



Phoenix Drug and Alcohol Recovery and Education Society

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Annual Report 2016-2017

The mission of the Phoenix Society is to encourage and assist British Columbians in achieving individual, family and community health free from substance misuse

CONTENTS

| | |
|--|-----------|
| Message from Michael Wilson | 3 |
| Phoenix Society Board of Directors | 4 |
| Phoenix Society Retrospective – March 2007 to February 2017 | 7 |
| Phoenix Programs | 11 |
| Phoenix Center | 11 |
| Stabilization and Transitional Living Residence (STLR) | 11 |
| Evaluation of Phoenix Center Integrated Program Objectives | 12 |
| Transitional Housing | 13 |
| Access to Employment Program (ASTEP) | 14 |
| The Phoenix Kwantlen Learning Centre | 14 |
| Partnership in Joint Outreach to the Aboriginal Community | 14 |
| Music Therapy Program | 15 |
| Volunteering in the Community | 15 |
| EAT, PLAY, LIVE WELL Street Fair | 16 |
| Quibble Creek Centre | 17 |
| Short Transitional Access to Recovery (STAR) | 17 |
| Transitional Housing | 18 |
| Rising Sun Villas | 19 |
| Community Residential Facility | 19 |
| Transitional Housing | 19 |
| Shared Equity Home Ownership | 20 |
| Social Innovation Centre & Gallery | 22 |

Message from Michael Wilson

It has been an exciting year for the Phoenix Society in 2016 - 2017 as we have continued to implement the operations of the Rising Sun project and the Society's new design prototype of Shared Equity Home Ownership making it possible for our participants to achieve home ownership.

The new design prototype of Shared Equity Home Ownership at Rising Sun represents a lifestyle community focused on inclusive access to home ownership entry into the real estate market and a community of individuals making positive changes in their lives who value participation in their community.

We have demonstrated that within two years, people with complex challenges can enter the Society's integrated services programs, complete treatment, stabilize, enter training and educational programs supported by safe, affordable transitional housing programs, and achieve full time employment.

We are proud to report that we have exceeded all stakeholder expectations across our programs.

This year has also been a transitional year. Our planning processes for the succession in leadership of the Phoenix Society, organization restructuring and re-alignment, board development and strengthening governance have been completed.

We are delighted to welcome the Society's new Executive Director Karen Cooper who started in October 2016 and brings a wealth of experience in developing innovative housing models. We also welcomed new Board members, Elain Duval, Darren Fairbrother, Jag Gill and Ajay Riarh, who bring strengths in finance, development, affordable housing solutions, and other social innovations.

As the Society's leadership makes the shift toward an exciting future, Ann and I leave our staff positions but will remain involved in a helping and guiding role as members of the Board of Directors.

We would like to thank the staff, volunteers, the Board of Directors, our members and our community partners for their continued support and commitment in building a safer and healthier community by continuing to implement innovative, caring, compassionate, and cost effective programs that are responsive to the needs our community's most vulnerable citizens. We would especially like to thank the men and women who have come to Phoenix and allowed us to share their journeys in building their futures.

Michael Wilson, PhD

Executive Director

March 1, 1992 to February 28, 2017

Phoenix Society Board of Directors

Pat Frewer Board Chair

After practicing law for 5 years, Pat shifted career focus into real estate, financing and development. He established Seniorhome and his development consultancy to the retirement and care homes sector over 20 years ago. His clients and projects have covered the full range of funded and private pay service programs, and for profit and non-profit operators, ultimately specializing in the seniors' retirement and care facility sector. He has served on several non-profit boards over the years. Pat studied Commerce and Law at the University of Alberta. Pat has been part of the Board since 2004.

David Longpre Vice Chair

As Principal of DALON URBAN REALTY ADVISORS David has accumulated over 28 years of experience in commercial real estate and land development since graduating with a Bachelor of Commerce Degree in Urban Land Economics from UBC in 1982. David has been a board member since 2010.

