on outcome achievement amongst homeless families or individuals involved in similar programs. The impact of this reliance on secondary research is discussed in Section 5.2 of this report. Moving forward, as Inn from the Cold evaluation systems are evolved towards more robust outcome measurement, the SROI analysis model can be updated from a forecast model to an evaluative model, with less reliance on existing research and greater utilization of primary evidence of outcomes achieved by Inn from the Cold stakeholders.



This SROI step also involves **valuing outcomes** meaning establishing the financial value of each mapped outcome included in the SROI model.

Mapped outcomes were financially valued based on feedback from stakeholders and using financial proxies¹⁷ from academic and grey literature (including other SROI studies). Outcome valuation methods included:¹⁸

- Cost reallocation valuation (determining the reallocated costs of decreased government service use)
- Intangible valuation techniques
 - Revealed preference valuation (also known as willingness to pay valuation)

¹⁷ Financial proxies are estimates of financial value where it is not possible to know an exact value.

¹⁸ For more information on valuation techniques, see for example Cohen. (2005)

- Wellbeing valuation¹⁹
 - Valuing income from employment
 - Valuing direct benefits received
 - Valuing opportunity costs

Where possible, valuation information and methods from other SROI and economic studies were used, enabling some comparison between studies and ensuring results from the current study are aligned with other, similar work.

Outcome valuation in the Inn from the Cold SROI analysis included:

¹⁹For a detailed explanation of wellbeing valuation techniques see: Fujiwara. (2013)

Table 2: Inn from the Cold Valuation of Outcomes

Stakeholder	Anticipated Outcomes	Valuation
Adult shelter clients	Increased safety, decreased experiences of violence (avoidance of violent relationships, violence on the streets)	Personal cost of pain and suffering due to assault
	Increased safety, decreased experiences of sexual violence from street involvement (female guests)	Personal cost of pain and suffering due to sexual assault
	Increased support for parents leading to possible decreased Children’s Services involvement, avoidance of apprehension	Wellbeing valuation: ability to stay together as a family
	Basic needs are met	Cost of basic needs in Alberta for a month for a family of four
	Increased personal wellbeing (physical, mental) from obtaining temporary accommodation (e.g. improvements in physical health, decreased exposure to the elements, decreased stress, etc.)	Wellbeing valuation: Rough-sleeping to temporary accommodation for adults with dependent children
Children of adult shelter clients	Increased safety, decreased experiences of violence and/or abuse	Personal cost of child abuse to survivors
	Decreased involvement in criminal activities	Personal opportunity cost to youth of involvement in crime
Adult clients in Housing (Journey House 1, 2, & HIS)	Decreased experiences of homelessness or inadequate housing, increased access to high quality housing	Revealed preference valuation: average cost of a two bedroom apartment in Calgary, one year
	Increased overall wellbeing (physical, mental) due to move from homelessness/inadequate housing to housing	Wellbeing valuation: temporary accommodation to secure housing for families
	Increased social support, socialization, and sense of community (decreased social isolation)	Wellbeing valuation: Talks to neighbours regularly
	Increased safety, decreased experiences of violence (avoidance of violent relationships, violence on the streets)	Personal cost of pain and suffering due to assault
	Increased safety, decreased experiences of sexual violence from street involvement (female tenants)	Personal cost of pain and suffering due to sexual assault
	Decreased harm from involvement in sex trade activities while living on the street (female tenants)	Direct & indirect personal cost of involvement in the sex trade
	Increased ability to engage in employment	Amount earned through employment
Decreased harm from substance use and increased ability to move towards reducing use	Wellbeing valuation: personal value of addressing drug and alcohol problems	

Stakeholder	Anticipated Outcomes	Valuation
	Increased supports for parents leading to possible decreased Children’s Services involvement, child apprehension avoided, reconnection with children not in their care, reunification with children	Wellbeing valuation: ability to stay together as a family
Children of Housing clients(Journey House 1, 2, & HIS)	Increased safety, decreased experiences of violence and/or abuse	Cost of child abuse to survivors
	Improved emotional regulation	Revealed preference valuation: Cost of individual CBT for anxious children
	Stability in school and basic routines	Personal and intangible value from high school completion
	Decreased involvement in criminal activities	Personal opportunity cost to youth of involvement in crime
	Decreased exposure to toxic stress; improved childhood development and learning	Revealed preference valuation: Cost of high quality after school programming and summer camp (one year)
Government services and systems (all levels)	Increased access to appropriate health services to promote wellbeing and decreased use of emergency services by shelter clients (adults and children)	Cost of one emergency room visit
	Decreased experiences of family homelessness amongst housing program clients (resulting in decreased justice system, health system, and emergency system use)	Alberta cost of family homelessness (including health, justice, community services)
	Decreased issues related to substance misuse amongst housing program clients	Cost of substance abuse per person (health cost, justice cost, gov't spending on research and prevention, lost productivity)
	Decreased Children's Services involvement amongst shelter clients	Cost of one Children’s Services home visit
	Decreased foster care placements amongst housing clients (or increased number of children returned to parents' care)	Average cost of maintaining a child in foster care or formal kinship care with regular visits by child protection worker
	Decreased high risk pregnancies related to addictions amongst pregnant clients	Value of healthy pregnancy (including reduced substance use during pregnancy)
	Decreased risk of sexual exploitation linked to homelessness and addictions amongst female housing clients	Direct and indirect public costs from sexual exploitation (justice, health, etc.)
	Children of clients are less likely to be involved in crime due to supportive programming and housing	Cost of minor crime (theft under \$5,000 and a police call for service); Cost of incarceration for one youth for one year (only one claimed as a placeholder in the model)
	Children of housing clients have decreased ongoing behavioural issues and increased access to supports for positive mental health & wellbeing	Cost of a comprehensive psychological assessment

Stakeholder	Anticipated Outcomes	Valuation
	Children of housing clients have decreased behavioural issues in school or daycare due to ability to stay in the same school and due to stability fostered through housing for housing clients	Cost of special education supports for students
	Children of housing clients have improved or maintained academic performance due to ability to stay in the same school and due to stability fostered through housing for housing clients	Public costs of dropping out of high school
Local neighbourhoods	Improved neighbourhood quality	Value of neighbourhood satisfaction
Landlords (HIS only)	Decreased loss of income due to rent arrears, damage, admin time	Cost savings (time, effort) to private landlords

SROI Step 4: Establishing Impact

This SROI step involves considering what other elements are part of the outcomes experienced by stakeholders including:

- Deadweight – how much of the outcome would have happened anyway
- Displacement – how much the outcome has displaced other positive outcomes
- Attribution – how much of the outcome is attributable to others

It also considers whether and how much an outcome that extends into the future (past the year of investment) will drop off over time. These elements are applied as discounts to the value included in the SROI analysis (expressed as percentages). They help ensure that the SROI value is not over-claimed and provide a ‘reality check’ on the actual impact of the social investment.

For the Inn from the Cold SROI analysis, these discount values were determined based on:

- Feedback from clients
- Existing research
- Reasonable estimations

In particular, the study has leveraged findings from the At Home/Chez Soi Study²⁰ to determine deadweight for many outcomes. Where estimations were made, they were sensitivity tested to ensure estimated discounts were not over/under claimed. Overall, a 3.5% discount rate was applied to any value claimed into the future to account for the time value of money.²¹

SROI Step 5: Calculating the SROI Ratio

The last step in an SROI analysis is calculating the SROI ratio. The ratio is calculated by multiplying the number of stakeholders achieving an outcome by the value of that outcome (financial proxy), and then discounting for impact. All outcomes are then added together for the total present value, which is divided by the total investment.

