



Notice of Meeting and Meeting Agenda Hospitals and Housing Committee

Wednesday, October 4, 2023

1:30 PM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

K. Murdoch (Chair), J. Caradonna (Vice Chair), M. Alto, P. Brent, S. Brice, Z. de Vries, G. Holman, P. Jones, D. Kobayashi, C. McNeil-Smith, L. Szpak, C. Plant (Board Chair, ex officio)

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1. [23-706](#) Minutes of the September 6, 2023 Hospitals and Housing Committee Meeting

Recommendation: That the minutes of the Hospitals and Housing Committee meeting of September 6, 2023 be adopted as circulated.

Attachments: [Minutes - September 6, 2023](#)

4. Chair's Remarks

5. Presentations/Delegations

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application at www.crd.bc.ca/address no later than 4:30 pm two days before the meeting and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

6. Committee Business

6.1. [23-691](#) Service Planning 2024 - Housing & Health Community Need Summary

Recommendation: The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, Community Need Summary - Housing & Health, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Attachments: [Staff Report: Service Planning 2024 - Housing + Health](#)
 [Appendix A: Community Need Summary - Housing & Health](#)

**6.2. [23-689](#) Relocation of the Mental Health and Substance Use Assertive
Community Treatment Teams - Approval of a Capital Bylaw**

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:
1) That Capital Regional Hospital District (CRHD) funding in the amount of \$600,000 be approved for the Relocation of the Mental Health and Substance Use Assertive Community Treatment Teams;
2) That CRHD Bylaw No. 418, "Capital Regional Hospital District Capital Bylaw No. 188, 2023", be introduced and read a first, second, and third time; and
3) That CRHD Bylaw No. 418 be adopted.

Attachments: [Staff Report: Relocation MHSUACT Teams-Capital Bylaw Approval](#)
 [Appendix A: CRHD Bylaw No. 418](#)

**6.3. [23-688](#) Capital Region Housing Corporation Operational Update, Third Quarter,
2023**

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: CRHC Operational Update, Third Quarter 2023](#)

6.4. [23-690](#) Major Capital Plan Status Report, Third Quarter 2023

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: Major Capital Plan Status Rpt, 3rd Quarter 2023](#)

6.5. [23-692](#) Alliance to End Homelessness in the Capital Region - Funding Increase

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:

- 1) That staff be directed to negotiate a one-time increase of \$120,000 from \$225,000 to \$345,000 in 2024;
- 2) That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
- 3) That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Attachments: [Staff Report: AEHCR - Funding Increase](#)
 [Appendix A: Alliance Funding Request Letter-Aug 21, 2023](#)
 [Appendix B: Alliance Draft Financial Statement](#)
 [Appendix C: Alliance Funding Request Present'n–Sep 6, 2023](#)
 [Appendix D: Alliance 2022-23 Service Agreement–Annual Rpt](#)
 [Appendix E: Alignment with CRD Plans & Strategies](#)
 [Appendix F: Reaching Home Projects & Alliance Activities](#)
 [Appendix G: Funding Alternatives](#)

6.6. [23-693](#) Aboriginal Coalition to End Homelessness - Funding Extension

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:

- 1) That the Capital Regional District commits to three years of annual funding to support the Aboriginal Coalition to End Homelessness starting at \$155,250 (2024) and increased annually consistent with Corporate guidelines; and
- 2) That staff be directed to amend the Financial Plan to reflect the extended Service Agreement funding commencing in 2024.

Attachments: [Staff Report: ACEH - Funding Request](#)
 [Appendix A: ACEH Funding Request Letter- August 15, 2023](#)
 [Appendix B: ACEH Funding Request Present'n–September 6, 2023](#)
 [Appendix C: ACEH 2022-23 Service Agreement–Annual Rpt](#)
 [Appendix D: ACEH Audited Financial Statement 2023](#)
 [Appendix E: ACEH 5-Year Housing Strategy Identified Priorities](#)

7. Notice(s) of Motion**7.1. [23-701](#) Motion with Notice: CRD Rural Housing Strategy (Director Holman)**

Recommendation: That the proposed CRD rural housing strategy include specific measures to address homelessness in electoral areas, including the focus of programs funded or administered by CRD.

- 7.2. [23-714](#) Motion with Notice: Drake Road Supportive Housing Updates (Director Holman)

Recommendation: That staff include updates on the BC Housing Drake Road supportive housing projects in their progress reports to the Capital Region Housing Corporation.

8. New Business

9. Adjournment

The next meeting is November 1, 2023.

To ensure quorum, please advise Tamara Pillipow (tpillipow@crd.bc.ca) if you or your alternate cannot attend.

Meeting Minutes

Hospitals and Housing Committee

Wednesday, September 6, 2023

1:30 PM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT

Directors: K. Murdoch (Chair), J. Caradonna (Vice Chair), M. Alto (EP), P. Brent (EP), S. Brice, Z. de Vries (1:37 pm), G. Holman (1:42 pm) (EP), P. Jones, D. Kobayashi, C. McNeil-Smith, L. Szpak

Staff: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; K. Lorette, General Manager, Planning and Protective Services; M. Barnes, Senior Manager, Health and Capital Planning Strategies; D. Elliott, Senior Manager, Regional Housing; R. Fowles, Manager, Construction & Capital Projects, Regional Housing; N. Kawata, Manager, Housing Initiatives & Programs; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Guest: Diane MacKay, Director, Island Health

Regrets: Director C. Plant

The meeting was called to order at 1:31 pm.

1. Territorial Acknowledgement

Chair Murdoch provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director McNeil-Smith, **SECONDED** by Director Kobayashi,
That the agenda for the September 6, 2023 Hospitals and Housing Committee
meeting be approved.
CARRIED

3. Adoption of Minutes

3.1. [23-612](#) Minutes of the July 5, 2023 Hospitals and Housing Committee Meeting

MOVED by Director Szpak, **SECONDED** by Director Kobayashi,
That the minutes of the Hospitals and Housing Committee meeting of July 5, 2023
be adopted as circulated.
CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations/Delegations

- 5.1. [23-619](#) Presentation: Julia O'Quinn, Director of Community Programs & Impact, Aboriginal Coalition to End Homelessness Society (ACEH); Re: Funding Request

Julia O'Quinn presented the Aboriginal Coalition to End Homelessness Society Funding Request.

Discussion ensued regarding:

- eligibility requirements for the various programs
- resignations resulting from possible unionization
- the selection process for potential residents
- funding sources and annual revenue budget

- 5.2. [23-621](#) Presentation: Sylvia Ceacero, Executive Director, and Jeff Bray, Co-Chair, Alliance to End Homelessness in the Capital Region (AEHCR); Re: Funding Request

Sylvia Ceacero and Jeff Bray presented the Alliance to End Homelessness in the Capital Region Funding Request.

Discussion ensued regarding:

- where the CRD funding is applied within the organization
- potential impacts if there is no increase to funding

6. Committee Business

6.1. [23-560](#) Carey Lane Mortgage, Final Project Approval and Major Capital Plan (2023-2027) Amendments

K. Lorette spoke to Item 6.1.

Discussion ensued regarding the energy savings resulting from the efficiency improvements.

MOVED by Director Caradonna, SECONDED by Director Kobayashi, The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:

- 1) That the Resolution of Directors in the form required by BC Housing Management Commission for the purposes of authorizing the execution of the Section 219 Covenants and the Loan and Mortgage documents for the Carey Lane Building Envelope Remediation (BER), substantially in the form as attached hereto as Appendix A, be approved;**
- 2) That Ted Robbins, Chief Administrative Officer, and Nelson Chan, Chief Financial Officer, or their duly authorized delegates, or any two directors or officers of the Corporation be authorized to do all things necessary to affect the project and take such steps as are required to conclude the financing, construction and operation of the Carey Lane BER project; and**
- 3) That the Capital Region Housing Corporation Major Capital Plan (2023-2027) be approved as amended in Appendix B.**

CARRIED

6.2. [23-618](#) Victoria General Hospital Medical Device Reprocessing Department Expansion - Approval of a Capital Bylaw

K. Lorette introduced Diane MacKay, Director, Island Health, and spoke to Item 6.2.

MOVED by Director McNeil-Smith, SECONDED by Director Kobayashi, The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:

- a) That Capital Regional Hospital District (CRHD) funding in the amount of \$1,272,000 be approved for the Victoria General Hospital Medical Device Reprocessing Department Expansion;**
- b) That CRHD Bylaw No. 419, "Capital Regional Hospital District Capital Bylaw No. 189, 2023" be introduced and read a first, second, and third time; and**
- c) That CRHD Bylaw No. 419 be adopted.**

CARRIED

7. Notice(s) of Motion

7.1. [23-647](#) Notice of Motion: Implications of Funding for Homelessness Agencies (Director de Vries)

Director de Vries provided the following Notice of Motion for consideration at the next meeting of the CRD Board:

"That staff return to the October meeting of the Hospitals and Housing Committee with a Staff Report detailing the implications associated with a requested 5-year funding extension to the Aboriginal Coalition to End Homelessness (\$150,000 annually with an annual inflation indexation) and a requested increase in funding (\$120,000 annually with an annual cost of living indexation) for the Alliance to End Homelessness in the Capital Region (totaling \$345,000 annually)."