Greg Robinson Treasurer

Greg brings many years of experience in comprehensive land and business venture development together with an interest in social development in communities. As a hereditary First Nations Grand Chief, Greg is particularly sensitive to the complex and multi-layered needs of First Nations men and women affected by addiction, homelessness, unemployment and poverty in urban communities and the need for an integrated approach that addresses the broader determinants of health. Greg has been with the Board since 2002.

Elain Duval Chair, Governance Committee

During her term as Chair of the Vancity Board, Elain led the Enterprise Wide Risk Management initiative during a period of rapid growth at Vancity as well as beginning the process of rationalizing and finding the synergies between the various subsidiaries of Vancity as well as ensuring that the partnership granting evolved into an enterprise wide community leadership strategy. As a Director of Vancity for 12 years she served on all the committees, chairing at various times the FPC, Governance, Audit, Community Leadership Committees, CEO Selection. She also served on the boards of VCC, Vancity Enterprises and Citizens Bank. Elain's professional life is the field of real estate development, specializing in providing service to non-profit organizations. In this capacity she has worked in the public, private, and non-profit sector. Elain was the Development Consultant for the Phoenix Centre Project. Elain has volunteered extensively in the non-profit housing sector and has served on numerous community committees and corporate boards. Elain joined the Phoenix Board in 2016.

Darren Fairbrother
Chair, Finance, Audit and Risk Management Committee

The values of fairness and family have influenced Darren's career path. Since 1997 Darren has worked in co-operative and sustainable banking. In Darren's current position at Vancity, he utilizes a balanced approach to developing solutions: seeing the big picture and communicating it clearly combined with initiating and navigating the details to meet and exceed the outcomes. As the VP of Enterprise Risk Management Darren is accountable for ensuring Vancity has effective risk management practices, controls, and management oversight that strikes an appropriate balance between value creation and value preservation of member and organizational benefits. Prior to his current role, Darren worked within Vancity's finance division in a number of different roles that encompassed: asset liability management, budget development and performance reporting, retail pricing, regulatory compliance, economic capital modeling, corporate insurance, and special projects.

Darren is known for providing leadership in accounting expertise while delivering mentorship and coaching activities that drive employee engagement. People and flexibility are Darren's cornerstones for success. Darren joined the Phoenix Board in 2016.

Ajay Riarh
Chair, Social Innovation and Development Committee

Ajay joined Vancity in 2000, starting as a frontline teller and working his way to a Management position in 2008. Ajay held Assistant Branch Management positions at five branches (Downtown, Mission, Chilliwack, Langley and South Burnaby) before becoming Branch Manager at the Morgan Creek Community Branch in 2013. Currently, as Branch Manager of the Surrey City Centre Community branch Ajay has made strong contributions to the team, members and community. He has worked closely with the City of Surrey, SBOT and community partners to support the social and economic growth of the city. Ajay joined the Phoenix Board in 2016.

Roy Dickey
Board Director

Roy is a founding board member and has served on the Board since 1992, including serving as the President of the Board. Roy was a criminal lawyer with the firm, Hilford, Dickey, Browning, McShane, Dunne in New Westminster until he was appointed to the bench in 2010. Roy recently retired as a judge in the Provincial Court of British Columbia. Serving as duty counsel for many years, Roy brings a special sensitivity to the issues of homeless, addicted, and criminal justice involved individuals. Roy has also served on many other community committees and boards.

Jag Gill
Board Director

Jag is a leader with Vancouver City Savings Credit Union and has learned a great deal about how a financial institution can create positive impact in our communities. With over 18 years' experience in the financial services industry, his skills will support Phoenix Society as a community based organization. In addition to being passionate about building engaged teams, Jag wants to discover how he can be a better global citizen. Having seen first-hand the destruction that an addiction can cause, his life experiences contribute to the board. Jag resides in Coquitlam with his wife and two children and enjoys the outdoors.