The SROI ratio indicates how much social and economic value is created for every dollar invested in a social initiative. For example, an SROI ratio of 1 : 3 would indicate that for every dollar invested in the initiative, three dollars is created in social and economic value from outcomes achieved.

As part of this process, sensitivity tests were conducted to explore the impact of any assumptions or estimations that were made as part of the analysis. The sensitivity tests explored the impact of estimations or assumptions of:

- The number of stakeholders experiencing outcomes
- The financial proxies used to represent the value of outcomes

²⁰ Goering et al. (2014)

²¹ Boardman, Moore & Vining. (2010)

- The discounts applied
- The duration of outcomes

See Appendix D for sensitivity test result details.

SROI Step 6: Reporting, Using, Embedding

The final part of an SROI analysis is the creation of an SROI report and other communications documents. The current report is part of this final activity. Communications can involve presentations, executive summary reports, reports for government use, and reports for fundraising. The final SROI activity also relates to using results on an ongoing basis for continuous program improvement (embedding).

4.0 Stakeholder Perspectives

The Inn from the Cold SROI analysis process has produced important information about stakeholder perspectives on the outcomes and value of Inn from the Cold's shelter and housing services.

4.1 Perspectives from Clients



In total, **15** shelter clients and **11** housing clients shared their perspectives about their experiences with Inn from the Cold's services. These perspectives helped define, evidence and value outcomes for the SROI analysis.

Through the stakeholder engagement process, clients were asked to:

- Describe the outcomes they had experienced due to Inn from the Cold
- Speculate about what their situation might look like without Inn from the Cold
- Identify any unexpected outcomes or experiences associated with their experience with Inn from the Cold (including negative outcomes)
- Highlight the activities and outcomes that were most valuable from their experience with Inn from the Cold
- Suggest ways Inn from the Cold's shelter and housing services could be improved for families²²

See Appendix C for the stakeholder engagement questions.

Shelter clients described numerous positive outcomes they had experienced because of Inn from the Cold's family emergency shelter programming. They felt the shelter was effective in keeping families off the streets and supporting families with basic needs like food, shelter and clothing. Beyond the immediate outcomes associated with having basic needs met, clients spoke about the positive outcomes experienced as a result of the supports offered at the shelter. At the shelters, they felt their children experienced greater stability and safety while developing new social connections and positive coping mechanisms. For themselves, clients identified the importance of Inn from the Cold's shelter in opening opportunities to engage in employment, connect with services (including preventive health services), address substance use concerns, and return to school. In their own words, clients said things like:

It's like the shelter puts handles on the doors for you – it opens up opportunities.

At the shelter I get fed every day – I'm not used to that.

There's structure and stability here.

My daughter has an anxiety disorder and she has not had a panic attack since we've been here.

²² Improvement suggestions are not included in the SROI but information shared with Inn from the Cold management for continuous quality improvement

My son has ADHD - because of the wellness team and occupational therapist he is doing 90% better and is receiving medication.

Here, the children develop friendships and maintain them – social supports are important.

When asked to speculate about what their situation might look like if the Inn from the Cold emergency shelter was not available, clients felt that their situation would be, in many instances, dire. Clients speculated that without the shelter their family may have been split up or they may have spent time sleeping outdoors or on the street. In one instance, a client indicated they might otherwise be dead. Overall, clients emphasized that Inn from the Cold is providing a unique option for families in crisis, ensuring they can stay together and avoid negative experiences on the streets. In their own words, clients said:

I would otherwise have lost my child.

Without the shelter I'd probably be on the street with no idea where to go.

Without help from the shelter I could be an addict.

I could be six feet under if the shelter didn't exist.

When asked what they found most valuable about their experience, many shelter clients emphasized that having a place to stay together as a family when all other options had been exhausted was invaluable for them. Others brought up the positive impact on their children and key outcomes, like employment and substance use reduction, that had been valuable benefits from their time at Inn from the Cold. In their own words, clients said things like:

The most valuable thing has been the access my kids have to education, transportation, and medical support.

The most valuable thing is they encourage you to get out and work.

The most valuable thing is that my kid is still with me.

The most valuable thing is I get to keep my family together instead of being split up.

The most valuable thing is just knowing we are taken care of. They are here for us.

The most valuable thing has been having a roof over our heads.

Overall, shelter clients expressed gratitude towards the Inn from the Cold emergency shelter and staff that had supported them there. Many said there were no things that they thought could be improved, while others had keen insights into how the service could be ameliorated, which have been shared with program managers for the purpose of continuous program improvement.

This place is amazing.

I'm really glad we found this place. I don't know what we would do without them.

This isn't a place with a dark cloud – they really try to brighten it up. It doesn't feel like a hard time here.

Housing clients also described numerous positive outcomes they had experienced with support from Inn from the Cold. These clients were able to articulate the longer term impact of moving from homelessness or emergency shelter to stable housing with their families. Clients emphasized the stability and sense of home they had been able to develop with housing supported or provided through Inn from the Cold. Based on this stability, clients suggested that they were able to decrease their Children's Services involvement, engagement in education or employment, and create positive social connections that support their overall wellbeing. Most fundamentally, housing clients emphasized their ability to avoid homelessness and establish a sense of home due to Inn from the Cold's housing programming. They felt that, with housing, their safety had increased, their health had improved and their children's wellbeing had been bolstered. In their own words, clients said things like:

I feel safe in my home and I'm able to have enough food to feed my daughter.

This housing gives me stability and the ability to have a stable foundation.

Now I have a good reliable doctor for me and my family.

After I completed treatment they helped me get my daughter back.

This place is one hundred times better than other places I've lived in.

When asked to speculate about what their situation might look like if Inn from the Cold housing support was not available, most clients felt they would otherwise be homeless. Without a home, clients speculated that they would not be able to maintain stability, keep their family together, and work towards positive outcomes for themselves and their families. Further, clients felt that if they were able to obtain housing without Inn from the Cold, it would not be as appropriate for their family. They said things like:

I could tell you right now if it wasn't for Inn from the Cold I'd be homeless.

I definitely wouldn't have my kids. I wouldn't be stable enough to keep them.

Without that extra support from Inn from the Cold, I probably wouldn't have been able to afford my place.

I wouldn't have a home without Inn from the Cold.

If there was no Journey House I know without a doubt we would still be in shelter.

When asked what they found most valuable about Inn from the Cold's housing support, clients emphasized the sense of home they had been able to develop. They felt it was valuable for their families to have a place to call home, where they could feel safe and stable and work towards positive outcomes together. In their own words, clients said things like:

The most valuable thing is that I have a home.

The most valuable thing has been being able to be connected with resources I needed that I didn't know about.

The most valuable thing for me is having a safe place to call home now for me and my son.

Similar to shelter clients, housing clients expressed gratitude towards the Inn from the Cold staff who had supported them. Many said there were no things that they thought could be improved,

while others made important suggestions which have been shared with program managers for the purpose of continuous program improvement.

My worker is so awesome – I feel like she’s my family.