7.2. [23-648](#) Notice of Motion: CRD Rural Housing Strategy (Director Holman)

Director Holman provided the following Notice of Motion for consideration at the next meeting of the Hospitals and Housing Committee:

"That the proposed CRD rural housing strategy include specific measures to address homelessness in electoral areas, including the focus of programs funded or administered by CRD."

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Kobayashi, **SECONDED** by Director Caradonna,
That the September 6, 2023 Hospitals and Housing Committee meeting be
adjourned at 2:48 pm.
CARRIED

CHAIR

RECORDER

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 04, 2023**

SUBJECT **Service Planning 2024 – Housing & Health Community Need Summary**

ISSUE SUMMARY

To provide strategic context and an overview of services, initiatives and performance data related to the Housing & Health Community Need.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2023-2026 Board Priorities on March 8, 2023. Staff then developed the 2023-2026 CRD Corporate Plan which was approved by the CRD Board on April 12, 2023.

The CRD Corporate Plan presents the work the organization needs to deliver over the four-year term, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the five-year financial plan.

The 2024 planning cycle marks the first year of the implementation of the 2023-2026 CRD Corporate Plan. The CRD's annual service plans, known as Community Need Summaries, provide an overview of the operational and strategic context, services levels, initiatives, and performance data for each Community Need. They also provide details of the initiatives, associated staffing, timing and service levels required to advance the work in future years.

The Housing & Health Community Need Summary is attached as Appendix A. The desired outcome is that residents have access to affordable housing and improved health facilities that enhances livability.

The CRD reports on the progress of its initiatives and services on a regular basis. The Board receives updates about the Board Strategic Priorities through the Chief Administrative Officer Quarterly Progress Reports. The Board also receives an overview of progress made on delivering the Corporate Plan twice a year at the strategic check-in and provisional budget meetings, which take place in the spring and fall respectively. The next strategic check-in will take place in spring 2024. During the year, standing committees and commissions also fulfill an oversight and advisory role in relation to the work.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Housing & Health, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Housing & Health, be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Governance Implications

In 2024, staff have prioritized programs and initiatives that:

- Advance 2023-2026 Board Priorities or Corporate Plan initiatives;
- Operationalize capital investments; and/or
- Are necessary to maintain a core service level following a regulatory change or where there is a safety risk to customers, communities, or staff.

The Executive Leadership Team (ELT) has reviewed and assessed all business cases and confirmed alignment with the criteria. ELT has determined that the consolidated package of work is appropriate and a proportional response to the CRD Board's and communities' expectations of the organization.

Financial Implications

To exercise constraint and cost containment, the CRD Board directed staff to keep the core inflationary adjustment to 3.5% through the 2024 Service and Financial Planning Guidelines. Staff and management have taken the necessary steps to mitigate the financial impact of proposed initiatives as well as cost escalation and high inflation rate experienced in 2022 through to 2023.

Financial and staff impacts for initiatives will be summarized and included in the provisional budget which will be presented at the Committee of the Whole meeting scheduled for October 25, 2023. Starting this year, this will also include a five-year forecast of staffing level changes, which will be reviewed annually.

Service Delivery Implications

Appendix A includes information about existing service delivery, operational considerations and performance. Additional information has been provided below about the proposed changes for 2024/2025.

Staff are proposing to advance six new initiatives for the Housing & Health Community Need that have financial implications for 2024, as shown in Table 1. The key drivers for the initiatives are:

1. advancing a Board or Corporate Plan Priority; and
2. operationalizing capital investments.

Table 1. Housing & Health Community Need Initiatives (2024)

Initiative	Implementation year(s)	Staff impacts (2024)	Incremental cost (2024)	Funding source
5a-1.1 Capital Project Delivery	2023-2028	1 Term Converted 2.5 New Term	\$551,000	Capital & Requisition
5a-1.2 Maintaining CRHC Operations	2024-ongoing	2 New Ongoing 1 Term Extended	\$560,000	Fee-for-service & Other
5a-2.1 Housing Opportunity Innovation & Outcomes Analysis	2024-ongoing	1.5 New Ongoing 1 New Term	\$352,000	Requisition & Other
5b-1.1 Improving Existing Housing Stock	2023-2028	1 Term Extended 1 New Term	\$297,000	Reserve & Requisition
5c-1.2 Reaching Home Term Extensions	2024-2029	4 Term Extended	\$319,000	Grant
5f-1.1 Health Communities Planner	2024-2027	1 Term Extended	\$138,000	Requisition & Grant

The information in Table 1 reflects the business case costs which ELT reviewed as part of their annual assessment of initiatives. The financial impacts reflect full program costs, including cost of staffing.

5a-1.1 Capital Project Delivery

Since 2018, the volume of projects and opportunities has grown considerably in response to the increased need for new affordable housing in the region. The Capital Region Housing Corporation (CRHC) is exploring opportunities to increase the regional housing stock and initiate projects through various programs including BC Housing's Building BC: Community Housing Fund. Staff are also pursuing grant funding opportunities through the Canadian Mortgage and Housing Corporation and Federation of Canadian Municipalities.

In addition to the nine active projects outlined in the CRHC's Major Capital Plan 2023-2027, six additional properties with significant development and redevelopment potential have been identified and are being targeted for grant funding applications in late 2023.

The staffing complement that supports this considerable program of work is at capacity. Allocating the appropriate staff resources to support each major capital project is paramount to increasing the delivery of affordable, attractive, inclusive, sustainable housing on time, and within budget and scope. A lack of staffing capacity would result in current projects not receiving adequate oversight and attention, and missed future opportunities, including potential partnerships, funding opportunities and the redevelopment of existing CRHC stock.

Initiative 5a-1.1 seeks to increase the staffing complement in the Regional Housing Division to maintain the service level to keep up with this growing portfolio. It seeks to convert an existing Term position to a regular ongoing role and to create two additional three-year term positions. An additional part-time (0.5 FTE) Term position in the Financial Services Division is also being sought to support the necessary enhanced levels of capital financial modelling, planning and cash flow analysis, among many other activities.

5a-1.2 Maintaining CRHC Operations

As the largest social housing provider on Vancouver Island and one of the largest in BC, the CRHC delivers affordable, attractive, inclusive, and sustainable affordable rental housing. The primary activities of this work are the day-to-day management and operations of what will be 53 properties and more than 2,000 units by 2024.

The CRHC will be opening and operating 97 new units across two buildings at Michigan Square in Q1 2024. This will be followed by at least five more building openings, with a total of 695 new units, in the three years following that.

Initiative 5a-1.2 seeks to increase staff capacity in the Regional Housing Division to maintain operational requirements, meet regulatory and legislative obligations and ensure compliance with the terms of the various funding agreements supporting operations moving forward. It seeks to extend one existing Rental Assist Term position to support the renting out of units, and to create two new regular ongoing positions to manage and operate the Michigan Square building. Additional positions are planned for 2025 and beyond to continue supporting the operational requirements of future buildings.

5a-2.1 Housing Opportunity Innovation and Outcomes Analysis

Through the 2023-2026 Board Priorities, the CRD Board has directed staff to “increase the supply of affordable, inclusive and adequate housing in the region”. To advance this work, additional policy expertise is required in the Regional Housing Division focused on partnerships and program design, as well as support for administrative activities which have grown in step with operational activities.

Initiative 5a-2.1 seeks to increase an existing part-time (0.5 FTE) ongoing Administrative Coordinator position to a full-time position. It also seeks to create one new regular ongoing Planning Assistant position and one new two-year Policy Analyst/Planning Assistant Term position. The latter position will be funded through a grant and be focused on rural and remote housing.

