



Corporate Report

NO: R187

COUNCIL DATE: September 11, 2006

REGULAR COUNCIL

TO: **Mayor & Council** DATE: **August 31, 2006**
FROM: **Acting General Manager, Planning & Development** FILE: **4815-30**
City Solicitor
SUBJECT: **City of Surrey Homelessness Fund Interim Advisory Committee**

RECOMMENDATION

It is recommended that Council:

1. Receive this report as information;
2. Approve the Terms of Reference for the City of Surrey Homelessness Fund Interim Advisory Committee, attached as Appendix I to this report; and
3. Direct staff to take the necessary steps, as outlined in this report, to establish a City of Surrey Homelessness Fund Interim Advisory Committee.

INTENT

The purpose of this report is to seek Council's approval of the Terms of Reference for the Interim Advisory Committee, which will oversee the establishment of the City of Surrey Homelessness Fund, and to identify a process which will be undertaken to set up this Interim Advisory Committee.

BACKGROUND

In early 2006, the Mayor appointed a Task Force focused on establishing a Housing and Homelessness Foundation or other mechanism to raise and distribute funds to projects and programs targeted at addressing homelessness in Surrey. On July 24, 2006, Council received a report from the Task Force, Corporate Report No. R176 - Implementation of a City of Surrey Homelessness Fund (attached as Appendix II to this report). At that time, Council approved, in principle, the establishment of a City of Surrey Homelessness Fund within an existing Foundation, and authorized using the City's Affordable Housing

Reserve Fund to establish the Fund. The Fund will address homelessness and housing related issues in Surrey by:

- raising monies and investing them wisely;
- providing a mechanism for business and community members to make charitable donations;
- leveraging private, senior government and other monies;
- facilitating collaborative partnerships; and
- distributing funds to projects and programs that assist or enable individuals to exit or avoid homelessness.

Council also approved the appointment of an Interim Advisory Board to oversee the work of setting up the City of Surrey Homelessness Fund within an existing Foundation, and directed staff to identify a process for the appointment of this Board.

DISCUSSION

Role of the Interim Advisory Board

Corporate Report No. R176 (Appendix II), included general recommendations related to the tasks to be undertaken by an Interim Advisory Board. These include:

- to guide the preparation of a Request for Proposal in support of establishing a City of Surrey Homelessness Fund within an existing Foundation;
- to evaluate all proposals and to make recommendations to Council;
- to examine different governance structures for the ongoing management of the Fund and to recommend an appropriate governance structure, along with conflict of interest guidelines, to Council;
- to examine and recommend to Council, the specific allocation of all monies contained within the City of Surrey Homelessness Fund (endowment flow through funds);
- to make appropriate recommendations to Council regarding the use and allocation of the funds;
- to examine different funding mechanisms to build the endowment and to recommend an appropriate mechanism to Council; and
- to provide continuity and succession until a permanent governance structure is in place.

While the Board has been tasked with guiding the process to set up a fund within an existing Foundation, should the work of the Board conclude that other organizational models would better implement the intent of the recommendations of the Mayor's Task Force, the Board should make further recommendations to Council in this regard.

Composition of the Interim Advisory Board

Corporate Report No. R176 noted that the Interim Advisory Board should represent a range of community interests and that membership on this Interim Board not exclude an individual from serving on the permanent Board.

As well, since the City of Surrey has agreed, in principle, to the use of the Surrey Affordable Housing Reserve Fund, and the Fund would be named and under the auspices of the City, there would be a need to have a City presence on both the interim and the ultimate Board.

The Board will require a range of expertise and support. It is recommended that the Board consist of the following:

- Six to eight members from the community at large, representing a combination of business/labour leaders, the community service sector and the faith communities;
- Two members of City Council; and
- The City Manager, City Solicitor, General Manager, Finance and General Manager, Planning and Development

The Board will not include members or representatives of any Foundation, which may be submitting a proposal to manage the Fund.

Additional staff support and consultant expertise will be provided by the City, as required.

City of Surrey's Advisory Board and Committee Process

Corporate Report No. R176 directed City staff to call for expressions of interest from individuals who are interested in serving on the Interim Advisory Board and to forward to Council for consideration, as part of a Corporate Report, the resumes of those individuals who express an interest.

As this interim body would act in an advisory capacity to Council in setting up a permanent structure, this report proposes that the "Board" be called an "Interim Advisory Committee" to better reflect its function.

City Council has a number of advisory committees under its jurisdiction. While the authority, terms of reference and membership criteria varies for each, the same process is used to recruit members for most of the City's boards and committees. Advisory committee members are generally recruited at the same time at the end of the year, through an advertisement placed in the local papers. Individuals interested in being considered for membership on a specific advisory committee are encouraged to submit a resume. Generally, the process provides one month within which interested individuals can apply. All resumes received are forwarded to Council and Council appoints members, typically, for a two year term.

Each committee sets its own schedule of meetings. The City Clerk's office provides administrative support to all of the City's advisory committees.

Given the urgency in proceeding with the implementation of this Fund, it is recommended that a call for expressions of interest for the City of Surrey Homelessness Fund Interim Advisory Committee not wait for the normal recruitment process. Instead, it is recommended that:

1. An advertisement calling for expressions of interest in being appointed to the Interim Advisory Committee be placed in newspapers immediately;
2. In addition to advertisements in local newspapers, the notice of the request for expressions of interest be sent to all members of the Mayor's Task Force on Homelessness and Housing, so that they can make it known to appropriate potential representatives;
3. Individuals be given a deadline of three weeks to respond; and
4. The advertisement will request the submission of a resume, a letter outlining reasons that the individual wishes to sit on the Committee, an outline of previous boards and committees on which the individual has served, and an expression of particular experience and expertise that the individual would bring to this Committee.

The advantages of this approach is that it does not need to wait for the annual recruitment process and it will provide an open and transparent process that will reach all those individuals with an interest in being on the Interim Advisory Committee.

Rather than the usual two-year term for Council advisory committees, it is recommended that the Interim Advisory Committee remain in place only as long as it takes to oversee the establishment of a permanent structure for the City of Surrey Homelessness Fund.