4.2 Perspectives from Frontline Staff



In total, **6** frontline shelter staff and **4** frontline housing staff shared their perspectives about what they had observed in their work at Inn from the Cold. These perspectives helped define outcomes included in the SROI analysis and identify key areas for program improvement. See Appendix C for the stakeholder engagement questions.

Thinking about the experience clients have at the Inn from the Cold emergency shelter, staff highlighted numerous positive outcomes that they had witnessed. They felt that the shelter helped meet clients’ basic needs so that they could move towards addressing other personal barriers to maintaining stable housing. Staff spoke about the sense of community and trust established in the shelter, which enables clients to begin engaging with other supports and services and gain greater independence. Staff emphasized the importance of the safety that the shelter provides for children and their families as well as the access to proper nutrition and health care. They felt that one of the most valuable aspects of the shelter is that it enables clients to be hopeful and build towards long-term housing independence based on the trust and hope established. Overall, staff indicated that the shelter is likely creating value for multiple levels of government as well as clients themselves through decreased experiences of health issues, avoidance of violence, and improved ability to move towards stability in housing. In their own words, staff said things like:

I think that the first contact is so important. It really creates a basis of trust for people.

You can tackle other problems because you have a place to stay.

Thinking about the experience clients have with Inn from the Cold supported housing, there were further positive outcomes staff had observed through their work. In housing, staff felt that clients could create a stable home where they could maintain their health and the health of their children, address any Children’s Services concerns, develop natural supports, address substance use issues, decrease the number of crises experienced, avoid violent relationships and work towards goals such as education and employment. In housing, staff emphasized that children are better able to engage in school and that families can create deeper connections and trust.

Overall, staff felt that a housing experience with Inn from the Cold was a jumping off point that would provide stability and support the development of housing life skills to enable families to achieve and maintain independence and avoid service use in the long term. In their own words, staff said things like:

It provides a safe space to learn and grow.

It may be the very first time some clients have their own housing and their own space.

Staff also mentioned that their work at Inn from the Cold had had positive impacts on their own lives. They spoke about learning from clients and discovering a deeper appreciation for their own lives and privilege based on their interactions with clients. They felt they had learned greater empathy, understanding and patience through their work as well as important things about other cultures, including Indigenous cultures and pathways towards reconciliation. Reflecting on their experience, staff said things like:

I've learned how to check my privilege, both materially and in terms of my voice.

It makes you look at everyone like they are truly a person, with a story and a family and a full life.

Although staff articulated positive outcomes they had experienced due to their work at Inn from the Cold, they were not included as stakeholders experiencing value and outcomes in the SROI analysis as there was consensus that the analysis should focus on clients. Further, it is possible that if staff were not employed at Inn from the Cold they would be working at other social services in the community that may promote the same outcomes for staff. Staff also had the opportunity to make suggestions for improvement. These suggestions have been shared internally with Inn from the Cold management for the purpose of continuous program improvement.

5.0 Inn from the Cold SROI Results

The SROI analysis of Inn from the Cold's shelter and housing services revealed an SROI ratio of 1 : 4.63 meaning that:

For every dollar invested in the operation of Inn from the Cold's shelter and housing programming, **nearly five dollars** in social and economic value is created.

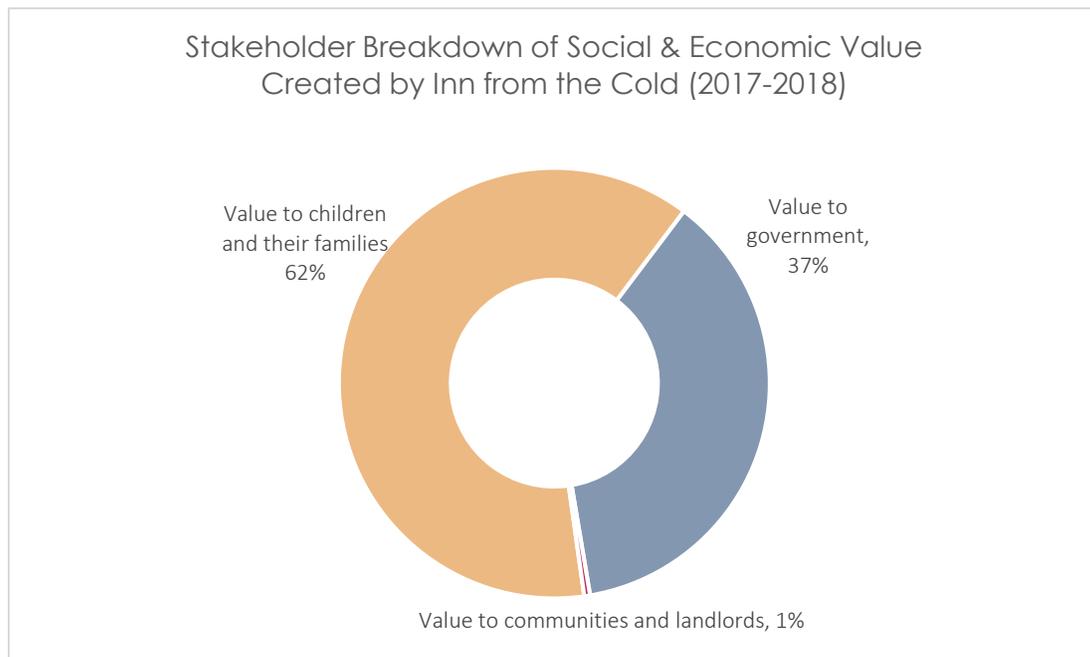


This ratio suggests that significant social and economic value is created by providing shelter and housing for families in need. This value is experienced by multiple stakeholders, including adult clients, children of adult clients, various levels of government, landlords, and communities. The result demonstrates that investment in the wellbeing of homeless families generates important social value for our community and its citizens.

The SROI analysis revealed that approximately 62% of the social and economic value generated by Inn from the Cold goes back to children and their families (clients) who experience important changes in wellbeing (mental, physical and spiritual) due to their involvement with Inn from the Cold.

Approximately 37% of the value generated by Inn from the Cold goes back to government in cost reallocations such as reduced emergency system use, reduced Children's Services time, decreased foster care placements, decreased justice system costs, decreased education system costs, and reduced hospital use. In other words, for every dollar invested in operating Inn from the Cold's shelter and housing programs, nearly three dollars is generated for government due to decreased service use.

While the community as a whole benefits from decreased service use that increases efficiency and reduces costs to tax payers over time, an additional 1% of the social and economic value from Inn from the Cold goes specifically to landlords and communities, who experience more positive tenancies and increased neighbourhood quality.



The social value calculated through the SROI analysis is almost equally generated by Inn from the Cold's shelter programming and housing programming, with shelter services creating approximately 48% of the value calculated and housing supports creating approximately 52% of the value calculated. However, since the shelter program serves nearly five times as many families in a year compared to the housing program (289 families compared with 55), on a per family basis, supporting families through housing generates significantly more value than providing families with shelter and programming. While shelter services are extremely important for families in crisis, and Inn from the Cold provides a unique family shelter offering that seeks to enhance the wellbeing of families in shelter through supportive programming, supporting families in gaining and maintaining housing is a more efficient use of resources that generates deeper and more value-generating positive social impact for families and communities.