Ann Wilson
Board Director

Ann Wilson is the co-founder of the Phoenix Society and was the Director of Program Development for the Society until February 2017. A passionate animator for social justice dedicated to pioneering socially innovative initiatives at individual, group, organizational and institutional levels of change, Ann has over 20 years of experience developing successful cross sector responses to citizens marginalized by homelessness, addiction, unemployment and poverty that demonstrate citizens can recover and fully participate in the social, economic and political life of the community. Ann joined the Board in March 2017 as a full voting member.

Michael Wilson
Board Director

The founder of the Phoenix Society and former Executive Director of the Society, Michael is a trusted leader in the non-profit sector. Michael is a passionate social justice advocate innovating at individual, group, organizational and institutional levels of change in community based projects that improve the lives of marginalized citizens. He has proven ability to mobilize and sustain partnerships with three levels of government, community foundations, cross-sector partners and private donors to create integrated services designs that are cost effective, efficient and sustainable for communities. Michael is recognized for his visionary leadership on socially innovative cross-sector initiatives, social entrepreneurship and community-capacity building efforts responding to complex problems of homelessness, addiction, crime, unemployment and poverty informed by a vision of a vibrant, healthy, inclusive and sustainable city for all citizens. Michael joined the Board in March 2017 as a full voting member.

Phoenix Society Retrospective – February 2017 to March 2007



Touque Tuesday Phoenix Red Shirt Hockey Team Winners February 2017



New ED Karen welcomed in October 2016



Music Therapy December 2016



Christmas Prep 2015



Michael Wilson - Surrey Citizen of the Year

Phoenix Society Annual Report



Mini Pow Wow 2014



Fraser Valley Real Estate Board Donation 2014



Eat, Play, Live Well at Phoenix Center in 2013



Christmas 2013



Quibble Creek Occupancy 2012

Phoenix Society Annual Report



Quibble Creek Groundbreaking 2011



Presentation to Commonwealth Tour 2011



Blessing Ceremony 2010



Vancouver Sun Run 2009



Adopt A Street 2009



KPLC Literacy Event 2008



Rob Wheeler Workshop 2008



Sweat Lodge 2007



Kwantlen MOU Signing 2007

Phoenix Centre – The Dream Realized



Phoenix Centre Opening March 2007

Phoenix Society Programs

The Phoenix Centre – Creating Community Space for Change

The Phoenix Centre was the Society's first design prototype of an integrated addiction services centre based on a collaborative community social and economic development model. Galvanized by winning the Vancity Million Dollar Award in 2004, the Phoenix Centre was finally opened in March 2007. The Phoenix Centre is a socially innovative cross-sector response to the complex, interconnected issues of homelessness, addiction, crime and unemployment in our community. The Phoenix Centre celebrated its tenth year of operation this year.



The Centre provides:

- 28 early stabilization addiction services beds,
- 36 furnished studio units in a transitional housing program,
- educational and employment assistance services
- physician services
- intake admissions
- community center

Together this provides opportunities for residents and alumni to improve health, develop skills and interests that contribute to healthy lifestyles, and opportunities to participate more fully in the community through unique financial literacy, leadership development, volunteerism, leisure and recreation programs. A focus on building the capacity of the person and on asset development has been successful in assisting citizens in starting anew in leading fulfilling and productive lives.

Stabilization and Transitional Living Residence (STLR)

Our STLR program, funded by the Fraser Health Authority, provides safe, structured, licensed residential addiction services with integrated supports informed by a bio-psycho-social-spiritual model to assist residents in achieving long term stability in the areas of health and well-being, housing, income, employment and quality of life.

The Stabilization and Transitional Living Residence is a 90 day structured program with enhanced recovery support services: assessment, structured daily activities, individual and group counselling, care planning, case coordination, service brokering with substance misuse and mental health services, integrated with employment and educational assistance, transitional housing, leisure and recreation.