Terms of Reference for the Interim Advisory Committee

Terms of Reference for the City of Surrey Homelessness Fund Interim Advisory Committee are attached to this report as Appendix I. The Committee's purpose and responsibilities reflect the recommendations of the Mayor's Task Force on Homelessness and Housing, approved by Council on July 24, 2006. The tasks of the Interim Advisory Committee include making recommendations to Council on:

- the appropriate Foundation to house the Fund;
- a governance structure for the on-going management of the Fund;
- the use and allocation of funds; and
- a funding mechanism to build the endowment.

In keeping with the recommendations of the Mayor's Task Force on Homelessness and Housing, the proposed Interim Advisory Committee membership will represent a range

of community interests. Membership on this Interim Advisory Committee will not exclude an individual from serving on the permanent Board.

It is anticipated that the Interim Advisory Committee will report back to Council in a timely manner with recommendations for establishing the City of Surrey Homelessness Fund, at which time steps will be taken to appoint the permanent Board.

CONCLUSION

In July 2006, Council approved, in principle, the establishment of a City of Surrey Homelessness Fund within an existing foundation. This report identifies the process and Terms of Reference for an Interim Advisory Committee that will oversee the establishment of the Fund. Based on their consideration of the issues, the Committee will make recommendations to Council on establishment of a Fund, a governance structure, and guidelines or policies for the allocation of funds and development of the endowment. A recommended composition and terms of appointment of the Interim Advisory Committee, as well as a Terms of Reference for the operation of the Committee are provided in this report.

How Yin Leung
Acting General Manager,
Planning and Development

Craig MacFarlane
City Solicitor

JM/kms/saw

Attachments:

Appendix I Proposed Terms of Reference – City of Surrey Homelessness Fund Interim Advisory Committee

Appendix II Corporate Report No. R176

CITY OF SURREY**2006****TERMS OF REFERENCE****CITY OF SURREY HOMELESSNESS FUND INTERIM ADVISORY COMMITTEE****1. Purpose**

The purpose of the City of Surrey Homelessness Fund Interim Advisory Committee is to oversee the establishment of the City of Surrey Homelessness Fund.

2. Responsibilities

The Interim Advisory Committee is responsible for the following tasks:

- to guide the preparation of a Request for Proposal in support of establishing a City of Surrey Homelessness Fund;
- to evaluate all proposals and to make recommendations to Council;
- to examine different governance structures for the ongoing management of the Fund and to recommend an appropriate governance structure, along with conflict of interest guidelines, to Council;
- to examine and recommend to Council, the specific allocation of all monies contained within the City of Surrey Homelessness Fund (endowment – flow through funds);
- to make appropriate recommendations to Council regarding the use and allocation of the funds;
- to examine different funding mechanisms to build the endowment and to recommend an appropriate mechanism to Council;
- to provide continuity and succession until a permanent governance structure is in place; and
- to recommend to Council, any other organizational models that would better implement the intent of the recommendations of the Mayor's Task Force on Homelessness and Housing.

3. Membership

The Interim Advisory Committee shall consist of the following voting members, including:

- Six to eight members from the community at large, representing a combination of business/labour leaders, the community service sector and the faith communities
- Two members of City Council
- The City Manager, City Solicitor, General Manager Finance, and General Manager Planning and Development

Additional staff support and consultant expertise will be provided by the City as required.

All members shall be appointed for the period of time required to oversee the establishment a permanent structure for the implementation of the City of Surrey Homelessness Fund. Following the completion of the work as set out in these Terms of Reference the Committee will be dissolved.

Members of the Interim Advisory Committee will be appointed on the basis of availability, experience and expertise they can bring to the Committee and not as representatives of particular agencies, organizations or interest groups. Any person affiliated with a Foundation that intends to submit a proposal to manage the Fund is not eligible for membership on the Interim Advisory Committee.

Membership on this Interim Advisory Committee will not exclude an individual from serving on a permanent Board with regard to a Surrey Homelessness Fund.

4. Procedures

- The Chairperson shall be elected from the Interim Advisory Committee membership at the first meeting and shall preside at all meetings where possible. In his/her absence, an acting chairperson shall be appointed for that meeting by those members present. The chairperson shall be entitled to vote at all meetings.
- At all meetings a majority of the members shall constitute a quorum. Recommendations of a quorum shall be considered those of the full Committee. The Interim Advisory Committee will provide Council with its recommendations on matters outlined in this Terms of Reference.
- The Interim Advisory Committee may invite other persons to participate in making presentations to the Committee in order to benefit from additional expertise pertaining to subjects being discussed.

5. Meetings

- Meetings shall be held at the call of the Chairperson. The Interim Advisory Committee will meet at least monthly. The meetings shall be held at City Hall.
- Minutes of the Interim Advisory Committee shall be recorded by the Clerk's Department for information of Council.



Corporate Report

NO: R176

COUNCIL DATE: July 24, 2006

REGULAR COUNCIL

TO: Mayor and Council DATE: July 14, 2006

FROM: The Mayor's Task Force on Homelessness and Housing FILE: 4815-30

SUBJECT: Implementation of a City of Surrey Homelessness Fund

RECOMMENDATIONS:

The Mayor's Task Force on Homelessness and Housing recommends that Council:

1. Receive this report as information;
2. Approve, in principle, the establishment of a City of Surrey Homelessness Fund within an existing Foundation. This Fund will be used to address homelessness and housing related issues in Surrey by:
 - raising monies and investing them wisely;
 - providing a mechanism for business and community members to make charitable donations;
 - leveraging private, senior government and other monies;
 - facilitating collaborative partnerships; and
 - distributing funds to projects and programs that assist or enable individuals to exit or avoid homelessness;
3. Take all necessary actions to appoint an interim Advisory Board to oversee the establishment of the City of Surrey Homelessness Fund, as generally documented in this report; and
4. Authorize the use of the funds within the City of Surrey's Affordable Housing Reserve Fund, which currently amounts to \$8.4 million, to establish the City of Surrey Homelessness Fund.