5.1 A Conservative Estimate of Value

While the SROI ratio suggests that significant social and economic value is created by Inn from the Cold's work with homeless families, the SROI analysis represents a conservative estimate of the total value created as it was not possible to measure and capture the financial value of all potential outcomes for all potential stakeholders. Further, where estimations were made within the analysis, conservative estimations were taken to ensure the analysis is not at risk of overclaiming. In particular, the Inn from the Cold SROI analysis represents a conservative estimate of value as it:

- Does not include speculation as to the value of a life, despite the fact that several clients mentioned that they felt they might otherwise be dead without Inn from the Cold
- Does not include the value of returning to school despite the fact that some clients mentioned that they were aspiring to further their education after becoming housed

- Does not value a sense of home, connection to culture or the sense of trust experienced by clients, as these outcomes were determined to be too intangible for financial valuation despite the fact that numerous stakeholders indicated these were the most valuable outcomes they had experienced because of Inn from the Cold
- Does not speculate about the long term outcomes for children impacted by Inn from the Cold despite research from other communities and anecdotal evidence that suggests that involvement with Inn from the Cold's programming may result in positive lifelong outcomes for children

5.2 Limitations

Despite adherence to the internationally standardized SROI methodology and efforts throughout the study to increase the reliability of findings, the SROI analysis of Inn from the Cold includes some limitations that may impact the robustness and generalizability of findings. These include:

- **Limitations inherent in the methodology:** The SROI methodology is limited by its novelty and potential for biases. While the Accredited SROI Practitioners who conducted the analysis tried to mitigate these biases, SROI inherently involves many assumptions that may impact the robustness of the current findings.²³
- **Limitations in the availability of outcome data from clients:** Inn from the Cold is currently developing evaluation systems to track and capture outcomes experienced by clients, however these systems are not yet thoroughly implemented. This means that the current analysis has had to rely on information garnered through in-depth tenant interviews and available output and outcome information from Inn from the Cold interpreted using robust research results from studies such as the Canadian At Home/Chez Soi Study. This means that the analysis is partially a forecast SROI that should be updated with actual evaluation results when deeper information on program outcomes becomes available. Updating the SROI with new data collected about Inn from the Cold outcomes will help increase the reliability of the results garnered and will provide information on year-on-year value created.
- **Limitations in financial valuation and possible undervaluing:** Many social outcomes are not easily translated into financial terms, limiting the ability to fully capture the value of Inn from the Cold's work using the SROI methodology. In particular, Inn from the Cold's commitment to working from a place of cultural humility and supporting clients in reconnecting with their culture has not been represented in financial terms. At the same time, this limitation helps ensure that the SROI value is not over claimed.
- **Limitations in Canadian research availability:** Where possible, the current study has used Calgary-based research to value outcomes, however in some instances Canadian values were not possible to attain and research from other communities was used.

²³ For further discussion of limitations of the SROI methodology, see for example: Fujiwara (2015).

- **Limitations in family homelessness research availability:** The current study has leveraged existing research on homelessness, however the lack of a large body of research on family homelessness has limited the use of this research for the current study and may limit the resulting SROI findings.
- **Limitations in timeframes considered:** In order to maintain a conservative estimate of value, most outcomes valued in the SROI are not considered to last beyond the year of investment. This potentially undervalues the longer term impact on children served by Inn from the Cold and does not take into account the important lifelong skills that clients develop with Inn from the Cold's support.

6.0 Conclusions and Recommendations

Using the internationally standardized SROI methodology, the current study has revealed that for every dollar invested in the operation of Inn from the Cold's shelter and housing programs, nearly five dollars in social and economic value is created for individuals, government and communities. As governments seek more cost efficient ways to support citizens and communities in thriving, the current study suggests that investment in the wellbeing of homeless families generates important cost savings and value to multiple stakeholders. Ongoing investment in this type of programming is likely to advance the achievement of positive outcomes and further generate value in our community. Based on the findings from the current study, the following recommendations are put forward:

1. Invest in shelter services for homeless families and find ways to connect these services to ongoing supportive housing options. Based on the findings from the current study, it is clear that investing in shelter and housing services for homeless families is a value-generating investment. Building on the value created in shelters, there is an opportunity to advance value creation by offering supportive housing options for families who have experienced or are at risk of experiencing homelessness. The current study indicates that by doing so, investors not only address a core need of citizens in our community, but they also create significant economic and social value for individuals, families, communities, and various levels of government.
2. Continue to evolve outcomes measurement systems at Inn from the Cold and track the Social Return on Investment (SROI) over time. As outcomes measurement at Inn from the Cold becomes more robust, the SROI model can be updated to provide a definitive evaluative statement of value that can be used and updated to track value creation over time.
3. Seek opportunities to advance knowledge about the impacts of programming to support homeless families. While the current study begins to shed light on the value of supports for homeless families, more rigorous research on the impacts of programs for homeless families is needed to help develop deeper and more robust understanding of impact, particularly long-term impact. It is recommended that opportunities for future research on the subject are pursued in order to advance the knowledge and information we have about interventions addressing family homelessness.

Appendix A: Inn from the Cold SROI Model Overview

Stakeholder	Inputs	Outputs	Outcome	Indicator	#	Length	Financial Proxy	Value \$	Source	Deadweight	Displacement	Attribution	Drop off
Adult shelter clients	Time, willingness to participate in programs	444 adult shelter clients in 2017-2018 Average 43 days clients spent in shelter"	Increased safety, decreased experiences of violence (avoidance of violent relationships, violence on the streets)	# of clients avoiding violence due to shelter stay	164	1	Personal cost of pain and suffering due to assault	\$11,032	Zhang (2008) Page 25	5%	0%	0%	0%
			Increased safety, decreased experiences of sexual violence from street involvement (female guests)	# of clients avoiding sexual violence due to shelter stay	83	1	Personal cost of pain and suffering due to sexual assault	\$97,068	Zhang (2008) Page 25	5%	0%	0%	0%
			Increased support for parents leading to possible decreased Children's Services involvement, avoidance of apprehension	# clients with active or potential Children's Services involvement	47	1	Wellbeing valuation: ability to stay together as a family	\$3,577	Fujiwara, D., & Vine, J. (2015). Page 34	0%	25%	0%	0%
			Basic needs are met (food while in shelter, clothing donations, basic accommodation, etc.)	# shelter client families	289	1	Cost of basic needs in Alberta for a month for a family of four	\$1,722	Hudson, C-A. (2013). Page 1	5%	0%	10%	0%
			Increased personal wellbeing (physical, mental) from obtaining temporary accommodation (e.g. improved physical health, decreased exposure to the elements, decreased stress, etc.)	# families supported through the Inn from the Cold Shelter	289	1	Wellbeing valuation: Rough-sleeping to temporary accommodation for adults with dependent children	\$23,460	Fujiwara, D., & Vine, J. (2015). Page 11	5%	25%	0%	0%
Children of adult shelter clients	Participation with their parent(s) in programs	540 under 18 year old shelter clients in 2017-2018 (159 ages 0-4; 283 ages 5-12; 90 ages 13-17)	Increased safety, decreased experiences of violence and/or abuse	# clients with children who might otherwise be exposed to violence or abuse	405	1	Personal cost of child abuse to survivors	\$3,309	Bowlus, McKenna, Day & Wright (2003)	5%	10%	0%	0%
			Decreased involvement in criminal activities	# shelter client children who might be involved in criminal activities when on the street	31	1	Personal opportunity cost to youth of involvement in crime	\$2,668	Deriviere, L. (2005) Page 386.	5%	0%	10%	0%
Adult clients in Housing (Journey House 1, 2, & HIS)	Rent paid totalling \$580,800	55 families in housing supported by IFTC; 93 adult	Decreased experiences of homelessness or inadequate housing, increased access to high quality housing	# families housed with support from IFTC	55	1	Revealed preference valuation: average cost of a two bedroom apartment in Calgary, one year	\$14,964	CMHC (2017) Page 1	15%	0%	10%	0%