5b-1.1 Improving Existing Housing Stock

The CRHC’s primary activities are the day-to-day management of subsidized and affordable housing for residents who currently live in 52 housing complexes across eight municipalities totalling over 1900 units and providing homes for almost 4,000 tenants.

All buildings that are owned or operated by CRHC (except for five buildings) are subject to an operating agreement. The buildings that do not have operating agreements are still maintained to the same operating standards as the buildings with operating agreements. CRHC has obligations under the operating agreements with BC Housing, Canada Mortgage and Housing Corporation and Homes BC relating to operation, maintenance, and management of the properties.

Currently, CRHC’s minor and major capital procurements are carried out by two separate work areas that do not overlap with workflow, direction or process. Additionally, while CRHC staff have the expertise in building design, procurement, construction, and project management to deliver

initiative 5b-1.1, the team lacks the required capacity from a strategic, financial, and operational perspective to actively pursue new building envelope remediation projects through various funding channels.

Initiative 5b-1.1 seeks to extend an existing Term position by five years and create a new five-year Administrative Clerk position to take on the administrative functions of this work area and support procurement work related to minor capital procurement for the existing housing stock thereby freeing up existing staff capacity to focus on value-add activities.

5c-1.2 Reaching Home Term Extensions

The Reaching Home Program supports a broad range of efforts to address homelessness needs of communities across Canada. It is a critical component of Canada's Homelessness Strategy.

The CRD, on behalf of the Government of Canada, administers the Reaching Home Program in the capital region. In support of this responsibility, the CRD entered a five-year (2019–2024) Funding Agreement where the CRD is identified as the Community Entity charged with administering federal funds. The CRD allocates resources directly into the community and provides systems planning and program administration.

It is expected that the Government of Canada will engage the CRD for a new five-year Funding Agreement for 2024–2029. Initiative 5c-1.2 seeks to extend four five-year Term positions which are necessary to effectively administer the Reaching Home Program. The positions include two Administrative Coordinators, a Clerk and a Planning Analyst. These positions are directly responsible for providing the systems planning work and the administrative and reporting activities associated with fulfilling the CRD's responsibilities as Community Entity and is funded through the Reaching Home Grant.

5f-1.1 Healthy Communities Planner

There have been significant changes in the community health and wellbeing landscape in the capital region (e.g., decriminalization and community safety). The CRD currently employs a Healthy Communities position on a Term basis in the Health & Capital Planning Strategies Division. This position is responsible for supporting community health and wellbeing through policy and planning, public health bylaws and education and for facilitating knowledge mobilization and partnerships with a range of stakeholders across the region.

Initiative 5f-1.1 seeks to extend the Healthy Communities Planner term position by another three years to ensure this important work continues unimpeded. It is anticipated that grant funding will be received to support this work. A onetime increase to the core budget of \$50,000 for the Health & Capital Planning Strategies Division is included to deliver the Board directed priority of supporting action toward a community safety plan for the capital region.

CONCLUSION

CRD staff are progressing initiatives identified in the 2023-2026 CRD Corporate Plan, including the Board Priorities. The CRD Board and commissions with delegated authorities determine resourcing through the annual review and approval of the provisional financial plan. To support decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Housing & Health, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing
Submitted by:	Michael Barnes, MPP, Senior Manager, Health & Capital Planning Strategies
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Community Need Summary – Housing & Health

5

Housing & Health



Residents have access to affordable housing and improved health facilities that enhances livability

01 Strategy

STRATEGIES & PLANS

- › [Regional Housing Affordability Strategy](#)
- › [Regional Growth Strategy](#)
- › [Southern Gulf Islands Housing Strategy](#)
- › [Future Housing Priorities & Partnerships White Paper](#)
- › [Capital Regional Hospital District 10-Year Capital Plan](#)

CORPORATE PLAN GOALS

- 5a Increase the supply of affordable housing across the region
- 5b Protect & maintain non-market & market rental housing stock
- 5c Regional response to homelessness
- 5d Better regional housing data to support evidence-based decision making & community understanding
- 5e Provide the local share of health capital infrastructure
- 5f Support health through public health bylaws & education
- 5g Facilitate knowledge mobilization & partnerships to support community health & healthy public policy

02 Contacts

Don Elliott, Senior Manager, Regional Housing

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Michael Barnes, Senior Manager, Health and Capital Planning

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T. 250.360.3114

03 Operating Context

ACHIEVEMENTS IN 2023

1. Housing: Opening of Charters – February 2023 (M’akola Housing) under the Regional Housing First Program (RHFP) and the Regional Housing Trust Fund (RHTF).
2. Housing: Opening of Prosser Place – April 2023 under the RHFP and RHTF.
3. Housing: Opening of Aurora (Pacifica Housing) – June 2023 under the Rapid Housing Initiative (RHI).
4. Housing: Opening of Catherine Street (Aboriginal Coalition to End Homelessness) and Albina Street (Our Place Society) – March 2023 under the RHI.
5. Housing: Point in Time Count Report – August 2023.
6. Housing: Issued a Call for Proposals for additional sub-projects under the Reaching Home Program: Canada’s Homelessness Strategy – July 2023.
7. Housing: RHI Round 3 Announced November 2022, anticipate project announcement in 2023.
8. Health: The Capital Regional Hospital District (CRHD) has completed the demolition of Oak Bay Lodge and undertaken several rounds of community engagement toward the planning and redevelopment of Oak Bay Lodge. This is a high priority project in the capital region.
9. Health: A new Long Term Care project was announced in Royal Bay and represents a partnership between Island Health and the CRHD. CRHD will provide the land and cost share at 30 percent of capital costs. This is an exciting upcoming initiative, and the planning work is underway with Island Health.

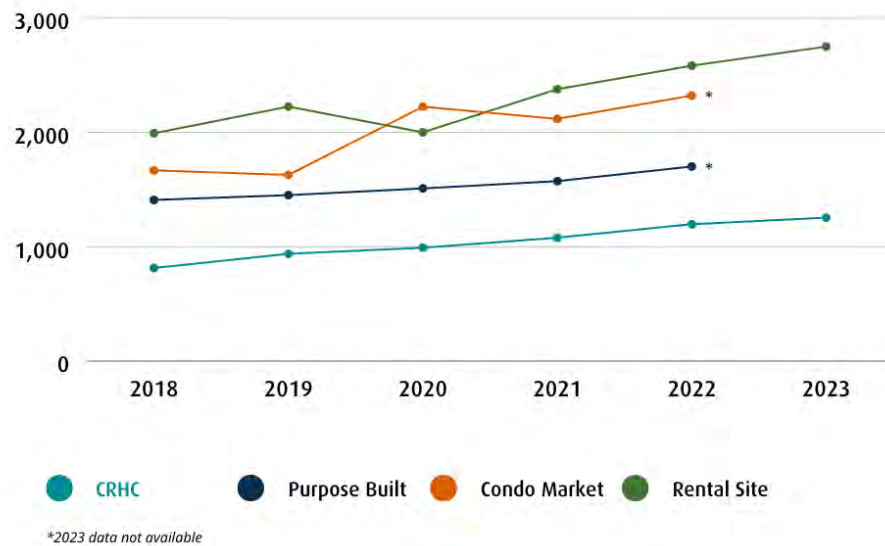
FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Housing: Changing rental housing market dynamics related to the continued negative economic impacts of COVID (e.g., higher vacancy rates, rent increase limitations), supply chain pressures, and inflation.
- Housing: Anticipate increased demand for affordable housing product due to continued escalation of rental prices in the region.
- Housing: Significant increases in the costs of acquiring property for affordable housing projects.
- Housing: Increased project administration and oversight.
- Housing: Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Housing: Increase in competition for available funds in support of development.
- Housing: More units coming online impact on future staffing requirements.
- Housing: Increased complexity and number of funding applications required to support increased development costs.
- Housing: Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Housing: Difficulty in staff recruitment and retention.