INTENT:

The intent of this report is to advise Council on the activities of the Mayor's Task Force on Homelessness and Housing (see Appendix #1) and to seek its authorization to establish a City of Surrey Homelessness Fund within an existing Foundation, to address homelessness and housing related issues in Surrey. This Fund will create new partnership opportunities; leverage monies

from senior government and other sources; and provide a mechanism for business and community members to make a charitable donation.

BACKGROUND:

Homelessness Situation in Surrey

Surrey, similar to other municipalities in Greater Vancouver, has seen a significant increase in absolute homelessness¹, between the first regional count conducted on January 11, 2002 and the second regional count conducted on March 15, 2005. In fact, the homeless population increased from 160 to 371 or by 132% for the time period in question. More significantly, the street homeless or unsheltered population increased from 109 to 263, or by 141%; this despite the fact that Options opened a new emergency shelter with 35 beds. Of note, given the limited number of enumerators conducting both counts; the large physical size of and many wooded areas in Surrey; and the transient nature of the homeless; the above numbers likely significantly under report the true extent of the problem. In fact, direct service providers estimate the size of the homeless population at between 500 and 1,000 on any given night.

In addition to those who are absolutely homeless, there are many more people who are at-risk of homelessness² in Surrey. Using the INALHM concept, which refers to those people in core housing need and spending at least half their household income on shelter, there are approximately 24,000 people at-risk of homelessness, 2,500 of which are on income assistance. As one direct service provider stated: "Many of these people are only one paycheque or support payment away from the street".

Direct service providers to the homeless have identified a lack of funding, especially matching and seed funding, as a major barrier to addressing homelessness in Surrey. This lack of funding has created an environment where agencies see themselves in competition for scarce dollars, which has curtailed collaborative, coordinated and innovative efforts to tackle the problem. In fact, most recent initiatives to address homelessness have been a direct result of senior government funding programs. As a result, there have been spikes of activity, followed by long periods of inactivity. With senior government funding in question, the homelessness situation could worsen in Surrey.

Identified Needs

Direct service providers to people who are homeless and at-risk of homelessness in Surrey have identified:

- the need for a source of funding, especially matching or seed funding, which can be used to leverage senior government and other funding;
- the need for more diversified sources of funding, including local funding, to help bridge the periods of inactivity associated with over reliance on senior government funding; and
- the need for a source of funding to conduct research on and fund pilot projects to address homelessness and housing related issues in Surrey.

¹ Absolute homelessness refers to people who are living with no physical shelter – i.e., on the street, in doorways, in parkades, in parks and on beaches, as well as those people living temporarily in emergency shelters, safe houses and transition houses.

² At-risk of homelessness refers to people who are living in spaces or situations that do not meet basic health and safety standards, do not provide for security of tenure or personal safety and are not affordable.

Mayor's Task Force on Homelessness and Housing

In early 2006, the Mayor appointed a Task Force, chaired by Councillor Villeneuve and vice-chaired by Councillor Gill, that was focused on establishing a Housing and Homelessness Foundation or other mechanism to raise and distribute funds to projects and programs targeted at addressing homelessness in Surrey. The members of the Task Force are listed in Appendix #1. The Task Force met on several occasions over the course of the last few months and, as a result of its deliberations, has resolved to forward recommendations to City Council, as articulated in this report.

DISCUSSION:

Possible Funding Mechanisms

At its meeting on April 25, 2006, the Task Force reviewed four possible funding mechanisms to raise and distribute funds in support of addressing homelessness and housing related issues in Surrey. These four mechanisms were:

- The establishment of a Field-of-Interest Fund;
- The establishment of a Foundation;
- The establishment of a Housing Trust Fund; and
- The establishment of a Municipal Fund.

For each mechanism (see the table attached as Appendix 2), a description was provided, along with the advantages and disadvantages. Members identified key characteristics (see below) that a preferred mechanism would have, as well as which of the four mechanisms they most supported. Based on the discussion, there was support for further exploring the establishment a field-of-interest fund within an existing foundation and a stand-alone foundation in Surrey.

Preferred Funding Mechanism

At its meeting on May 23, 2006, the Task Force unanimously supported the establishment of a field-of-interest fund (hereafter referred to as the City of Surrey Homelessness Fund) within an existing Foundation. There was also unanimous support for using the City of Surrey's Affordable Housing Reserve Fund, which currently amounts to \$8.4 million, to establish the City of Surrey Homelessness Fund. The transfer of funds from the Affordable Housing Reserve Fund to a Surrey Homelessness Fund within a Foundation can be undertaken by the City, subject to there being an appropriate agreement between the City and the Foundation within which the Surrey Homelessness Fund is located. The agreement would secure appropriate governance control over the use of monies in the Fund. The above-described approach to transferring funds has been reviewed by Legal Services and has been determined to be acceptable from a legal perspective.

Regarding the preferred mechanism, Task Force members identified the following key characteristics:

- That "Surrey" be prominently cited in the name of the Fund and that all monies raised be used for the sole benefit of Surrey residents;

- That it have charitable status – i.e., the ability to receive charitable donations and issue a tax receipt and the ability to apply for and raise funds;
- That it have dedicated staff resources. Primary functions would include managing all activities related to marketing, promoting and building the Fund, as well as the disbursement of grants. Support functions would include accounting, communications and domain management;
- That it have a body to provide direction and guidance on all matters related to marketing, promoting and building the Fund, as well as the disbursement of grants;
- That it achieve a good rate of return on all its investments, thus enabling it to maximize the amount of dollars available for grant making;
- That it have low administration fees and that it be accountable to its funders. Regarding the latter, that an annual report be produced that includes audited financial statements and information as to administration fees, investment returns and the disbursement and impact of grant making;
- That the City of Surrey's Affordable Housing Reserve Fund, which currently amounts to \$8.4 million, be used to create an endowment that enables the Fund to offer grants during its first year of operation. It was also proposed that an ongoing source of funding be examined to grow the endowment;
- That it incorporate a combination of endowment and flow-through funds in order to make an immediate impact, which will raise the profile of the Fund within Surrey. The principal in an endowment fund is preserved over time and the interest earned on the fund is used to provide grants. With respect to flow through funds, the principal in the fund is used directly for the purposes of grants;
- That grants made be used to leverage new dollars by way of matching or seed funding. The intent is to maximize the amount of dollars available to address homelessness and housing-related issues in Surrey by accessing and leveraging senior government and other funding;
- That it be flexible and responsive to emergent issues or new funding opportunities. It is proposed that a reserve (i.e., a percentage of all monies available for grant making) be maintained for such purposes; and
- That it be seen as non-partisan and neutral.