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Stakeholder	Inputs	Outputs	Outcome	Indicator	#	Length	Financial Proxy	Value \$	Source	Deadweight	Displacement	Attribution	Drop off
		housing clients total	Increased personal wellbeing (physical, mental) due to move from homelessness/inadequate housing to housing	# families housed with support from IFTC	50	1	Wellbeing valuation: temporary accommodation to secure housing for families	\$8,543	Fujiwara, D., & Vine, J. (2015) Page 11	14%	0%	10%	0%
			Increased social support, socialization, and sense of community (decreased social isolation)	# of clients indicating they feel part of a community (Journey House clients only)	10	1	Wellbeing valuation: Talks to neighbours regularly	\$4,745	Trotter, L., Vine, J. & Fujiwara, D. (2015).	10%	0%	0%	0%
			Increased safety, decreased experiences of violence (avoidance of violent relationships, violence on the streets)	# clients avoiding violence due to housing	67	1	Personal cost of pain and suffering due to assault	\$11,032	Zhang (2008) Page 25	15%	0%	10%	0%
			Increased safety, decreased experiences of sexual violence from street involvement (female tenants)	# clients avoiding sexual violence due to housing	17	1	Personal cost of pain and suffering due to sexual assault	\$97,068	Zhang (2008) Page 25	15%	0%	10%	0%
			Decreased harm from involvement in sex trade activities while living on the street (female tenants)	# female clients avoiding sexual exploitation due to housing	5	1	Direct & indirect personal cost of involvement in the sex trade	\$47,424	Deriviere, L. (2005) Page 386.	15%	0%	10%	0%
			Increased ability to engage in employment	# clients engaging in employment once housed	7	1	Amount earned through employment	\$15,600	Part time (20 hrs per wk) employment at Alberta minimum wage (52 wks per yr)	0%	0%	10%	0%
			Decreased harm from substance use and increased ability to move towards reducing use	# clients addressing addictions or reducing harm from substance use	4	1	Wellbeing valuation: personal value of addressing drug and alcohol problems.	\$25,517	Fujiwara, D., & Vine, J. (2015). Page 33	10%	0%	10%	0%
			Increased support for parents leading to possible decreased Children's Services involvement, child apprehension avoided, reconnection and/or reunification with children	# clients with Children's Services involvement	8	1	Wellbeing valuation: ability to stay together as a family	\$3,577	Fujiwara, D., & Vine, J. (2015). Page 34	0%	10%	0%	0%
Children of Housing clients (Journey House 1, 2, & HIS)	Participation with their parent(s) in programming	95 children housing clients (30 age 0-4; 45 ages 5-12;	Increased safety, decreased experiences of violence and/or abuse	# clients with children who might otherwise be exposed to violence or abuse	6	1	Personal cost of child abuse to survivors	\$3,309	Bowlus, McKenna, Day & Wright (2003)	14%	10%	0%	0%

Stakeholder	Inputs	Outputs	Outcome	Indicator	#	Length	Financial Proxy	Value \$	Source	Deadweight	Displacement	Attribution	Drop off
		20 ages 13-17)	Improved emotional regulation	# children benefiting from increased stability once housed	48	1	Revealed preference valuation: Cost of Individual CBT for Anxious Children	\$3,184	Aos, S., Drake, E., Pennucci, A., Miller, M., & Anderson, L. (2011).	15%	0%	10%	0%
			Stability in school and basic routines	# of youth ages 16-18 able to attend school because of housing or supports received through shelter	9	5	Personal and intangible value from high school completion	\$20,002	Hankivsky, O. (2008).	15%	0%	10%	0%
			Decreased involvement with criminal activities	# housing client children who might be involved in criminal activities when homeless	6	1	Personal opportunity cost to youth of involvement in crime	\$2,668	Deriviere, L. (2005) Page 386.	15%	0%	10%	0%
			Decreased exposure to toxic stress; improved childhood development and learning	# of children housed through IFTC	540	1	Revealed preference valuation: Cost of high quality after school program & summer camp (1 yr)	\$6,250	Homeward Bound Case Study (2017)	15%	0%	10%	0%
Government services and systems (all levels)	Funding, resources (valued with funders, investors, donors, below)	444 adult shelter clients in 2017-2018	Decreased emergency health service use by adult shelter clients due to increased access to appropriate health services to promote wellbeing	# adult shelter clients with changes in emergency health service use	444	1	Cost of one emergency room visit	\$416	Community Safety & Countering Crime Branch, Research Division. (2016).	0%	5%	0%	0%
			Decreased emergency health service use by child shelter clients due to increased access to appropriate health services to promote wellbeing	# of child shelter clients with changes in emergency health service use	540	1	Cost of one emergency room visit	\$416	Community Safety & Countering Crime Branch, Research Division. (2016).	0%	5%	0%	0%
			Decreased experiences of family homelessness amongst housing clients (resulting in decreased justice system, health system, and emergency system use)	# housing clients plus shelter clients leaving shelter for housing	164	1	Alberta cost of family homelessness (including health, justice, community services)	\$79,602	The Alberta Secretariat for Action on Homelessness. (2008).	15%	5%	10%	0%
			Decreased issues related to substance misuse amongst Housing program clients	# clients addressing addictions or reducing harm from substance use	4	1	Cost of substance abuse per person (health cost, justice cost, gov't spending on research and prevention, lost productivity)	\$44,896	Rehm, J., Baliunas, D., Brochu, S., Fischer, B., Gnam, W., Patra, J.,...Taylor, B. (2006).	10%	0%	10%	0%
		540 under 18 year old shelter clients in 2017-2018 (159 ages 0-4; 283 ages 5-12; 98 ages 13-17)											
		Families supported in housing by IFTC; 93 adult											