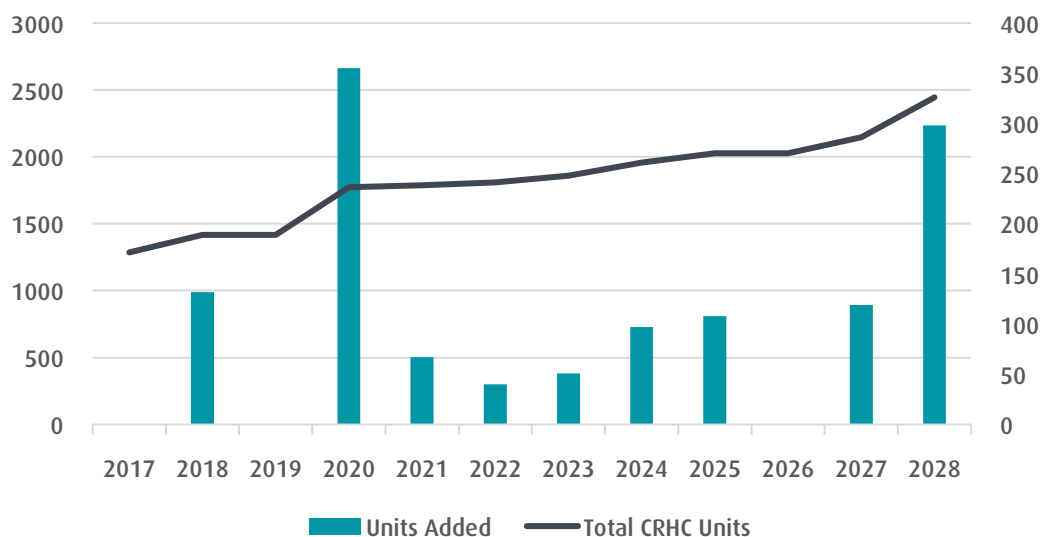
- Housing: This service area is also heavily impacted by the availability and nature of provincial and federal programs as senior-level governments play a key role in funding and shaping the non-profit housing sector (e.g., [National Housing Strategy](#), [Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia](#)).
- Health: There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- Health: Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- Health: The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities to meet future demands across the region.
- Health: Island Health continues to balance priorities that are broader than the Capital Regional District (CRD) which can delay the implementation of local priorities and resulting projects.

OPERATIONAL STATISTICS

Up to the end of Q3 2023, the average cost of a CRHC 2-bedroom unit was \$1,251/month, which is \$1,499/month less than the average at the end of Q3 2023 for those posted on a rental site.



The CRD/CRHC delivered 645 units between 2018 and 2023. The CRHC is forecasting a minimum of 622 units from 2024 to 2028. Considerable additional staffing resources will be required to support the delivery and operation of these units over the coming years. Additionally, efforts to ensure a scalability of corporate infrastructure and processes will be a key focus in coming years.



04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

Housing and the Capital Region Housing Corporation

SERVICE BUDGET REFERENCES¹

- › 1.30 Land Banking & Housing (Regional Housing)
- › 1.311 Regional Housing Trust Fund

1. CAPITAL REGION HOUSING CORPORATION (CRHC)

Description

Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low- and moderate-income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,860 units of housing across 52 properties and has 255 new units under construction and 559 units in pre-construction and development. In addition, the CRHC manages 65 units in three buildings on behalf of third parties.

What you can expect from us

- ▶ Operational management of units, adjusting service delivery needs as required.
- ▶ Property management of 65 units for third party owners.
- ▶ Asset management: ongoing delivery of Routine Capital Plan and building envelope remediation of Carey Lane.
- ▶ Contract management of Umbrella Operating Agreement with BC Housing.

Staffing Complement

Regional Housing Division: **51 FTE (includes Managers and Administrative Support) + leadership support**

2. PLANNING & DEVELOPMENT AND CAPITAL CONSTRUCTION

Description

Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.

¹ Service budget(s) listed may fund other services.

What you can expect from us

- ▶ Fulfill the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal.
- ▶ Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible.
- ▶ Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage.
- ▶ Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region.
- ▶ Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low- and moderate-income residents of the capital region.
- ▶ Supporting the ongoing delivery of 255 units under construction and 559 units in pre-construction and planning.

Staffing Complement

Regional Housing: **10 FTE (includes Managers and Administrative Support) + leadership support**

3. HOUSING PLANNING, POLICY & PROGRAMS (HP3)

Description

Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HP3 acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP), administers funds under the Rapid Housing Initiative (RHI), Regional Housing First Program (RHFP), and the Regional Housing Trust Fund (RHTF), stewards applications to the Canada Mortgage and Housing Corporation (CMHC) Affordable Housing Innovation Fund (Innovation Fund), and manages/supports the region's Housing Agreement Program (HAP) and Service Agreements with non-profit societies.

What you can expect from us

- ▶ Support continued implementation of the RHAS and Southern Gulf Island Affordable Housing Strategy.
- ▶ Supports efforts to advance the Future Housing Priorities and Partnership work.
- ▶ Review and process required Letters of Intent and proposals for the RHFP and RHTF.
- ▶ Administer the RHI as required.
- ▶ Support applications to the Innovation Fund where and when required.
- ▶ Renew and manage the Alliance to End Homelessness (AEH) and Aboriginal Coalition to End Homelessness Service Agreements.
- ▶ Administer Housing Agreements.

- ▶ Issuing quarterly Request for Proposals to non-profit and private developers for the RHFP.
- ▶ Acquiring, developing and building housing in accordance with the RHFP Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations.
- ▶ Manage and administer the RHP – Designated Communities Funding Stream to support efforts to respond to and prevent homelessness in the region.
- ▶ Advance efforts to implement a Coordinated Access and Assessment Process (CAA) and a Homeless Management Information System (HMIS).

Staffing Complement

Regional Housing: **7 FTE (includes Manager and Administrative Support) + leadership support**

Health and the Capital Regional Hospital District

SERVICE BUDGET REFERENCES²

- › 1.018 Health and Capital Planning Strategies
- › 1.224 Community Health

4. CAPITAL REGIONAL HOSPITAL DISTRICT (CRHD)

Description

Provides the local taxpayers' share of capital infrastructure to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care services in the region.

What you can expect from us

- ▶ Health facilities planning.
- ▶ Strategic property acquisition and planning of property development to increase health facility capacity within the capital region.
- ▶ Property management of health facilities and land holdings.
- ▶ Research, analyze and coordinate with Island Health in preparation of the CRHD's 10-Year Capital Plan and minor capital and equipment funding requests.
- ▶ Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget.

Staffing Complement

Health & Capital Planning Strategies: **2.0 FTE (includes 1 Senior Manager, 1 Administrative Support)**

² Service budget(s) listed may fund other services.

5. COMMUNITY HEALTH

Responsible for public health bylaws and enforcement contracts with Island Health (IH), and healthy community planning and service coordination.

What you can expect from us

Public Health

- ▶ Enact and enforce public health bylaws
- ▶ Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement

Community Health

- ▶ Coordinating the Community Health Network to support healthy communities planning through research and partnership development
- ▶ Filling community health and wellness gaps through consultation, coordination, hosting of forums, action planning and collective implementation of programs and services

Staffing Complement

Health & Capital Planning Strategies: **1.0 FTE**

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
5a-1 Increase supply of affordable, inclusive and adequate housing across the region ▶ NEW IBC 5a-1.1 Capital Project Delivery ▶ NEW IBC 5a-1.2 Maintaining CRHC Operations	2023-2028 2024-ongoing	\$551K capital + requisition \$560K fee-for-service + other	1 Term Converted 2.5 New Term ³ 2 New Ongoing 1 Term Extended
5a-2 Pursue funding opportunities and matching funds to deliver more housing ▶ NEW IBC 5a-2.1 Housing Opportunity Innovation & Outcomes Analysis	Ongoing 2024-ongoing	\$352K requisition + other	1.5 New Ongoing 1 New Term
5b-1 Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units ▶ NEW IBC 5b-1.1 Improving Existing Housing Stock	Ongoing 2023-2028	\$297K reserve + requisition	1 Term Extended 1 New Term
5b-2 Protect existing market rental housing to preserve affordability	2024-ongoing		-
5c-1 Support a coordinated, regional and collaborative response to homelessness ▶ NEW IBC 5c-1.2 Reaching Home Term Extensions	Ongoing 2024-2029	\$319K grant	4 Term Extended

³ Includes 0.5 FTE in Financial Services Division as support service.