Evaluation of the Phoenix Centre Integrated Services Program Objectives

The complex profiles of residents served at the Phoenix Centre in the past year are described in the following table. The table also shows the success achieved as the residents progressed through our integrated services model

| Participant Challenges | Participant Successes |
|--|---|
| <p>SUBSTANCE MISUSE 30% reported poly-drug use 44% reported overdoses requiring assistance</p> <p>66% had previously accessed a detox service 47% had entered detox 1 or more times 5% had entered detox 6 or more times</p> <p>67% had previously accessed a treatment service 53% had attended addiction service programs 1-2 times 28% had attended addiction service programs 3-5 times</p> <p>61% were seeking treatment for alcohol misuse 75% were seeking treatment for other substance misuse</p> <p>CONCURRENT DISORDERS 43% reported receiving inpatient mental health treatment at least once in their life 11% reported receiving inpatient mental health treatment 6 or more times in their life</p> <p>40% reported receiving outpatient mental health treatment at least once in their life 8% reported receiving outpatient mental health treatment 6 or more times in their life</p> <p>57% reported being prescribed medications for mental health at least once in their life 29% reported having attempted suicide at least once in their life 21% reported receiving some form of compensation for mental health issues</p> <p>HOMELESSNESS 65% were homeless or unstably housed at time of admission</p> <p>PHYSICAL AND MEDICAL HEALTH PROBLEMS 61% reported recent medical problems 41% were experiencing chronic medical problems 40% were prescribed medications for chronic health problems 21% reported having been hospitalized</p> <p>SOCIAL AND FAMILY PROBLEMS 23% self-reported having no close friends 55% reported recent family problems 64% reported having been emotionally abused in the past 50% reported having been physically abused in the past 26% reported having been sexually abused in the past</p> | <p>REDUCED SUBSTANCE MISUSE <i>83% completed the stabilization program successfully without returning to substance misuse</i></p> <p>IMPROVED PSYCHOLOGICAL HEALTH <i>94% reported improvement in psychological functioning</i></p> <p>REDUCED HOMELESSNESS <i>74% served during the period achieved housing stability of 3 or more months</i></p> <p>IMPROVED PHYSICAL HEALTH <i>0.2% were hospitalized for medical health problems</i></p> <p>IMPROVED SOCIAL & FAMILY FUNCTIONING <i>99% reported improvement in social supports</i></p> |

EMPLOYABILITY BARRIERS

97% were assessed as not ready for employment
49% were assessed as needing work skills
81% reported not having worked in the past month
39% had less than a high school education
82% identified that work history was poor
35% are classified as people with disabilities
73% are over the age of 30, and 40% are over the age of 46

CRIMINAL JUSTICE INVOLVEMENT

18% reported being on probation or parole at admission
13% reported awaiting charges, trial or sentencing for weapons offenses
32% reported at least one previous assault charge
19% reported at least one previous drug possession charge
46% reported at least one previous DUI charge
46% reported having spent time in prison as an adult
18% reported having spent more than 1 year of their adult lives in prison

IMPROVED EMPLOYABILITY

67% achieved full time employment
19% enrolled in training to improve their employability

REDUCED CRIMINAL JUSTICE INVOLVEMENT

0% had further criminal justice involvement

Transitional Housing Program at Phoenix Center

The **Transitional Housing Program** is a unique component in the Phoenix Centre's service delivery model. These post-treatment transitional housing units are available to residents completing the early stabilization component who would benefit from longer term transitional housing.

All residents in the transitional housing units are case managed by a Transitional Housing Manager and a Transitional Housing Counsellor who work with residents on individually tailored work/education and independent community living action plans providing essential transition assistance including coordination and brokering of services.



These positions are key supports for residents who face increasing levels of challenge as they return to work or school or in establishing independent living residences in the community. Residents have access to individual and group counselling, refresh skills learned in other components through booster sessions on relapse prevention, substance misuse awareness and education, personal management skills like stress management, problem-solving and decision-making, conflict resolution, financial management as well as other relevant topics as needed for residents in this transitional phase.