Establishment of an Interim Advisory Board

The Task Force also resolved to recommend to City Council that an interim Advisory Board be established to oversee the work of setting up the Fund as follows:

- That the interim Advisory Board represent a range of community interests and that membership on this interim Board not exclude an individual from serving on the permanent Board;

- That the interim Advisory Board remain in place to oversee the establishment of the City of Surrey Homelessness Fund and until a permanent Board has been appointed;
- That the interim Advisory Board be responsible for the following tasks:
 - to guide the preparation of a Request for Proposal (see Appendix #3) in support of establishing a City of Surrey Homelessness Fund within an existing Foundation;
 - to evaluate all proposals and to recommend a preferred Foundation to Council;
 - to examine different governance structures (see Appendix #4) for the ongoing management of the Fund and to recommend an appropriate governance structure, along with conflict of interest guidelines, to Council;³
 - to examine the specific allocation of all monies contained within the City of Surrey Homelessness Fund and make appropriate recommendations to Council regarding the use and allocation of the funds;⁴
 - to examine different funding mechanisms to build the endowment and to recommend an appropriate mechanism to Council;
 - to provide continuity and succession until a permanent governance structure is in place.

If Council chooses to adopt the recommendations of this report, City staff will call for expressions of interest from individuals who are interested in serving on the interim Advisory Board and will forward to Council for consideration as part of a Corporate Report, the resumes of those individuals who express an interest.

Letters of Support from Organizations Represented on the Task Force:

Attached to this report (Appendix 5) are letters from several of the organizations who had representation on the Task Force. These letters indicate their support for the recommendations contained within this report.

CONCLUSION:

The Task Force is of the view that the establishment of the City of Surrey Homelessness Fund within an existing Foundation will achieve the following outcomes:

- to demonstrate the City of Surrey's commitment to addressing social issues and to act as a model to other jurisdictions;
- to enable citizens, businesses, community groups, faith organizations and others a means to make a charitable donation to address homelessness and housing related issues in Surrey;
- to assist in achieving the goals, as contained in the Plan for the Social Well-being of Surrey Residents, particularly in the areas housing and homelessness;

³ The Task Force opined that the City of Surrey should have strong representation on the permanent Advisory Board.

⁴ The Task Force opined that the majority of all monies be used to build the endowment.

- to contribute to reducing visible homelessness and related issues which negatively impact the image of Surrey and act as an impediment to new development;
- to leverage senior government and other funding in support of addressing homelessness and housing related issues in Surrey; and
- to provide matching and seed funding to get new and innovative projects off the ground.



Dianne L. Watts
Mayor



Councillor Judy Villeneuve
Chair, Mayor's Task Force on Homelessness and Housing



Councillor Tom Gill
Vice-Chair, Mayor's Task Force on Homelessness and Housing

JT:saw

Attachments:

- | | |
|------------|---|
| Appendix 1 | Task Force Membership |
| Appendix 2 | Comparative Chart of Funding Mechanisms |
| Appendix 3 | Draft Request for Proposals |
| Appendix 4 | Possible Governance Structure |
| Appendix 5 | Letters of Support |

Appendix #1

Task Force Membership

Government:

- City of Surrey
- BC Housing
- Fraser Health Authority
- Service Canada
- Mayor Dianne Watts
- Councillor Tom Gill
- Councillor Judy Villeneuve
- Murray Dinwoodie (Acting City Manager)
- Judy McLeod, Manager Long Range Planning
- Craig Crawford
- Lois Dixon and Meryl McDowell
- Gill Easton

Business/Development Associations:

- Surrey Chamber of Commerce
- Greater Vancouver Home Builders' Association
- Cloverdale Business Improvement Association
- Cloverdale District Chamber of Commerce
- Whalley Business Improvement Association
- Doug Watkins
- Peter Simpson
- Lyle MacMillan
- Bill Read and Ben Weaver
- Lesley Tannen

Labour Associations:

- CUPE Local #402
- Surrey Firefighters Association
- Laurie Larsen
- Larry Thomas

Development Industry:

- Parklane Construction
- Polygon Group Ltd.
- Progressive Construction Ltd.
- Qualico Development
- Joe Dhaliwal
- Ben Taddei
- Kevin Shoemaker
- Steve Kurrein
- Jake Friesen

Foundations and Funders:

- Coast Capital Savings Foundation
- The Real Estate Foundation of British Columbia
- The Surrey Foundation
- The United Way of the Lower Mainland
- Vancity Community Foundation
- Cyndie Kremyr
- Tim Pringle
- Dan Effa
- Linda Western
- Ian Mass

Educational Institutions:

- Kwantlen University College
- Simon Fraser University
- Roger Tweed
- Joanne Currie and John McKendry

Faith Organizations:

- Surrey Pastors Network
- Surrey/White Rock Ministerial Association
- Mike Poulin
- John Clarke

Homeless Associations:

- GVRD Regional Steering Committee on Homelessness
- Surrey Homeless and Housing Task Force
- Cheryl Prepchuck
- Sandy McLeod

Social Service Organizations:

- Kla-how-eya Aboriginal Centre of SACS
- Options: Services to Communities Society
- Pacific Community Resources Society
- Phoenix Drug and Alcohol Recovery and Education Society
- South Fraser Community Services Society
- Vibrant Surrey
- YMCA
- Patricia Raymond-Adair
- Darrell Ferner
- Michelle VanKeith
- Michael Wilson
- James Bennett
- Louise Hara
- John Woolgar

Others:

- Whalebone Productions Ltd.
- Ron Trepanier

Appendix #2

COMPARATIVE CHART

Models	Pros	Cons
Stand-Alone Foundation: E.g., The Calgary Homeless Foundation <ul style="list-style-type: none"> A charitable organization formed to work toward reducing homelessness. Identifies appropriate projects and pursues capital and operating funding for them. In Calgary, this is managed via a Collaborative Granting Process and a Funders' Table (Appendix #1). 	<ul style="list-style-type: none"> Clear mandate. Broad partnership base – e.g., business, faith, etc. Performs a leadership role. Coordinates activities. Ability to receive charitable donations. Ability to apply for and raise funds. Used to leverage additional dollars. Perceived as being non-partisan. 	<ul style="list-style-type: none"> High start-up costs. High administration costs. Highly dependent on SCPI and UAH funding.¹ Takes time to build endowment. Takes time to build reputation.
Housing Trust Fund: E.g., Edmonton Housing Trust Fund <ul style="list-style-type: none"> A public fund established by legislation, ordinance or resolution to receive specific revenues, which can only be spent on housing. Receives ongoing revenues from dedicated sources of funding such as fees, loan repayments or taxes. In Edmonton, the fund is for the acquisition and development of community-based housing for low and moderate income households. The fund was started with seed money from a number of contributions, including the City of Edmonton, and the revenue from real estate transfer fees. The latter source of revenue is no longer available and the fund is exploring new revenue sources. 	<ul style="list-style-type: none"> Partnership with government. Performs a leadership role. Low start-up costs. Low administration costs. Used to leverage additional dollars. 	<ul style="list-style-type: none"> Restrictive mandate. Dependent on ongoing government funding. Highly dependent on SCPI and UAH funding. Limited ability to raise funds on its own – i.e., does not have charitable status.
Field of Interest Fund: E.g., Colorado Hunger and Homeless Fund, Sound Families, etc. <ul style="list-style-type: none"> A field-of-interest fund is established by a foundation (or foundations) to address homelessness in general (e.g., the Colorado Hunger and Homeless Fund) or a sub-population of the homeless population (e.g., Sound Families). A field-of-interest fund can also be established to develop affordable and non-market housing or to facilitate home ownership. 	<ul style="list-style-type: none"> Can raise the profile of a foundation. Low start-up costs. Low administration costs. Ability to receive charitable donations. Used to leverage additional dollars. Perceived as being non-partisan. 	<ul style="list-style-type: none"> Highly dependent on reputation of the foundation. Limited exposure – i.e., many different funds. Limited expertise in homelessness and housing. Requires seed money to start fund. Takes time to build endowment.

¹ The Calgary Homeless Foundation works to secure community contributions that match federal Supporting Communities Partnership Initiative (SCPI) and Urban Aboriginal Homelessness (UAH) funding.

Models	Pros	Cons
Municipal Fund: E.g., City of Surrey and City of Vancouver		
<p>Home Ownership Assistance Program (Surrey)</p> <ul style="list-style-type: none"> • Intended to assist eligible households living or working full-time in Surrey to purchase their first home. More specifically, qualified households are eligible for interest free loans that are the lesser of 15% of the purchase price of the home or \$15,000 City-wide or 20% of the purchase price of the home or \$20,000 in Surrey City Centre. The 15% or \$15,000 applies to newly-constructed or resale homes with building permits after January 1, 2000 and the 20% or \$20,000 applies to newly-constructed homes. The loans are registered as a second mortgage and are discounted by 10% per year for the first five years of ownership. After five years, the repayable amount (upon resale) is 50% of the original loan. • Currently, the program is on hold pending a review of its future direction by City Council. 	<ul style="list-style-type: none"> • Municipal involvement. • Facilitates home ownership. • Supported by business and development community. 	<ul style="list-style-type: none"> • Restrictive mandate • Dependent on government funding. • Limited ability to raise funds on its own – i.e., does not have charitable status. • Limited ability to leverage additional dollars. • Limited impact in addressing homelessness.
<p>Affordable Housing Fund (Vancouver)</p> <ul style="list-style-type: none"> • Receives and distributes revenues from the City's Capital Plan to address housing related issues within the City of Vancouver. Additionally, it receives community amenities provided through rezoning, under the City's Community Amenity Contribution Policy. These amenities target area deficiencies, costs associated with growth and other community needs. <p>Property Endowment Fund (Vancouver)</p> <ul style="list-style-type: none"> • Receives and distributes revenues from the City's Capital Plan to purchase land and buildings, which are subsequently leased to not-for-profit organizations. These purchased sites are also used to leverage senior government funding for new affordable and subsidized housing. 	<ul style="list-style-type: none"> • Municipal involvement. • Partnership with senior levels of government. • Working relationship with not-for-profit sector. • Addresses both homeless and housing related issues. • Used to leverage additional dollars. 	<ul style="list-style-type: none"> • Dependent on government funding. • Limited ability to raise funds on its own – i.e., does not have charitable status.

Interviews conducted:

- Jill Davidson, Senior Housing Planner, City of Vancouver, (604) 873-7670.
- Rob Martin, Executive Director, Edmonton Housing Trust Fund, (780) 496-2626.
- Terry Roberts, Executive Director, Calgary Homeless Foundation, (403) 262-2921.

Models Reviewed:

- Calgary Homeless Foundation
- Colorado Hunger and Homeless Response Fund
- Edmonton Housing Trust Fund
- Fannie Mae Foundation, Washington, D.C.
- Melville Charitable Trust, Connecticut
- Sound Families, Bill and Melinda Gates Foundation, Seattle, Washington

Of note, the top 50 foundations awarding grants to address homelessness in the United States contributed \$103,183,667 in 2002. The top five foundations were: the Bill and Melinda Gates Foundation (\$1,819,653), the Mary Stuart Rogers Foundation (\$8,020,000), the Robert Wood Johnson Foundation (\$6,474,052), the Community Foundation of the National Capital Region (\$4,999,422) and the Melville Charitable Trust (\$4,631,695).