Inn from the Cold Social Return on Investment (SROI) Analysis Report

Stakeholder	Inputs	Outputs	Outcome	Indicator	#	Length	Financial Proxy	Value \$	Source	Deadweight	Displacement	Attribution	Drop off
		housing clients total 95 children housing clients (30 ages 0-4; 45 ages 5-12; 20 ages 13-17)	Decreased Children's Services involvement amongst shelter clients	# clients with Children's Services involvement	47	1	Cost of child services home visit (1)	\$8,002	Community Safety & Countering Crime Branch, Research Division. (2016).	0%	25%	0%	0%
			Decreased foster care placements amongst clients (or increased number of children returned to parents' care)	# clients with Children's Services involvement (foster care)	20	1	Average cost of maintaining a child in foster care or formal kinship care with regular visits by a child protection worker	\$51,055	Zhang, T., Hoddenbagh, J. McDonald, S., & Scrim, K. (2012)	0%	10%	0%	0%
			Decreased high risk pregnancies related to addictions amongst pregnant clients	# pregnant clients addressing substance use issues while involved with Inn from the Cold	8	1	Value of healthy pregnancy (including reduced substance use during pregnancy)	\$31,186	Franca, U., Mustafa, S., & McManus, M. (2016).	10%	0%	10%	0%
			Decreased risk of sexual exploitation linked to homelessness and addictions amongst female clients resulting in the avoidance of government service use (housing clients only)	# female clients avoiding sexual exploitation due to housing	5	1	Direct and indirect public costs from sexual exploitation (justice, health, etc.)	\$14,961	Deriviere, L. (2005) Page 386.	15%	0%	10%	0%
			Children of clients are less likely to be involved in crime due to supportive programming and housing	# of youth ages 13-17 staying in shelter or housed through Inn from the Cold	38	1	Cost of minor crime (theft under \$5,000 and a police call for service)	\$2,990	Community Safety & Countering Crime Branch, Research Division. (2016).	5%	0%	10%	0%
					1	1	Cost of incarceration for one year	\$116,000	Correctional Services Canada (2016)	5%	0%	10%	0%
			Children of clients have decreased ongoing behavioural issues and increased access to supports for positive mental health & wellbeing	# children with improved mental health and wellbeing	318	1	Cost of a comprehensive psychological assessment	\$2,708	Community Safety & Countering Crime Branch, Research Division. (2016).	5%	0%	10%	0%
			Children of clients have decreased behavioural issues in school or daycare due to ability to stay in the same school and due to stability fostered through housing for housing clients	# children with decreased behavioural issues at school or daycare	318	5	Cost of special education per student per year	\$9,200	Community Safety & Countering Crime Branch, Research Division. (2016).	0%	0%	0%	20%
			Children of clients have improved or maintained academic performance due to ability to stay in the	# of youth ages 16-18 able to attend school because	36	5	Public costs of dropping out of high school avoided	\$4,684	Hankivsky, O. (2008).	0%	0%	10%	0%

Inn from the Cold Social Return on Investment (SROI) Analysis Report

Stakeholder	Inputs	Outputs	Outcome	Indicator	#	Length	Financial Proxy	Value \$	Source	Deadweight	Displacement	Attribution	Drop off
			same school and due to stability fostered through housing for housing clients	of housing or supports received through shelter									
Local neighborhoods	Taxes paid (valued below)		Improved neighborhood quality	# community members impacted by individuals if they are not housed	200	1	Value of neighbourhood satisfaction	\$190	Saville-Smith, K., Dwyer, M., & Warren, J. (2009).	15%	5%	0%	0%
Landlords (HIS only)	Willingness to house Inn from the Cold clients	# units rented to IFTC clients supported in community	Decreased loss of income due to rent arrears, damage, admin time	# of units through # of landlords	17	1	Cost savings to private landlords	\$6,600	CMHC. (2005).	0%	0%	0%	0%
Funders, Donors and Investors	Funding, donations, investment totalling \$7,678, 297												

Total Investment	\$8,259,097
Total Present Value (TPV)	\$38,271,320
Net Present Value (TPV minus the investment)	\$30,012,223
Social Return \$ per \$	4.63

Appendix B: Resources Consulted

- The Alberta Secretariat for Action on Homelessness. (2008). *A plan for Alberta: Ending homelessness in 10 years*. Retrieved from <http://www.humanservices.alberta.ca/>
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Appendix C: Stakeholder Engagement Questions

Client Engagement Questions

→Interviewer begins by ensuring informed consent for participation in the research has been received from the client. Interviewer answers any questions the client may have about the research study.

SROI Interview Questions for Inn from the Cold Shelter Clients

1. What benefits have you and your family/children experienced from coming to the Inn from the Cold shelter? (Interviewer prompt: Basic needs like clothing and food met? Children go to school/receive child care? Programming at the shelter? Don't have to sleep outside? Avoid abuse...etc.)
2. Have there been any unexpected things about your experience at the Inn from the Cold shelter? (Interviewer prompt: These could be positive or negative things)
3. If you didn't have the opportunity to stay at the Inn from the Cold shelter, what do you think the situation would look like for you and your family? (Interviewer prompt: Can you speculate about where you would be staying if you were not staying here? Can you speculate about what your life might look like?)
4. Is there anything that could be improved about your experience at Inn from the Cold?
5. For you and your family, what has been the most *valuable* thing about staying at the Inn from the Cold shelter?
6. Anything else to share?
7. Inn from the Cold is currently developing a Family Advisory Board that would give past and current clients an opportunity to help shape Inn from the Cold's services and direction to make sure things are really working for families. The Family Advisory Board would meet monthly and Board Members would receive a \$20 for meeting attendance. Would you be interested in receiving more information about the Family Advisory Board? <If yes, the interviewer gets name and contact information from interviewee>

SROI Interview Questions for Inn from the Cold Housing Clients

1. How long have you been living at <housing supported by Inn from the Cold>?
2. Did you stay at the Inn from the Cold shelter prior to living here?
 - a. If yes, did your shelter stay lead to connection into your current housing?
3. What benefits have you experienced from living here?
4. Have there been any unexpected things about living here?
5. If you didn't have housing here, what do you think your situation would look like?
6. Is there anything that could be improved about your experience here?
7. For you, what has been the most *valuable* thing about living here?
8. Anything else to share?
9. Inn from the Cold is currently developing a Family Advisory Board that would give past and current clients an opportunity to help shape Inn from the Cold's services and direction to make sure things are really working for families. The Family Advisory Board would meet monthly and Board Members would receive a \$20 for meeting attendance. Would you be interested in

receiving more information about the Family Advisory Board? <If yes, the interviewer gets name and contact information from interviewee>

Client Research Consent Form

The Research Study: Social Return on Investment (SROI) analysis of Inn from the Cold shelter and housing services.

Through this research we will be trying the value of Inn from the Cold services, including:

- o The economic and social impact of Inn from the Cold shelter and housing services
- o The impact on people who access Inn from the Cold shelter and housing services

Your role, should you choose to participate, will be to let us know about your experience with Inn from the Cold shelter and/or housing services. This includes:

- o What is positive for you about your experience with Inn from the Cold
- o What is negative or unexpected your experience with Inn from the Cold
- o What the alternative might have been like for you if you hadn't received service through Inn from the Cold

This research is not anticipated to involve any risks or discomfort for you. Your participation in the study is **completely voluntary** and you may choose to stop participating at any time. Your decision not to volunteer will not affect your receipt of service in any way. It will not affect the ongoing relationship you may have with the researchers or staff. If you decide to stop participating in the study, all associated data collected will be immediately destroyed wherever possible.

All information from you will be **confidential** and your name will not appear in any report or publication of the research. Notes will be taken during the interview but no audio/video recordings will be made. Your data will be safely stored on an encrypted hard drive and only research staff will have access to this information. After the study your information will be kept for a maximum of six months before being destroyed (permanently deleted/shredded). Your information will not be used for any purpose other than the current research, including future research, without your consent.

If you have **questions** about the research in general or about your role in the study, please feel free to contact Anne Miller, lead consultant at Constellation Consulting Group. You can contact her either by telephone at 403-923-7611 or by e-mail at anne@constellationconsulting.ca. For more information on Constellation Consulting Group, please visit www.constellationconsulting.ca.