Initiative	Implementation year(s)	Impacts in 2024
5d-1 Data collection and research analysis capacity dedicated to housing data	<i>Advanced through 5a-2.1</i>	-
5e-1 Provide major and minor capital investment, equipment, land holdings, property management, and development	Ongoing	
5f-1 Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation	Ongoing	
► NEW IBC 5f-1.1 Health Communities Planner	2024-2027	\$138K requisition + grant 1 Term Extended
5g-1 Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives	Ongoing	-

06 Performance

GOAL 5A: INCREASE THE SUPPLY OF AFFORDABLE HOUSING ACROSS THE REGION

Targets & Benchmarks

Ensuring that residents have access to affordable housing and enhancing community well-being requires a multi-pronged approach. Increasing supply and maintaining affordable housing broadly is a critical measure of effort made in support of this outcome. However, for those individuals potentially requiring additional support in increasing or maintaining their stability, ensuring there are enough units available to them that are affordable on income assistance while also being linked to available community-based support services is the foundation of their recovery from homelessness.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Increase directly managed affordable housing for low to moderate income households to 2,000 ¹	Quantity	1,809	1,860	1,957	↗
2	Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed ²	Quantity	180	238	363	↗

¹ Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division

² Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division

Discussion

- At the end of 2022, the CRHC owned and operated a total of 1,809 units of affordable rental housing. Through 2023, the CRD opened an additional 51 units in Central Saanich bringing the total of units owned and operated to 1,860 at the end of 2023. Though it was initially anticipated that 97 units at Michigan Square would be open in late 2023, these units will now be operational in Q2 2024. The CRHC expects to own and operate a total of 1,957 units by the end of 2024.
- A total of 238 units of shelter-rate housing had been approved through the RHFP at end of 2023. It is anticipated that the CRD will close out 2024 with an additional 125 units approved for a total of 363 shelter-rate units. This will see the full allocation of the CRD, CMHC and BC Housing program.

GOAL 5B: PROTECT & MAINTAIN NON-MARKET & MARKET RENTAL HOUSING STOCK

Targets & Benchmarks

- TBC

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Invest \$11M from 2020-2024 to improving existing CRHC housing stock under Umbrella Operating Agreement (UOA) ¹	Quantity	4.6M	7.7M	11M	↗
2	Ensure turnover of CRHC units is no greater than 30 days ²	Quantity	78	65	30	↘

¹ Total cumulative investment (\$M) 2020-2024; data from CRHC Routine Capital Budget for the UOA properties

² Average number of days to turnover a unit after it has been vacated; data from CRHC Operations

Discussion

- At the end of 2022 the CRHC budgeted a total of \$4.6M, expecting to close out 2023 with an accumulated total of \$7.7M. The Corporation will continue to work towards achieving a budget target of \$11M in 2024.
- Unit turnover times suffered in 2021 and 2022 due to a range of issues associated with COVID-19. Impacts continued into 2023 but staff are working on returning to the 30-day target in 2024.

GOAL 5C: REGIONAL RESPONSE TO HOMELESSNESS

Targets & Benchmarks

As the Community Entity responsible for Reaching Home: Canada's Homelessness Strategy, CRD Regional Housing is working collaboratively with the Province, the Government of Canada and local service providers and agencies, to expand the use of the Homeless Individuals and Families Information System (HIFIS). The system tracks information about vulnerable individuals experiencing chronic homelessness and allows for the coordination of housing and supports to address these individuals' needs.

Measuring Chronic Homelessness

Ref	Performance Measure(s)	Type	2018	2020	2023	Desired trend
1	Decrease number of people experiencing homelessness ¹	Quantitative	1,525	1,523	1,665	↘

¹ Data from Point in Time (PiT) count. No inference or suggestion of a trend should be drawn due to changing PiT Count methodology.

Discussion

- A Point-in-Time (PiT) count was conducted in March 2023, finding that at least 1,665 people were experiencing homelessness in Greater Victoria. While this number is higher than the count completed in 2020 (1,523), it is noteworthy that trends should not be inferred due to the changing methodology of the PiT counts themselves.
- The 2023 Greater Victoria PiT Count found that 67% of respondents had been homeless for six months or longer, a decrease from 2020 which reported 82%. Due to changes in PiT methodology, connecting chronic homeless numbers to a one-day PiT count are speculative and not consistently supported.
- The CRD continues to work closely with the Government of Canada and the Province of British Columbia to expand the use of HIFIS which will better determine community-level trends and occurrences of homelessness. This is expected to be available in late 2023 or early 2024.

GOAL 5D: BETTER REGIONAL HOUSING DATA TO SUPPORT EVIDENCE-BASED DECISION MAKING & COMMUNITY UNDERSTANDING

Targets & Benchmarks

Work to develop the scope of this goal anticipated to start in 2024, with action for implementation to begin in 2025.

GOAL 5E: PROVIDE THE LOCAL SHARE OF HEALTH CAPITAL INFRASTRUCTURE

Targets & Benchmarks

New, improved or upgraded health facilities contribute to better health and well-being outcomes for the region. The ongoing investments made in major and minor capital projects are an indicator of improved health facilities offering.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Meet the annual contribution of health infrastructure to minor capital projects and equipment ¹	Quantity	\$6.7M	\$6.7M	\$6.7M	→
2	Meet the annual contribution of health infrastructure to major capital projects ²	Quantity	\$14.7M	\$23.5M	\$15.5M	→

¹ Projects with total value 100K<\$2.0M (breakdown: Projects \$3.8M; Equipment \$2.9M). Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022)

² Projects with total value >\$2.0M. Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022) and 2021 Amended Capital Plan (approved by Board March 24, 2022)

Discussion

The CRHD provides the local share of health capital infrastructure through major and minor capital, equipment, and land holdings. Major capital projects are cost shared at 30 percent with Island Health and minor capital is cost shared at 40 percent. Equipment is supported through grants with an annual contribution of \$2.9 million.

GOAL 5F: SUPPORT HEALTH THROUGH PUBLIC HEALTH BYLAWS & EDUCATION

Targets & Benchmarks

- Annual report from Island Health to the Board providing updates on:
 - Number of students who participated in educational programs
 - Number of complaints responded to
 - Number of Clean Air Bylaw patrols conducted
 - Number of tattoo and tanning facility inspections conducted

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Compliance and enforcement	Quantity	-Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	→

Discussion

- The CRD has an annual Service Agreement with Island Health to enforce the Public Health Bylaws. Island Health takes a progressive enforcement approach and responds largely on a complaint basis.
- Island Health partners with local sports clubs and events to inform youth about the health impacts of smoking and provide information about the Public Health Bylaws. The Healthy Communities Planner works closely with Island Health to provide information to the public about the Public Health Bylaws when requested.

GOAL 5G: FACILITATE KNOWLEDGE MOBILIZATION & PARTNERSHIPS TO SUPPORT COMMUNITY HEALTH & HEALTHY PUBLIC POLICY

Targets & Benchmarks

- Host community engagement sessions throughout the year to share health and wellness information and facilitate partnership development.
- Respond to health and wellness gaps identified by the community through subgroup activities such as research projects and community programs delivered through partnerships.
- Support a contract to conduct a feasibility study that identifies the potential role the CRD can play in regional violence prevention and wellness promotion work.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Community engagement sessions held to share health and wellness information and facilitate partnership development ¹	Quantity	12	14	16	↗
2	Research projects and community programs delivered through partnerships ²	Quantity	0	1	2	↗
3	Complete feasibility study to identify potential role the CRD can play in regional violence prevention and wellness promotion work ³	Quality	Future measure to be determined upon completion of feasibility study			N/A

¹ Community engagement sessions hosted by CRD. Data from Health & Capital Planning Strategies Division.

² Total number of research projects and community programs completed. Data from Health & Capital Planning Strategies Division.

³ Feasibility study on potential CRD role in violence and prevention will be completed in 2024, as directed by CRD Board.

Discussion

- Through the Community Health Network's (CHN) nine meetings per year, we invite service providers, municipalities, Island Health and the University of Victoria to come together to discuss pressing topics related to health and wellness in our region and determine potential solutions that can be conducted collectively. Recent topics include: the impact of climate change on mental health, supporting service providers to adjust to the changing demographics of the CRD, and creating decolonized health policy and planning in our region.
- The gaps and potential solutions identified by the larger CHN lead to subgroups that align with the CHN's 10 goal areas. In these subgroups, we conduct research projects and collective programs to respond to the gaps. Two recent examples include a research project on the health impacts of extreme heat and a climate anxiety program for youth.
- In spring 2023, the Board directed staff to invest \$50,000 to support research into the potential role the CRD could play in violence prevention and wellness promotion in our region. These funds will be contracted out in 2024.