Appendix #3

Draft Request for Proposals

Introduction:

The City of Surrey is looking to establish a City of Surrey Homelessness Fund within an existing Foundation. The purpose of this Fund is to address homelessness and housing related issues in Surrey by:

- raising monies and investing them wisely;
- providing a mechanism for business and community members to make charitable donations;
- leveraging private, senior government and other monies;
- facilitating collaborative partnerships;
- distributing funds that assist or enable individuals to exit or avoid homelessness.

For background information, refer to the consultant's report.

Purpose:

The purpose of this request is to identify experienced Foundations that are interested in establishing a field-of-interest or named fund within its Foundation.

Inquiries:

All inquiries related to the request are to be directed to Judy McLeod, Manager of Long Range Planning and Policy Development, City of Surrey, at (604) 591-4122. Information obtained from any other source is not official and should not be relied upon.

Closing Date:

Three copies of the proposal must be received no later than 4:30 p.m. on ..., 2006. Copies must be mailed or received in person and should be labelled: City of Surrey Homelessness Fund.

Review Committee:

The evaluation of all proposals received will be the responsible of the interim Advisory Board, which Council established in support of the City of Surrey Homelessness Fund. All proposals will be evaluated in accordance with a set of review criteria.

Respondent Expenses:

Respondents are solely responsible for all expenses incurred in preparing and submitting their proposal.

Confidentiality of Information:

Information received from respondents will be kept strictly confidential and will be used for the sole purpose of evaluating and selecting a Foundation.

Scope of the Work:

Respondents are asked to complete the following questions as part of their proposal:

1. History and Profile of the Foundation:

Please describe the history and profile of your Foundation. This should include but not be limited to your organizational structure, including your Board of Directors and staff, your most recent annual report and your most recent audited statements, as well as any other relevant information that would assist in the evaluation process. Additionally, please describe your Foundation's involvement in Surrey, including any work related to addressing homelessness and housing issues.

2. Field-of-Interest or Named Funds:

Please describe your current funds (i.e., their number, types, etc.) and your current policies regarding field-of-interest and named funds. Additionally, please describe how these funds are managed.

3. Partnership and Support:

A permanent Advisory Board will be established to operate the City of Surrey Homelessness Fund. This body will provide direction and guidance on all matters related to marketing, promoting and building the Fund, as well as the disbursement of grants.

Questions:

- What will the role, responsibilities and relationship of your Foundation be with the Fund and its permanent Advisory Board?
- What are your fund management fees and what services do you offer in return?

4. Investment Policies and Expected Rates of Return:

Please describe your Foundation's investment policy, as well as identifying who is responsible for your investment decisions. Additionally, please provide an overview of your investment returns over the past five years and your projected rates of return over the next five years?

5. Benefits and Services:

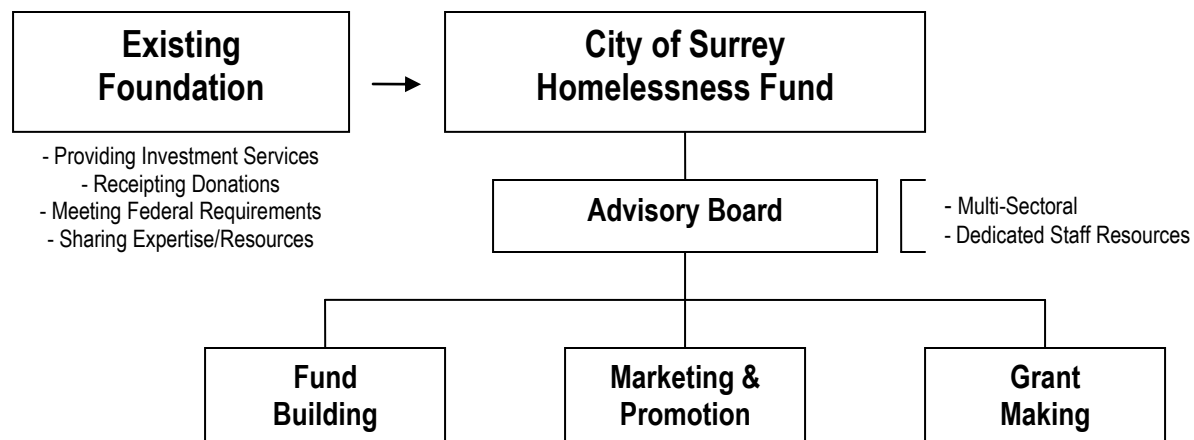
Please describe the benefits or services that we can expect to receive if we establish a field-of-interest fund within your Foundation.

Appendix #4 Possible Governance Structure

The Task Force made the following suggestions regarding the permanent governance body and structure for the Fund.

- that it have between ten and twelve members;
- that it include members from the business, development and faith communities, funders, labour and the three levels of government;
- that it play an active role in raising awareness about and soliciting support for the Fund;
- that it solicit and receive the advice of direct service providers to the homeless in identifying gaps and needs and in proposing priority areas.

A preliminary organizational chart was developed by the Task Force. This chart could act as a basis for further discussion around the development of a permanent body.



Appendix #5



BC Housing

Home Office
601 - 4555 Kingsway
Burnaby, BC
V5H 4V8
Phone: 604 439-4712
Fax: 604 433-3295
Web: www.bchousing.org

July 7, 2006

Mayor and Council
City of Surrey
14245 - 56th Avenue
Surrey, BC V3X 3A2

Dear Mayor and Council:

This is to confirm BC Housing's support for the establishment of the Surrey Homelessness Fund, and the recommendations as contained in the Corporate Report to Council. This funding capacity will enable non-profit and community groups to partner with BC Housing to develop more affordable housing units in Surrey.

To date, BC Housing has worked with the City of Surrey and community partners on a number of homelessness initiatives. These have included the Hyland House in Newton with *Options: Community Services* Society, a shelter and transitional housing focused on moving beyond temporary housing solutions and the *Phoenix Centre*, a unique model which combines clinical addiction services with transitional housing, employment and education services.