We have observed that utilizing the transitional housing program has dramatically increased residents' success in the areas of recovery, residential stability, employment and education. The Phoenix Centre's Transitional Housing Program served a total of 60 residents this past year.

Access to Employment Program (ASTEP)

The Access to Employment Program at the Phoenix Centre is a program uniquely designed for citizens facing multiple challenges in re-entering the workforce.

ASTEP serves the residents at the Phoenix Centre as well as applicants from the broader community. The first employment program of its kind in Canada to offer Integrated Case Management, the Access to Employment Program aims to help those experiencing addiction, homelessness, mental health challenges and criminal justice involvement find employment that supports a sustainable livelihood.



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Employment counsellors help participants develop and use a return-to-work-action-plan that leads to training, educational upgrading, volunteer positions and ultimately employment. Services vary in intensity and duration depending on each participant's requirements, motivation, readiness and level of functioning. Both workshops and one-on-one employment coaching are offered. ASTEP exceeded its contracted benchmark to have 54 participants employed and assisted 83 participants in achieving full time employment. The employment outcomes of Phoenix participants engaged in the integrated services model at the Phoenix Centre surpassed those of the program's external participants. 74% of Phoenix residents achieved employment versus 27% of the program's external referrals.

The Phoenix Kwantlen Learning Centre

The Phoenix Kwantlen Learning Centre (PKLC) is a unique adult literacy program designed to reach marginalized and multi-barriered learners affected by addiction, homelessness, poverty and social exclusion. In July 2007, Phoenix and Kwantlen Polytechnic University officially signed a Memorandum of Understanding strategically aligning to make educational upgrading accessible to adults with multiple barriers in the community.



As part of a strong interdisciplinary team and an integral component of the Phoenix Centre, PKLC helps learners to reenter the educational arena and the labour market by identifying strengths and gaps in literacy and numeracy through individual assessment, and creating life/work career plans that include lifelong learning goals. PKLC provides access to community-based, continuous intake instruction from the basic literacy level through Grade 11, and facilitates seamless transition to Kwantlen Polytechnic University or other formal educational settings. 41 students were assisted this year.

Partnership in Joint Outreach to the Aboriginal Community Program

Surrey has the largest urban Aboriginal community outside of Vancouver. A unique partnership with two aboriginal elders has established the Raven Healing Grounds program at the rear of the Phoenix Centre property in a beautiful natural setting under towering cottonwood trees.



The elders have built two traditional sweat lodges (one for men, one for women). It is a beautiful healing place for people looking for a place to find inner healing, while making new friends, and finding support from others like themselves, looking for alternative ways to heal from addiction, grief, mental and physical abuse, and the stresses of daily life. Men's and women's sweat lodge ceremonies are held weekly on Sunday mornings. In the past year, the Elders report that 1200 attendees participated in the sacred ceremonies.



Music Therapy Program

The Phoenix Society has an interest in creating inclusive spaces where citizens experiencing homelessness, addiction and mental health challenges can flourish and build their strengths and assets to achieve active participation in the social, economic and political life of the community.

The music therapy program has helped participants in uncovering strengths, capability, confidence and resilience in many areas of their lives, productive ways of coping with daily life while undertaking a process of significant lifestyle change, authentic belonging in a community of others, and imagining creative ways of living to their full potential.

Volunteering in the Community

Residents at the Phoenix Centre regularly volunteer at many community events including Adopt a Street, Surrey Fest, Movies Under the Stars, and other community events. Volunteers usually wear distinctive shirts and the volunteer teams have become known as the Phoenix Red Shirts.



EAT, PLAY, LIVE WELL Street Fair

On Sunday July 10, 2016, we held our fourth annual street fair which is designed as an inclusive community festival. This year's fair featured another fabulous lineup of entertainment, delicious food, and opportunities to learn about eating, playing and living well.



Quibble Creek Centre

The Quibble Creek Health and Phoenix Transitional Housing Centre is the Society's second project as part of a Provincial Homelessness Initiative developed in partnership with BC Housing, the City of Surrey and the Fraser Health Authority – Mental Health and Substance Use Services. This new project follows the Phoenix Society's first Provincial Homelessness Initiative – The Phoenix Centre.