I _____, consent to participate in the Research Study outlined above. I have understood the nature of this project and wish to participate. I am not waiving any of my legal rights by signing this form. My signature below indicates my consent to participate in the research.

Signature and date

Staff Engagement Questions

→ Interviewer explains the research study to staff and ensures they understand the nature of the study and that their participation is entirely voluntary. The interviewer answers any questions regarding the research before beginning the focus group.

SROI Focus Group Questions for Inn from the Cold Staff

1. If you were to speculate, what benefits result for Inn from the Cold clients from your shelter services? (Interviewer prompt: What changes for Inn from the Cold clients? Increased safety, wellbeing, basic needs met, ability to connect to longer term housing supports, etc.?)
2. What benefits, if any, have you as an Inn from the Cold staff person experienced from working at Inn from the Cold?
(Interviewer prompt: What has changed for you since you started working with Inn from the Cold?)
3. Are there any other people, services or systems that you think might benefit from Inn from the Cold? (Interviewer prompt: Do you see community benefits from Inn from the Cold? Are other people in clients' lives impacted? Are health, justice, mental health systems impacted?)
4. Have there been any unexpected things about working with Inn from the Cold?
(Interviewer prompt: These could be positive or negative things)
5. From your perspective, is there anything that could be improved about the Inn from the Cold?
6. What would you say is the most *valuable* thing about Inn from the Cold's services?
7. Anything else to share?

Appendix D: SROI Sensitivity Tests

Sensitivity tests were conducted on the SROI model to determine the impact of assumptions/estimations made within the SROI analysis. The sensitivity tests explored the impact of estimations or assumptions around the financial proxies used to represent the value of outcomes, the number of stakeholders experiencing outcomes, and the discounts applied. Sensitivity tests included:

1. **Cost of homelessness:** Test of cost of homelessness to government using higher Calgary-estimated cost of chronic/complex homelessness from RSM Richter & Associates Inc. (2008) Calgary homeless foundation: Report on the cost of homeless in the city of Calgary. Retrieved from <http://homelesshub.ca/sites/default/files/ReportonCostofHomelessness-v1-RSMRichter2007.pdf>
2. **Cost of youth crime associated with homelessness:** Test of cost of youth crime to government justice systems using higher cost presented by from McKenzie, D., Flatau, P., Steen, A., & Thielking, M. (2013). *Research Briefing: The Cost of Youth Homelessness in Australia*.
3. **Wellbeing valuation vs QALY valuation:** Test of wellbeing valuation using higher Quality Adjusted Life Year (QALY) estimates from Holdgrave, D. et al. (2013). Cost-Utility Analysis of the Housing and Health Intervention for Homeless and Unstably Housed Persons Living with HIV. *AIDS Behaviour*, 17, 1626-1631 and Enns, A. et al. (2015). Potential cost-effectiveness of supervised injection facilities in Toronto and Ottawa, Canada. *Addiction*, 111, 475-489.
4. **Cost of youth children’s services involvement:** Test of cost of children’s services intervention instead of home visit to government.
5. **Higher discount estimates:** Test of estimated deadweight, attribution, displacement – added 5% to all estimates
6. **Lower discount estimates:** Test of estimated deadweight, attribution, displacement – decreased all estimates by 5%
7. **Future Value for Children:** Testing if children’s outcomes that are mapped last into the future for housing program families.
8. **Timeframes of outcomes:** Testing the impact of outcomes possibly lasting into the future for one year (50% drop off) without further investment for housing clients only.

Calculated Ratio	Sensitivity Test	Test Result
4.63	1 – Cost of homelessness	5.82
	2 – Cost of youth crime associated with homelessness	4.66
	3 – Wellbeing valuation vs QALY valuation	4.90

Calculated Ratio	Sensitivity Test	Test Result
	4 – Cost of Children’s Services involvement	4.65
	5 – Higher discount estimates	4.40
	6 – Lower discount estimates	4.87
	7 – Future value for children based on outcomes in the model	6.98
	8- Future value for all housing clients based on outcomes in the model	7.75

The sensitivity test results indicate that the SROI analysis presented in this report is a conservative estimate of the social value created by Inn from the Cold. By taking a conservative approach to valuing outcomes from Inn from the Cold, the risk that the SROI analysis overclaims the value of shelter and housing services is reduced. In particular, not valuing the maintenance of outcomes into the future due to uncertainty about whether outcomes would last without further investment potentially undervalues the important skills and knowledge that clients develop with support from Inn from the Cold. Moving forward, follow-up outcome tracking can help create more solid information on the longer term impacts of Inn from the Cold’s work which can be used to update the SROI analysis to fully understand the value created.

Appendix E: Cost of Homelessness and SROI Study Review

Cost of Homelessness Studies

Study Name	Per Person or Per Family Per Year Cost	Costs Included	Location
City of Toronto. (2009)	\$4,000 (Lowest service users) per individual	Emergency and health services	Toronto, ON
Pleace. (2015)	£4,668-£20,128 (4 case studies) per individual	Combined public sector costs (community services, health, justice, etc.)	UK
Mares & Rosenheck (2009)	\$6,832 (Chronic) per individual	Health (medical care, dental care, mental health care, addiction rehab, hospitalization, outpatient clinic, etc.)	Various US cities
Poulin, Maguire, Metraux, & Culhane. (2010)	\$7,500 (Chronic) per individual	Behavioral health, corrections, & homelessness services (NOT police, courts, emergency medical services, and health care not associated w behavioral health)	Philadelphia, USA
Fuerlein et al. (2014)	\$7,811 (Lowest service users, 30+ days homeless) per individual	Medical, psychiatric, substance, homeless maintenance, homeless amelioration	United States
City of Toronto. (2009)	\$13,000 (Mid range service users) per individual	Emergency and health services	Toronto, ON
McLaughlin. (2011)	\$18,629 (Chronic) per individual	Government, insurance claims, ED, police contacts, prison, community services, indirect costs	Maine, US
The National Centre on Family Homelessness (2011)	\$22,000 per family	Shelter costs only	USA
Regional Municipality of Wood Buffalo. (2010)	\$25,920 (Employable) per individual	Not clear	Northern Alberta, Canada
Mondello, Gass, McLaughlin & Shore. (2007)	\$28,045 per individual	Mental health, emergency services (ER, Ambulance), Police, Health, Incarceration, Shelter visits	Maine, USA
Eberle et al. (2001)	\$30,000-\$40,000 per individual	Combined service and shelter costs (incl. shelter stays)	BC
Perlman & Parvensky. (2006)	\$31,545 (Chronic) per individual	Emergency room, inpatient medical or psychiatric, outpatient medical, Detox services, incarceration, shelter costs.	Denver, CO
Bamberger & Dobbins. (2015)	\$33,537 (Seniors) per individual	Only health	California
Canadian Centre for Policy Alternatives and Common Knowledge Research & Consulting. (2014)	\$34,585 (Women & Children) per family	Jail, emergency shelter, and hospital/psych admission	Halifax, Canada
Kueln. (2012)	\$34,764 per individual	Unclear	LA, USA