07 Business Model

Housing

PARTICIPANTS

All municipalities and electoral areas participate in some aspect of these services

All local First Nations

Non-profit housing and private housing providers

BC Housing, CMHC, Employment and Social Development Canada

FUNDING SOURCES

Requisitions, operating agreements subsidies, fee-for-service (tenant rent and housing agreements) and grants

GOVERNANCE

[Capital Regional District Board](#)

[Capital Region Housing Corporation Board](#)

[Hospitals and Housing Committee Board](#)

[Regional Housing Trust Fund Commission](#)

[BC Housing Executive Committee](#)

[Canadian Mortgage and Housing Corporation](#)

[Employment and Social Development Canada](#)

Tenant Advisory Committee

[Regional Housing Advisory Committee](#)

Development Planners Advisory Committee

Health

PARTICIPANTS

CRHD: All municipalities, electoral areas, First Nations, non-profit providers, community, Island Health, school districts, and other community planning and funding partners and numerous community foundations.

Community Health Service: All municipalities, electoral areas, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations.

FUNDING SOURCES

Capital projects, requisition (CRHD and CRD)

GOVERNANCE

[Capital Regional Hospital District Board](#)

[Capital Regional District Board](#)

[Hospital & Housing Committee](#)

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 04, 2023**

SUBJECT **Relocation of the Mental Health and Substance Use Assertive Community Treatment Teams – Approval of a Capital Bylaw**

ISSUE SUMMARY

Approval of a Capital Regional Hospital District Bylaw (CRHD) \$600,000 Capital Expenditure and Borrowing Bylaw is required for Island Health to proceed with the \$2,000,000 Mental Health and Substance Use Assertive Community Treatment (ACT) Team's relocation to the Eric Martin Pavilion at the Royal Jubilee Hospital.

BACKGROUND

ACT is a mental health program that focuses on individual clients and their recovery. ACT serves clients with serious mental illnesses that are complex and who have very significant functional impairments. Services are delivered by a group of mental health staff from a variety of disciplines, who work as a team and provide the majority of treatment services. The program facilitates community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses.

The ACT teams are currently providing services from a location in Victoria which has some challenges and relocating the ACT teams will enable the recovery program to provide their services to their clients in a more appropriate location in alignment with best practices.

Capital costs incurred will go toward retention of consulting services to undertake design development (architectural, mechanical, electrical), tender for construction services, demolition, and renovations.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:

- 1) That Capital Regional Hospital District (CRHD) funding in the amount of \$600,000 be approved for the Relocation of the Mental Health and Substance Use Assertive Community Treatment Teams;
- 2) That CRHD Bylaw No. 418, "Capital Regional Hospital District Capital Bylaw No. 188, 2023", be introduced and read a first, second, and third time; and
- 3) That CRHD Bylaw No. 418 be adopted.

Alternative 2

The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:

That the Relocation of the Mental Health and Substance Use Assertive Community Treatment Teams – Approval of a Capital Bylaw staff report be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

The Mental Health and Substance Use ACT Teams relocation project has been included in the CRHD 10-Year Capital Plan since 2022 as a potential partnership between the CRHD and Island Health. Island Health will provide \$1,400,000 (70%) and CRHD \$600,000 (30%), for a total project cost of \$2,000,000.

The total project budget and CRHD share are reflected in the amended 2023-2032 CRHD 10-Year Capital Plan that was approved by the CRHD Board on March 15, 2023. The project costs will be cash flowed over years 2023-2025 and the CRHD share of \$600,000 will be debt serviced through the Municipal Finance Authority. The cost of debt servicing for the CRHD contribution has been included in the 2023 Board Approved Financial Plan based on cash flow projections provided by Island Health.

In order to fulfill the CRHD's commitment to the Mental Health and Substance Use ACT Teams relocation project, a Capital Expenditure and Borrowing Bylaw must be approved as is presented in Appendix A.

CONCLUSION

Approval of a CRHD Capital Expenditure and Borrowing Bylaw is required to proceed with the Mental Health and Substance Use ACT Teams relocation project. This capital project will help ensure Island Health is able to provide quality health care services for the capital region.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional Hospital District Board:

- 1) That Capital Regional Hospital District (CRHD) funding in the amount of \$600,000 be approved for the Relocation of the Mental Health and Substance Use Assertive Community Treatment Teams;
- 2) That CRHD Bylaw No. 418, "Capital Regional Hospital District Capital Bylaw No. 188, 2023", be introduced and read a first, second, and third time; and
- 3) That CRHD Bylaw No. 418 be adopted.

Submitted by:	Michael Barnes, MPP, Senior Manager, Health & Capital Planning Strategies
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: CRHD Bylaw No. 418, "Capital Regional Hospital District Capital Bylaw No. 188, 2023"

CAPITAL REGIONAL HOSPITAL DISTRICT BYLAW NO. 418

CAPITAL REGIONAL HOSPITAL DISTRICT CAPITAL BYLAW NO. 188, 2023

WHEREAS the Board of the Capital Regional Hospital District proposes to borrow and expend money for the capital expenditures described in Schedule "A" attached hereto and forming an integral part of this Bylaw;

And whereas those capital expenditures have received the approval required under Section 23 of the *Hospital District Act*;

Now therefore the Board of the Capital Regional Hospital District enacts the following capital expenditure and borrowing bylaw as required by Sections 32 and 33 of the *Hospital District Act*.

1. The Board hereby authorizes and approves the borrowing and expenditure of money necessary to complete the capital expenditures as described in Schedule "A" attached.
2. The Board authorizes and approves the borrowing of a net sum not exceeding \$600,000 upon the credit of the District by the issuance and sale of securities in a form and a manner agreed to by the Municipal Finance Authority of British Columbia. The term of the securities and the repayment of the principal and interest shall be over a term not to exceed FIVE years.
3. To meet the payments of principal and interest during the term of the securities, there shall be included in the estimates of the Regional Hospital District each year, the respective amounts of principal and interest falling due in that year.
4. The Board hereby delegates the necessary authority to the Treasurer of the Capital Regional Hospital District to settle the terms and conditions of the borrowing and to undertake such temporary borrowing as is necessary to provide funding in advance of the receipt of funds from the Municipal Finance Authority of British Columbia.
5. This Bylaw may be cited for all intents and purposes as the "Capital Regional Hospital District Capital Bylaw No. 188, 2023".

READ A FIRST TIME THIS	DAY OF	, 2023
READ A SECOND TIME THIS	DAY OF	, 2023
READ A THIRD TIME THIS	DAY OF	, 2023
ADOPTED THIS	DAY OF	, 2023

Chair

Corporate Officer

SCHEDULE "A"

Bylaw No. 418

CAPITAL REGIONAL HOSPITAL DISTRICT

CAPITAL BYLAW NO. 188, 2023

Name of Facility	Project or Equipment Description	Project Number	Amount Covered by CRHD Bylaw	Amount Covered by Province and Island Health	Amount Covered by Hospital Foundation or Other	Total Project or Equipment Cost
Royal Jubilee Hospital	Relocation Mental Health and Substance Use ACT Teams	C-188-01	\$600,000	\$1,400,000	\$0.00	\$2,000,000
		Total	\$600,000	\$1,400,000	\$0.00	\$2,000,000

REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, OCTOBER 04, 2023

SUBJECT Capital Region Housing Corporation Operational Update, Third Quarter, 2023

ISSUE SUMMARY

To provide the Capital Region Housing Corporation (CRHC) Board with a quarterly update on operations, Tenant Engagement (TE), the Routine Capital Plan 2020 – 2024 and performance in the areas of turnover, vacancy, and move-ins up to and including September 10, 2023.

BACKGROUND

The CRHC is a wholly owned subsidiary of the Capital Regional District (CRD) with the mandate to develop and manage affordable housing to meet the needs of individuals and families residing within the capital region. In working to fulfill its mandate, the CRHC owns and operates more than 50 properties totalling over 1,900 units of housing providing homes to approximately 4,000 residents of the capital region with low to moderate incomes. In addition, CRHC manages a further three properties totalling 65 units on behalf of third parties to bring the CRHC's total units in operation to just under 2,000.

DISCUSSION

Operations Update

The properties that are managed by CRHC are supported by the work of approximately 52 full-time equivalencies (FTE). Staffing continues to require attention due to planned growth, unanticipated absences, and the movement of staff into various roles within CRHC operations. The CRHC, working collaboratively with Human Resources, has made considerable gains in filling operational vacancies that include roles across the Caretaker workgroup, Property Management staff, as well as both Property and Tenant Assists.