In 2012, the Phoenix Society opened its carefully designed spaces on four floors of Quibble Creek. In its original design, the Phoenix Society envisioned the exciting potential for its treatment and supportive housing component, in close proximity to the Phoenix Centre, as an integral element within a comprehensive service delivery model demonstrated at the Phoenix Centre.



Quibble Creek Opening November 12, 2012

The Phoenix component of Quibble Creek is co-located with the Surrey Sobering and Assessment, a Primary Care Service and the Surrey Outpatient Substance Use Services operated by Fraser Health.

Short Transitional Access to Recovery (STAR) at the Quibble Creek Centre

The Phoenix Society envisioned the STAR Program as a means of closing a gap in the service continuum. The goal of the STAR program is to improve access to and integration into the substance use and mental health service continuum.

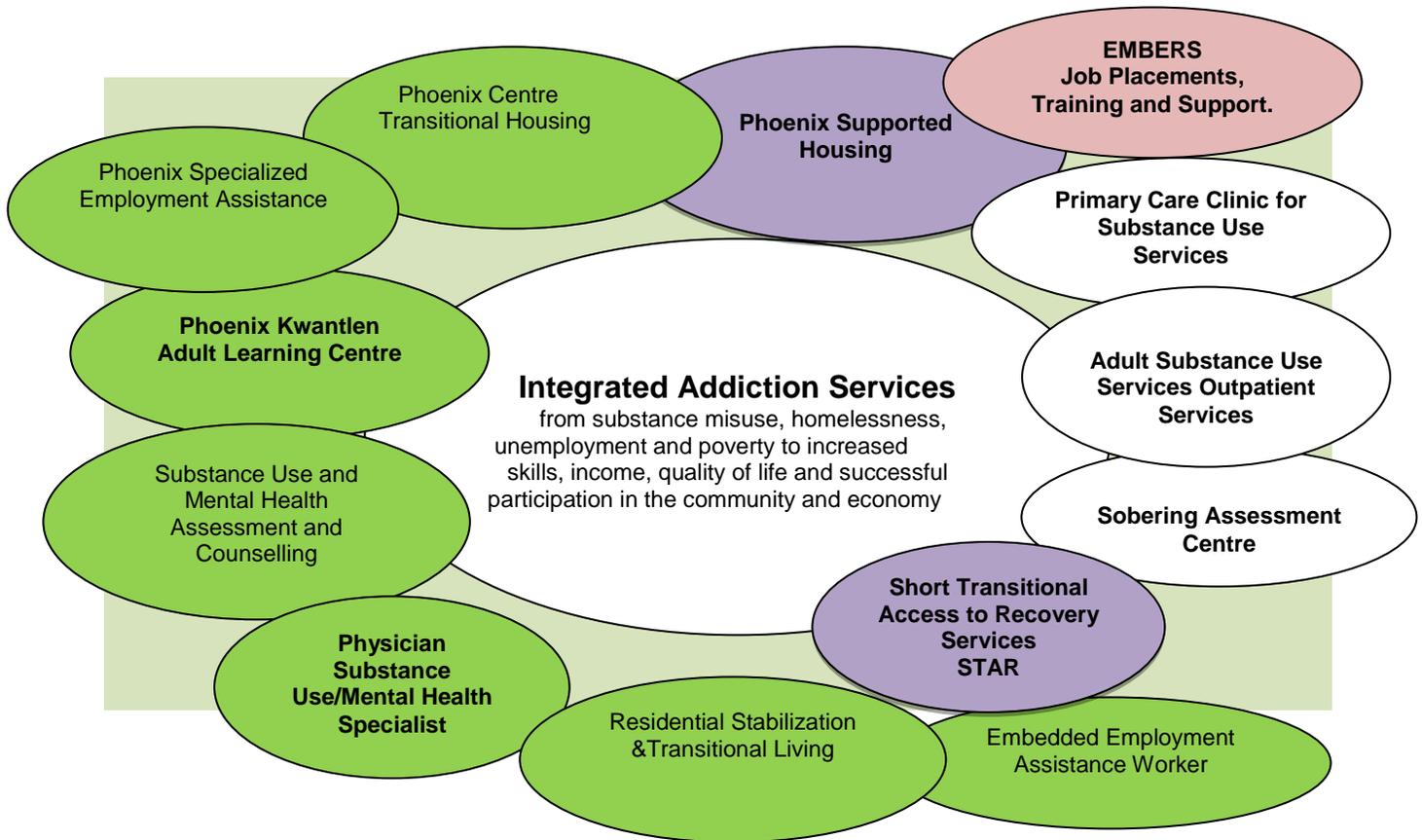
STAR provides assessment, care planning, motivational counseling, client matching and service brokering. This short stay supportive housing component is situated within a hub of services aimed at assisting citizens affected by substance use and homelessness to achieve long term stability in the areas of housing, education, employment and quality of life. STAR assisted 149 residents to access the service continuum this year.