Study Name	Per Person or Per Family Per Year Cost	Costs Included	Location
City of Toronto. (2009)	\$36,000 (High service users) per individual	Emergency and health services	Toronto, ON
Basu, Kee, Buchanan & Sadowski. (2012)	\$37,506 per individual	Hospitalizations, ED, community health clinics, drug & alcohol rehab centres, nursing homes, incarcerations, arrests & convictions	United States
Culhane et al. (2002)	\$40,451 per individual	Hospital, clinics, incarceration, shelter, permanent housing	New York, NY
Khadduri (2016)	\$42,000 per family	Unclear	USA
Moore. (2006)	\$42,075 per individual	Health care and incarcerations	Portland, OR
Regional Municipality of Wood Buffalo. (2010)	\$47,616 (Transient) per individual	Not clear	Northern Alberta, Canada
Parsell, Petersen & Culhane. (2017)	£25,776 (\$48,217 USD) per individual	Police, prison, probation, parole, courts, emergency department, hospital admitted patients, ambulance, mental health and homelessness services	UK
Larmier et al. (2009)	\$48,792 per individual	Insurance claims, detox, drug & rehab centres, EMS, hospitalization, shelter, incarceration & permanent housing	Seattle, WA
Culhane, Park & Metraux (2011)	\$50,000 per family	Inpatient mental health services, foster care, shelter services	USA
Stergiopoulos et al. (2015)	\$52,786 (Vancouver only) per individual	Health & social services, ED, hospitalization (psychiatric & physical), visits to community health centres, visits to day centres, shelters, rehabilitation centres, Justice services, police contacts, arrests, court appearances, police cell, detention centres, prison, welfare & disability payments	Vancouver, Winnipeg, Toronto and Montreal
Patterson, Somers, McIntosh, Shiell & Frankkish. (2008)	\$54,833 (People with mental health and substance use issues experiencing absolute homelessness) per individual	Health, corrections, and social services	BC
The National Centre on Family Homelessness (2011)	\$55,000 per family	Shelter costs only	USA
Alberta Secretariat for Action on Homelessness (2008)	\$69,600 per family	Emergency shelter, services for homeless Albertans, programming to homeless-serving agencies, health services, corrections, justice services	Alberta
Calgary Homeless Foundation. (2008)	\$72,444 (Transient) per individual	Emergency Services, Health Care, Housing, Support, Incarceration	Calgary, Canada

Study Name	Per Person or Per Family Per Year Cost	Costs Included	Location
Regional Municipality of Wood Buffalo. (2010)	\$83,520 per family	Not clear	Northern Alberta, Canada
Calgary Homeless Foundation. (2008)	\$94,202 per individual	Emergency Services, Health Care, Housing, Support, Incarceration	Calgary, Canada
Fuerlein et al. (2014)	\$102,698 (High service users, 30+ days homeless) per individual	Medical, psychiatric, substance, homeless maintenance, homeless amelioration	United States
Calgary Homeless Foundation. (2008)	\$134,642 (Chronic) per individual	Emergency Services, Health Care, Housing, Support, Incarceration	Calgary, Canada
Regional Municipality of Wood Buffalo. (2010)	\$137,820 (Chronic) per individual	Not clear	Northern Alberta, Canada
Stapleton, Pooran & Doucet. (Open Policy & Chronicle Analytics) (2011)	\$396,652 (Homeless ex-prisoners not using shelters) per individual	Mix of 'lifetime' incarceration costs as well as per year social assistance costs	Toronto, ON
Stapleton, Pooran & Doucet. (Open Policy & Chronicle Analytics) (2011).	\$411,832 (Homeless ex-prisoners using shelters) per individual	Mix of 'lifetime' incarceration costs as well as per year social assistance costs	Toronto, ON

SROI Studies

Study Name	SROI Ratio	Program Details	Location
Lee. (2009)	3.13	Hostel providing supportive housing to those who are currently homeless + a community facility with supports.	Wisbech, UK
Canadian Centre for Policy Alternatives and Common Knowledge Research & Consulting. (2014)	3.14	Second stage and supportive housing for women with children (dedicated site) 1.09 for community; 2.05 for government	Halifax, Canada
CMHA Mid-Island SROI Case Study (BC Housing) (2018)	3.34	Scattered-site supportive housing for singles	Nanaimo, BC
MPA Society SROI Case Study (BC Housing) (2018)	3.43	Scattered site supportive housing for singles with mental health issues	Vancouver, BC
Bonellie & Maxwell. (2012)	3.69	Shared living accommodation with support for youth (16-30) (shared accommodation – dedicated site)	Rural UK
Queens Manor SROI Case Study (BC Housing) (2018)	3.64	Supportive housing for singles (dedicated site)	Victoria, BC
Pacifica Housing SROI Case Study (BC Housing) (2018)	3.77	Scattered site supportive housing for singles	Victoria, BC
Wesley Street SROI Case Study (BC Housing) (2018)	3.96	Supportive housing for singles (dedicated site)	Nanaimo, BC
Kids Under Cover (2016)	4.17	Early intervention and prevention of youth homelessness by providing housing and scholarships	Australia

Study Name	SROI Ratio	Program Details	Location
Troy. (2011)	4.21	Supportive housing and addictions treatment for Indigenous women with children (dedicated site)	Ottawa, Canada
Kettle on Burrard SROI Case Study (BC Housing) (2018)	4.42	Supportive housing for singles and youth (dedicated site)	Vancouver, BC
Dodds. (2014)	4.53	Supportive housing for young persons (dedicated site)	Sunderland, UK
Lookout Society	4.56	Scattered site supportive housing for singles and some families	Surrey, BC
Cardington Apartments SROI Case Study (BC Housing)(2018)	4.74	Supportive housing for single persons (dedicated site)	Kelowna, BC
CMHA Kelowna SROI Case Study (BC Housing) (2018)	4.77	Scattered site supportive housing for singles and youth	Kelowna, BC
The Budzey SROI Case Study (BC Housing) (2018)	5.04	Supportive housing for women and women-led families (dedicated site)	Vancouver, BC
Ryan (2016)	5.60	Housing for homeless youth with a volunteer family resulting in reduction in long-term homelessness	UK
Martyres. (2013)	5.95	Range of supportive housing options for youth (21 spots total) (scattered & dedicated/communal sites)	Canterbury, UK
Miller & Robertson. (2014)	6	Temporary supportive housing for homeless women who are pregnant or parenting (dedicated site)	Saint John, Canada
Smirl. (2016)	7	Dedicated site supportive housing. SROI ratio could be up to 12.6 : 1	Winnipeg, MB
Durie. (2011)	8	Housing support for homeless families and single people (scattered site)	Dumfries & Galloway, UK (Scotland)
Robertson & Miller. (2013)	8.25	Housing First at 4 housing programs (scattered site) – for men	Region of Waterloo, Canada
Robertson & Miller. (2013)	9.37	Housing First at 4 housing (scattered site) – for youth	Region of Waterloo, Canada
Robertson & Miller. (2013)	9.75	Housing First at 4 housing programs (scattered site) – for women	Region of Waterloo, Canada
Robertson & Miller. (2013)	10.64	Housing First at 4 housing programs (scattered site) – for men	Region of Waterloo, Canada
Young. (2016)	11.07	WPI works to build a secure future for disadvantaged women and their children by providing them with long-term, safe, high-quality and affordable (no more than 30% of income) homes.	Melbourne, Australia
Boyle, Palmer & Ahmed. (2016)	15.06	Housing First for singles	Belfast, UK