Tenant Engagement (TE)

TE staff have continued to streamline and develop best practices for prospective tenants applying for housing through the Regional Housing First Program (RHFP). This includes the development of an Independent Living Application which highlights community supports, self-identified supports and criteria for independent living.

Working with community partners has been a strong theme for TE staff in quarter three (Q3). Strengthening relationships with the Aboriginal Coalition to End Homeless has provided cultural perspectives to integrate into our work. Saanich Parks and Recreation have worked with TE staff to develop programming to be offered in our buildings, and ongoing Community Partners Meetings allow TE staff to continue to network within the housing industry.

The Fall newsletter for tenants will highlight ongoing TE initiatives including staff meet and greets at buildings and opportunities to engage more with TE staff. For example, staff are developing support for seniors in transitioning from Persons with Disabilities (PWD) benefits to Old Age Security (OAS) benefits to help tenants maintain housing when their income status changes. The newsletter continues to provide tenants resources to allow for supported successful tenancies and connect staff with tenants in a meaningful way.

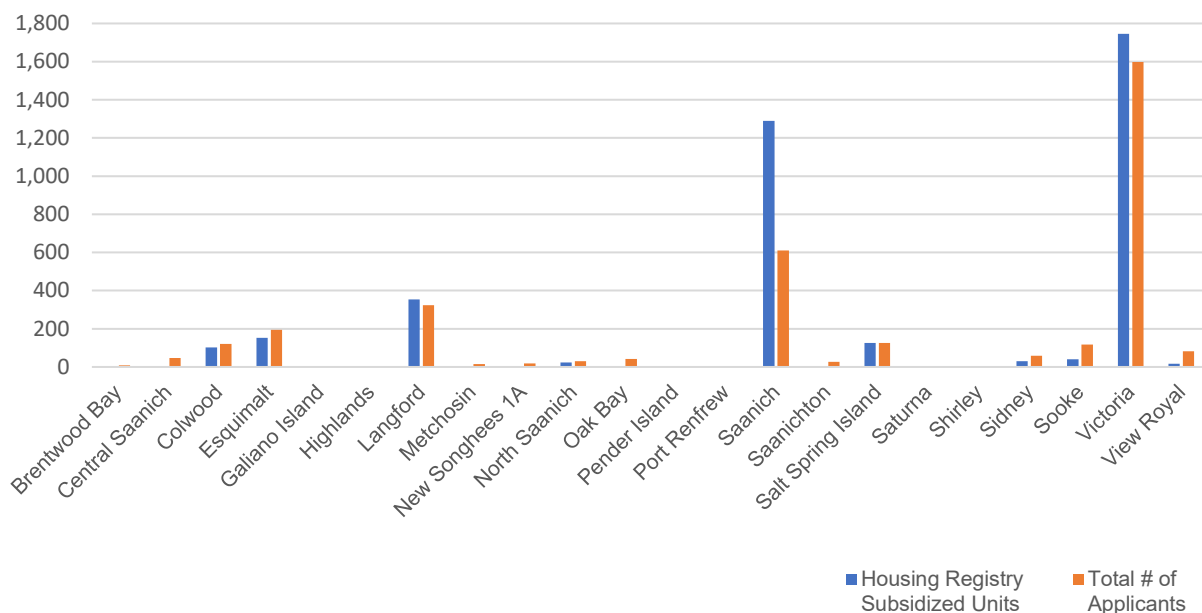
Housing Registry Waitlist Statistics

Table 1: BC Housing Registry Waitlist Statistics

Category	July 2023	August 2023	As at September 10, 2023
Total Registry Rent Geared to Income Units (Capital Region Area)	3,881	3,881	3,881
Applicants as noted below			
Family	872	884	882
Persons with Disabilities	666	689	681
Seniors	1,228	1,230	1,233
Wheelchair Modified	152	150	149
Singles	245	238	233
Total	3,163	3,191	3,434¹

The BC Housing Registry (the Registry) helps housing providers manage applicant lists and eliminate duplication among providers. The statistics provided above are for the CRD only with the highest representation of need in Victoria (47%), Saanich (18%), Langford (9%), Esquimalt (6%), Colwood (4%), Sooke (3%) and View Royal (2%). Chart 1 shows the total number of Housing Registry Subsidized Units across the capital region as well as the total number of current applicants.

Chart 1: Applicant Waiting List Details – Capital Region



The Registry requires applicants to renew their applications every six months to remain active. This process can account for slight fluctuations in the numbers with the number of applicants in Q3 showing an increase of 7.6%.

¹ The total also includes Rent Supplements (2), Transfers (234) and Pending Applications (20).

Vacancy

Table 2: Vacancy Rate – Units Operating More than 12 Months

Year	Period	# Units Vacant	# Days Vacant	Average Days Vacant
2023	Jan - March 10	68	3,382	49
2023	April – June 30	97	4,548	47
2023	July 1 – Sept 30	102	5,938	58

As of September 30, there are 102 units reported vacant across CRHC's units which have all been in operation for more than 12 months. These vacancies total 5,938 days for an average of 58 days vacant. Staff continue to focus on turnover of units to a target of 30 days or less. However, as most units require capital work to occur in them, the turnover time continues to be impacted by contractor and material availability. Currently, wait times for scheduling works means a unit is vacant for a minimum of 45 days.

Turnover

Table 3: Q3 Turnover Rate – All Units

Year	Period	# Turnovers Operating More Than 12 Months	# Turnovers Operating Less Than 12 Months	Total
2023	January 1-March 10	24	1	25
2023	April – June 30	61	0	61
2023	July 1 – Sept 30	44	3	47

Turnover of units decreased in Q3. The reason for higher turnovers is partly due to improved weather, which allows individuals to make life choices about jobs and movement. Portfolio representation of the 47 units that turned over is: RHFP – 65%, Umbrella Operating Agreement (UOA) – 17%, No Operating Agreement (NOA) & Investment in Housing Innovation (IHI) - 11%.

Rent-Up

Staff have been turning their attention to the new 51-unit building, *Prosser Place* which was handed over in April 2023. Staff are actively working to follow up with those households who had previously expressed an interest in applying to CRHC-operated housing to determine their suitability and continued intent in pursuing a tenancy. As of September 18, a total of 43 of the 51 units are rented. The remaining eight vacant units include five that await additional renovations to ensure accessibility standards are met. The three units remaining are being actively marketed and shown.

Routine Capital Plan

The updated Five-Year Routine Capital Plan has a budget of \$4.7 million (M) in 2023. Typically, capital spending is its highest in Q3, with Q1 having the lowest spending due to inclement weather management, lower number of move outs and the focus to begin annual inspections. Q3 spending has progressed as anticipated with many projects underway.

Capital spending as of September 7, 2023, was \$1.5M across the five funding portfolios. The first phase of the reroofing project at Pinehurst is complete with the second phase underway as well as fence replacement and exterior painting work at various properties totalling \$1.4M of budgeted work in progress. Examples of work in progress to award include reroofing at Kings Place, perimeter fencing at Beechwood, Electric Vehicle installation at Spencer Closer and decking at Olympic View. In total, at the end of Q3, an estimated total of \$2.9M in routine capital works will be underway.

Staff have worked hard to initiate and execute capital work projects and will continue to do so throughout the balance of 2023 to get ahead of the market for 2024 scheduled work. New large capital projects going to market will include perimeter fencing, reroofing, exterior/interior painting, and common area flooring.

Staff continue to prioritize unit turnovers and have completed annual inspections. These inspections are used as staff reference for 2024 capital planning which is scheduled to occur through September.

CONCLUSION

Through Q3 2023, CRHC has been actively recruiting, interviewing, and onboarding staff as offers are accepted. The work in communities continues with considerable positive progress on renting up the recently opened Prosser Place. Management for various contracted services are all being addressed through appropriate procurement processes to ensure the contracts are updated regularly and that CRHC staff can continue to test the marketplace seeking the most qualified contractors identified through a fair and competitive process. In total, as of this report, \$1.5M of works has been undertaken through the Routine Capital Plan, with an additional \$1.4M in process.