Quibble Creek Transitional Housing Program

Fifty- two furnished studio apartments in the Quibble Creek Centre provide safe, structured affordable post-treatment housing programming for men and women 19 years of age and older who have initiated lifestyle change and require ongoing social supports and access to employment and/or educational services. The program offered 92 participants a longer term stay with enhanced recovery support services integrated with employment and educational assistance, leisure and recreation to assist them in achieving long term stability in the areas of housing, income, employment and quality of life this year. .

Housing Programs Situated in a Hub of Services



Rising Sun Villas

The Rising Sun project provides a housing continuum including supportive housing, transitional housing and shared-equity market housing that provides opportunities for citizens with low incomes to enter the ownership market.

Community Residential Facility

Phoenix houses and supports federal parolees on community supervision at Rising Sun that it previously served in two small group homes. Residents receive assistance with transitioning into the community including assistance with housing, employment, and connection with community resources.

Phoenix also provides transitioning service under its AMBRO program at Rising Sun for special needs (dually diagnosed, serious mental illness, brain injury (including FAS/FAE), and low intellectual functioning) federal parolees released to community supervision. AMBRO residents work one on one with staff and require services of longer duration and greater intensity.

The community residential facility accommodation is located on Floor 1 and 2 of Rising Sun. There are now 22 single occupancy bedrooms, 2 double occupancy bedrooms and five transitional housing suites dedicated for CRF use. This year 69 men received support in transitioning from institutional life to community life.



Transitional Housing

Floors three and four of the Rising Sun provide 23 transitional housing units that prepare residents further for independent living, although residents have access to services at the Phoenix Center.

Shared Equity Home Ownership

The



Shared Equity Home Ownership Villas is comprised of 23 studio apartment units on the 5th and 6th floors of the building. With an average floor area of 346 square feet, these studio units are aligned with the emerging micro-condo market. The units feature a larger floorplan than many micro condo developments, a separate entrance for the elevator serviced units on floors 3 – 6, abundant amenity space throughout the building and affordability conditions to support purchase.

A typical unit at Rising Sun is designed with interior features such as quartz countertops, upgrades to flooring and boasts unobstructed views from the unit balcony to the north or south. 8 foot ceilings give the units a bright openness with double glazed energy efficient windows and doors. The spacious bathroom in each unit is equipped with stylish bath, cabinetry and tiling accents.

Access to transportation (Surrey Center sky train), amenities, shopping, hospital, and the SFU Surrey campus, City Library and Surrey City Hall is excellent with bike pathways routed through the expansive green way adjacent to the Rising Sun site. The development also includes a community garden and urban farming site with access to residents. Bordered by a large greenbelt (BC Hydro right of way) to the west and the Green Timbers urban forest lands to the southeast, Rising Sun is ideally situated in central Surrey for long term suitability as a residential ownership location.