To be successful in creating more affordable housing options, it will require all levels of government, non-profit societies and community partners working together. BC Housing looks forward to partnering with the City of Surrey to provide more housing for those in greatest need in the community.

Yours sincerely,

Craig Crawford
Vice-President, Development Services



Coast Capital Savings Credit Union
Head Office
15117 101 Avenue - Fourth Floor
Surrey, BC V3R 8P7
T 604.517.7400 F 604.517.7405
www.coastcapitalsavings.com

July 7, 2006

Mayor and Council
The City of Surrey
14245 56 Avenue
Surrey, BC V3X 3A2

Re: Endorsement of Recommendation to Establish City of Surrey Homelessness Fund

Dear Mayor Watts and Council:

Coast Capital Savings is pleased to declare its wholehearted and unequivocal support for the establishment of a City of Surrey Homelessness Fund per the recommendation of the Mayor's Task Force on Homelessness and Housing in its Corporate Report to Council.

We believe having a home is a basic human right. In this regard, the importance of a Homelessness Fund and its potential to help those of our citizens living without a shelter over their heads – as well as those at risk of homelessness – cannot be overstated.

Coast Capital Savings participation in Canadian Business for Social Responsibility's *Seeing Is Believing* program has allowed our organization to gain a deeper understanding of the issues surrounding homelessness in our community. While the challenges are complex, there are real opportunities to make a difference. The proposed City of Surrey Homelessness Fund will enable Coast Capital Savings and other businesses involved in *Seeing Is Believing* to direct resources to a common, well-managed resource fund that can be channelled to the areas of greatest need and impact.

We also believe the Surrey Foundation would be an ideal choice for housing and administering the proposed fund. I served as one of the founding directors of the Surrey Foundation and I am proud of the contribution it has and will continue to make to the social fabric of our city. Over the last decade, the Surrey Foundation has earned a distinguished record as a non-governmental community foundation that accepts donations and endowment gifts to hold in trust and invest for the citizens of Surrey.

The Surrey Foundation efficiently manages funds of over \$800,000 and has been responsive to local issues and concerns while encouraging initiatives that provide opportunities to improve the welfare of our community and its residents. Selecting the Surrey Foundation to house the proposed fund will enable it to continue this good work.

Coast Capital Savings looks forward to working with other partners in the business community to bring the vision of a City of Surrey Homelessness Fund into fruition.

A handwritten signature in black ink, appearing to read 'Lloyd Craig', written over a circular stamp or seal.

Lloyd Craig
President & CEO

A handwritten signature in black ink, appearing to read 'Cyndie Kremyr'.

Cyndie Kremyr
Vice President, Public Affairs
Coast Capital Savings Representative Mayor's Task Force
on Homelessness and Housing



July 6, 2006

Mayor and Council
City of Surrey
14245- 56th Avenue
Surrey, BC V3X3A2

Re: Recommendations of The Mayor's Task Force on Homelessness and Housing

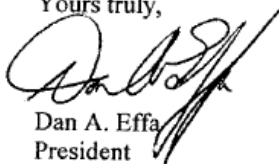
The Board of Directors of the Surrey Foundation is very excited and supportive of the Recommendations on the Implementation of a Surrey Homelessness Fund, found in the Report from The Mayor's Task Force on Homelessness and Housing, which we understand you will be seeing shortly.

Three of our Surrey Foundation Board members – Gary Hollick, Publisher of The NOW Newspaper, John McKendry, Program Director, Community Outreach and Engagement SFU, and I – had the privilege of sitting on that Task Force. This allowed us to become better acquainted with the issues and to see the decision process unfold. We felt the Task Force represented the community well and the members exhibited passion, wisdom and strong decision-making capability with a bias for action.

We believe the recommendations of the Task Force, if accepted, would provide an excellent basis for making a significant long-term impact on the daily needs, as well as the core issues, of our community in the area of homelessness and related concerns. Placing the funds with the appropriate foundation for the task and partnering with them for strong governance will leave a sound legacy for the current City administration that we believe will make Surrey a stronger, safer and more vibrant and caring community.

As Surrey's community foundation, we look forward to working with the City and other stakeholders on the topic of homelessness in a number of ways. Naturally, we will seek to be the successful bidder on any request for proposal issued for the establishment of the above-noted fund. The Surrey Foundation was already very interested in the topic of homelessness and will be announcing an important related initiative later this summer which will provide a significant long-term financial legacy for our community.

Yours truly,



Dan A. Effa
President

Cc: John Talbot
Murray Dinwoodie

Tel: 604.591.2699
Fax: 604.591.2656

www.surreyfoundation.org
info@surreyfoundation.org

PO Box 34089
Surrey, BC V3S8C4



June 30, 2006

Mayor Dianne Watts and Council
City of Surrey
14245 – 56 Avenue
Surrey, BC V3X 3A2

Dear Mayor Watts and Council,

The Greater Vancouver Home Builders' Association (GVHBA) was delighted to be a participant on the Mayor's Task Force on Homelessness and Housing, co-chaired by Councillor Judy Villeneuve. The City of Surrey's elected officials and senior staff are to be commended for addressing this burgeoning issue in such a proactive fashion.

Homelessness is a growing community problem that requires a solid community solution. GVHBA supports the recommendations contained in the Corporate Report to Council, which includes the establishment of a Surrey Homelessness Fund within a Foundation, the appointment of an Interim Advisory Board to oversee the establishment of the fund, and the ability to access the City of Surrey's current Affordable Housing Reserve Fund to support the establishment of the homelessness fund.

In addition to me in my role as the association's chief executive officer, GVHBA had four prominent builder members on the Mayor's Task Force: Jake Friesen of Qualico, Steve Kurrein of Progressive, Kevin Shoemaker of Polygon and Ben Taddei of ParkLane.

On July 24, Council has an opportunity to show enormous leadership in supporting this key initiative. A unanimous vote of confidence by Council would be an historic first step in this city's quest to find effective and sustainable solutions to its homelessness problem.

Thank you for your support.