Affordability

In response to continuous interest being expressed from their residents about the opportunities to purchase property, the Phoenix Society, in conjunction with Vancity, have created an appropriate mechanism to offset many of the usual barriers to home purchase. Subsidized cost for Rising Sun units will range from \$70,000 to \$80,000 which represents a significant discount on market value.



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addition to the smaller footprint of the units, modest finishes and a managed below-market approach to pricing is incorporated to allow prospective home buyers with lower income and limited down payment savings the opportunity for home purchase. The Phoenix Society will retain a majority interest in the overall strata corporation and will manage the operation and care of the building and ensure adherence by the residential owners to strata council by-laws.

Target Purchasers

The initial target home buyers for Rising Sun Shared Equity Home Ownership units will be individuals who have successfully completed the Phoenix Society's integrated addiction services programs combining residential addiction services, employment and educational assistance and transitional housing to support positive, sustainable lifestyle change. Employed and living in the Society's post-treatment transitional housing, these prospective home buyers can demonstrate consistent rent payment over time, a stable employment history since returning to the labour market, a desire for continued self-improvement and a passion for community-mindedness.

In keeping with the affordability goals of the development, buyer eligibility will be aligned with established criteria. The units must be occupied by the owner as a primary residence with no rental of the units permitted. The home purchase process will include participation in an educational workshop for interested individuals.

Purchaser eligibility criteria include:

- completion of application to purchase a unit
- attendance at a Phoenix Society workshop on homeowner education
- individual net worth maximum of \$120,000
- purchaser household income not to exceed 300% of minimum wage on an annualized basis (currently indicates annual salary maximum of \$60,762)
- not currently an owner of another property
- evidence of sufficient funds for down payment and purchase transaction closing costs

Phoenix Society Annual Report

- approval by the Phoenix Society as Covenant holder to ensure alignment with the objectives of the housing program
- approved for mortgage financing
- preference will be given to purchasers who have participated in Phoenix Society programs

To ensure long term affordability for future purchasers of these units, a specific resale framework is in place which limits the maximum allowable selling price. Through this mechanism, equity in the unit is “shared” between the seller and the community.

This is referred to as Shared Equity Affordable Home Ownership. In the shared equity model, homeowner participation in equity gains is defined by the Option to Purchase in place guiding future resale of the unit. By retaining a portion of the equity value in the housing unit, Phoenix Society creates the platform for a subsequent purchaser to also access the home at a price below future market price – thus continuing accessibility for future home purchasers.

To date, eleven residents who entered the Society’s integrated services programs, completed treatment, entered training and educational programs supported by safe, affordable transitional housing programs, achieved full time employment and purchased their own home.

Rising Sun Social Innovation Centre & Gallery



The Social Innovation Centre is envisioned as a dynamic, interdisciplinary incubation space for the engagement of local education institutions, staff and students and the provision of arts, cultural and social innovation services and activities for community members and residents of the adjacent housing.



The Social Innovation Centre and Gallery Space is approximately 2900 square feet. (800 square feet above, 2100 square feet on main floor). The building is in a central and easily accessed area near Surrey's Innovation Boulevard, adjacent to a Greenway (Multi-use Pathway) and a future Community Garden. The Society is working to identify a proponent to lease the space who will achieve several social innovation, arts and cultural service objectives through the implementation of this project. These include:

- Ongoing operation of the Rising Sun Social Innovation Centre in a manner that allows for community involvement in creative expression through arts and cultural development opportunities or social enterprise activities;
- The engagement of one or more service groups and the involvement of an educational institution to optimize and fully utilize the space;
- The provisioning of services in a manner that generates learning and engagement through community outreach initiatives, with a priority on the engagement of members of the community who face social, economic and/or cultural integration challenges; the involvement and social engagement of the aboriginal community may be appropriate;
- Promotion of the arts and social innovation activities; and
- An opportunity for the successful Respondent to build organizational capacity through the operation of the Rising Sun Centre.