Sincerely,

Peter E. Simpson, BIAE
Chief Executive Officer

The Voice of the Residential Construction Industry in the Greater Vancouver Area



#203, 15463 - 104 Avenue, Surrey, B.C. V3R 1N9
Telephone: 604-588-5036 Fax: 604-588-5037
Email: info@gvhba.org www.gvhba.org





June 29, 2006

Mayor Dianne Watts
& Council
City of Surrey
14245 – 56 Avenue
Surrey, B.C. V3X 3A2

Dear Mayor Watts & Council:

We were honoured to be invited and pleased to participate on the Mayor's Task Force on Housing and Homelessness.

It was especially encouraging to see the commitment of so many of our community partners, local businesses and interested individuals, including the City of Surrey staff, yourself along with Councillors Gill and Villeneuve.

We wholeheartedly support the recommendations contained in the Corporate Report to Council for the establishment of a City of Surrey Homelessness Fund within an existing Foundation.

Yours truly,

OPTIONS: Services to Communities Society

Darrell Ferner
Deputy Director

DF/sr



#100 - 6846 King George Hwy., Surrey, B.C. V3W 4Z9
TEL: 604-596-4321 FAX: 604-572-7413
Website: www.options.bc.ca E-Mail: info@options.bc.ca





*Greater Vancouver Regional Steering
Committee on Homelessness*

c/o Homelessness Unit, Greater Vancouver Regional District

4330 Kingsway, Burnaby, British Columbia, Canada V5H 4G8

Telephone 604 451-6065 Fax 604 436-6707

File: CP-13-01-002-03

July 11, 2006

Mayor and Council
City of Surrey
14245 - 56th Avenue
Surrey, British Columbia
V3X 3A2

RE: Support for the City of Surrey Homelessness Fund

Dear Mayor and Council,

I am writing to you, on behalf of the Regional Steering Committee on Homelessness, to express support for the development of a City of Surrey Homelessness Fund. In recent years research such as the 2002 and 2005 Greater Vancouver Homeless Counts and the newly released Regional Shelter Plan all indicate that the number of homeless people in the South of Fraser region and especially Surrey exceeds the current level of services and facilities. The creation of such a fund will contribute directly to the development of much needed projects for homeless people in Surrey. Indirectly, the Surrey fund could be used to leverage additional funding from private donors and senior levels of government.

Thank you for the opportunity to participate in the Mayor's Task Force on Homelessness and Housing. It is encouraging to see a tangible achievement, such as the creation of a Homelessness Fund, emerging from the work of the Task Force.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cheryl Prepchuk', written in a cursive style.

Cheryl Prepchuk
Chair, Regional Steering Committee on Homelessness

cc: Murray Dinwoodie, Acting City Manager, City of Surrey



*United Way of the
Lower Mainland*



#116-13479 76th Street,
Surrey, B.C., V3W 2W3
Phone: 604-942-5150
Fax: 604-942-5155

A collaborative effort to reduce
poverty and the issues related to
poverty that includes:

*BC Professional Firefighters
Association*

City of Surrey

Coast Capital Savings

Community Innovations Inc.

Kla How Eya Aboriginal Centre

*Kwantlen University
College*

National Crime Prevention Centre

Newton Advocacy Group Society

Pacific Community Resources

Passion for Action

Progressive Intercultural Society

SEEDS

SFU Surrey Campus

SUCCESS

Surrey Chamber of Commerce

Surrey Food Bank

*Surrey Delta Immigrant Services
Society*

United Way of The Lower Mainland

July 14, 2006

Mayor and Council
City of Surrey
14245 - 56th Avenue
Surrey, British Columbia
V3X 3A2

Dear Mayor and Council members,

Re: Establishment of a City Of Surrey Homelessness Fund

Vibrant Surrey would like to confirm our support for the
recommendations contained in the Corporate Report to Council
regarding the establishment of a City of Surrey Homelessness
Fund.

Respectfully,

Louise Hara
Coordinator
Tel. 604-942-5150
Fax. 604-942-5155
Cell 604-761-0316
louisehara@vibrantsurrey.ca

***Vibrant Surrey: Working together to reduce poverty. Learning
nationally, acting locally.***



July 19, 2006

Mayor Dianne Watts and Council
City of Surrey
14245- 56th Avenue
Surrey, BC V3X 3A2

Dear Mayor Watts and Council:

United Way of the Lower Mainland has participated in the Regional Steering Committee on Homelessness since its inception in 2000 and in the development of the Regional Plan on Homelessness: Three Ways to Home.

We have also participated in the process and discussions held by the Surrey Mayor's Task Force on Homelessness that have led to the recommendations being presented to council by the Task Force.

With that context, we are fully in support of the recommendations found in the report as a set to addressing the issues of housing and homelessness in Surrey.

Sincerely,

Linda Western
Assistant Director, Agency and Community Services
Action for Neighbourhood Change



*Community Foundations
of Canada* *Fondations
communautaires
du Canada*

301-75 rue Albert Street
Ottawa ON
Canada K1P 5E7
T +1-613-236-2004
F +1-613-236-1621
info@community-fdn.ca
www.community-fdn.ca

July 19, 2006

Mayor Dianne Watts and Council Members
City of Surrey
14245 - 56th Avenue
Surrey, BC V3X 3A2

Dear Mayor Watts and Council Members:

I am writing to support the Surrey Foundation's interest in housing and administering the City of Surrey Homelessness Fund. First, congratulations on the idea of establishing this fund – it is a timely response to a critical issue faced all across Canada, and one in which local communities can establish leadership that makes a real difference in the lives of their citizens. So, it is terrific to know that your City is moving in this direction.

There are over 155 community foundations in Canada, all of them carrying out the same mandate as the Surrey Foundation: building permanent funds which are well invested, making grants from interest earnings to cover a wide range of community needs and providing leadership through convening and partnerships. A partnership with the City of Surrey would play to the strengths of community foundations: local trusted leadership, independence from any one group or individual in the community, here for the long term with a flexible, nimble ability to respond to opportunities and needs and close to the community in numerous ways.

As you move through your decision making process, I very much urge you to consider the Surrey Foundation to become your partner.

Sincerely

Monica Patten
President and CEO