Staff continue to successfully re-rent units and are continuing to focus on efforts to decrease the average number of days vacant.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 04, 2023**

SUBJECT **Major Capital Plan Status Report, Third Quarter 2023**

ISSUE SUMMARY

To provide a quarterly update to the Hospitals and Housing Committee on the Capital Region Housing Corporation (CRHC) Major Capital Plan (2023-2027). This report is to complement the Capital Variance Report presented quarterly to the Capital Regional District (CRD) Board by the Chief Administrative Officer.

BACKGROUND

The CRHC is a wholly owned subsidiary of the CRD with the mandate to develop and manage affordable housing to meet the needs of individuals and families residing within the capital region. In working to fulfill its mandate, the CRHC owns and operates almost 1,900 units of affordable housing, providing homes to approximately 4,000 residents of the capital region with low-to-moderate incomes. In addition, the CRHC currently has 255 new units under construction and 559 units in pre-construction and development. This report contains projects that will receive grant funding through the following programs: Regional Housing First Program (RHFP), Regional Housing Trust Fund (RHTF), Building BC: Community Housing Fund (CHF), Green Municipal Fund (GMF), Capital Renewal Fund (CRF), Community Works Fund (CWF), Victoria Housing Reserve Fund (VHRF) and Growing Communities Fund (GCF).

IMPLICATIONS

Michigan Square (RHFP, RHTF, VHRF & CHF)

The Michigan Square project, a 97-unit redevelopment in Victoria's James Bay neighbourhood, consists of two four-storey wood frame apartment buildings constructed on top of the existing underground parkade. Onsite, wood framing of the 53-unit west building, and 44-unit east building is now complete. Mechanical and electrical rough-ins are underway in the west building with drywall installation underway on the upper floors. Laying down of the roofing membrane and installation of the building envelope is underway on the east building.

The project budget of \$34.3 million (M), with a total of \$10.9M awarded through grants, remains unchanged from the approved Major Capital Plan (2023-2027). The project is expected to receive its Occupancy Permit in February 2024.

Caledonia (CHF, RHTF, & VHRF)

The Caledonia project is a 158-unit redevelopment in Victoria's Fernwood neighbourhood. The redevelopment will include five new multi-family residential buildings, consisting of two apartment buildings and three townhouse blocks. Construction of the underground parkade structure and final excavation and backfilling is currently nearing completion. Wood framing is underway on the four-storey apartment building.

The project budget of \$71M, with a total of \$19.5 awarded through grants, remains unchanged from the approved Major Capital Plan (2023-2027).

Carey Lane building envelope remediation (BER) (CRF)

Carey Lane, a 22-unit townhouse complex that is owned and operated by the CRHC, will undergo a full BER as well as upgrades to the ventilation, heating, and cooling systems.

On September 13, 2023, the CRHC Board approved the *Carey Lane Mortgage & Final Project Approval and Major Capital Plan (2023-2027) amendments*. The Carey Lane amendment increased the total project budget from \$3.9M to \$6.1M. The CRHC equity contribution of \$600,000, funded through the Portfolio Stabilization Reserve, remains unchanged despite the total budget increase. To account for the budget increase, BC Housing agreed to increase the value of the Capital Renewal Fund (CRF) forgivable mortgage from \$3.3M to \$5.5M. There will be no debt to execute this project. See Table 1 for a detailed breakdown of the budget revision.

Table 1: Capital Budget Revisions

Budget Description	Provisional Budget (December 2022)	Final Budget (September 2023)
Total Project Costs	\$3,871,182	\$6,050,000
CRHC Equity	\$(600,000)	\$(600,000)
BC Housing's Capital Renewal Fund	\$(3,271,182)	\$(5,450,000)
Total Equity/Deductions	\$(3,871,182)	\$(6,050,000)
Forgivable Mortgage Principal	\$3,271,182	\$5,450,000

Staff are in the process of finalizing project schedule and confirming onsite logistics with the Prime Contractor. Work is scheduled to begin in late November 2023.

Pandora (CHF)

The Pandora project is a partnership between the City of Victoria, BC Housing and the CRHC to build non-market rental homes and create a new community space in the North Park neighbourhood. Once complete, the CRHC will lease an air-space parcel and operate approximately 158 affordable rental units.

On July 20, 2023, a Development Permit was issued through the City of Victoria's Rapid Deployment of Affordable Housing (RDAH) approval stream. The design consultants are now able to advance the design drawings in preparation for a Partial Building Permit Application in late Q4, 2023.

The project budget of \$83.4M for the CRHC affordable housing component of this project, with a total of \$25.9M awarded through grants, remains unchanged from the approved Major Capital Plan (2023-2027).

161 Drake Road (CWF)

Throughout Q3, 2023, CRD staff and the consulting hydrogeologist have been coordinating with contractors and the neighbouring property to confirm the final logistics of the upcoming groundwater exploration. Construction of a new access trail and temporary drilling pad is underway, and drilling and pump testing will be carried out in early Q4, 2023. Based on the results of the water exploration, staff will report back to the Board with opportunities for future development. The budget of \$80,000, with all funds coming from CWF, remains unchanged from the CRHC Major Capital Plan (2023-2027).

Separately, BC Housing continues to advance the supportive housing development on 161 Drake Road through a lease agreement with the CRD. The supportive housing development will provide up to 28 permanent homes with supports, as well as a kitchen facility, common area, staff offices and an outdoor amenity space. BC Housing staff continue to provide quarterly updates as they advance the development.

Campus View (RHFP, RHTF, GMF)

Campus View is an existing 12-unit CRHC townhouse complex located in the Gordon Head neighbourhood of Saanich. This site is a high priority redevelopment which as proposed will see the number of units increase to 119 units, including 23 net-new three-bedroom units of affordable housing. A Rezoning and Development Permit Application was submitted to the District of Saanich (Saanich) in April 2022 and the project was presented to Saanich's Advisory Design Panel (ADP) in June 2023. The design documents have been updated to reflect the comments received from ADP and were resubmitted to Saanich in July 2023. Staff are now awaiting confirmation of the date when Saanich Council will review the Rezoning and Development Permit Application. Staff are also actively working with Saanich staff to apply to the Saanich Housing Fund (SHF). The SHF could provide approximately \$2,000 per door, or approximately \$238,000 in grant funding total, however, the overall project budget continues to carry an equity gap of \$6.8M. Staff are pursuing all avenues for capital grant funding to close the gap but at this time no new major grant funding sources have been secured. The project budget of \$52.0M with a total of \$22.7M funded through grants, remains unchanged from the approved Major Capital Plan (2023-2027).

Village on the Green (RHFP, RHTF, GMF)

Village on the Green, a CRHC owned complex located in Victoria's Fernwood neighbourhood, was identified as a property with significant redevelopment potential. The proposed redevelopment will see the number of units increase from 38 units to approximately 140 units, including 15 net-new three-bedroom units. On July 27, 2023, a Development Permit Application was submitted through the RDAH. With the Development Permit drawings complete, staff will be working with a cost consultant to carry out a Class C estimate and update the preliminary budget in advance of the Major Capital Plan (2023-2027).

In September 2023, the CRD Board approved a grant of \$4.2M from the GCF towards the Village on the Green Redevelopment. Staff will work to advance this project as expeditiously as possible and will report back to the CRHC Board in December 2023 through the updated Major Capital Plan (2023-2027) once the updated cost estimates have been received.

CONCLUSION

As part of staff's commitment to providing updates to the CRHC Board, the CRHC Major Capital Plan Status Report provides a snapshot of issues and items that have a potential to impact the Major Capital Plan. Despite the impacts from ongoing supply chain issues, global inflation, labour shortages and rising interest rates, CRHC Major Capital Projects are within budget and in alignment with the Major Capital Plan (2023-2027).

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 04, 2023**

SUBJECT **Alliance to End Homelessness in the Capital Region – Funding Increase**

ISSUE SUMMARY

To detail implications of the Alliance to End Homelessness in the Capital Region's (the "Alliance") request for increased annual core funding from the Capital Regional District (CRD) from \$225,000 to \$345,000, with an annual inflation increase.

BACKGROUND

The Alliance started in 2008 as the Greater Victoria Coalition to End Homelessness with a mission to end homelessness in the capital region and consists of local housing, health and social service providers, non-profit organizations, all levels of government, businesses, post-secondary institutions, the faith community, people with lived and living experiences of homelessness, and members of the public. The Alliance is a non-profit society and registered charity. Past Alliance efforts included the publication of the Creating Homes, Enhancing Communities report, which supported the early development of the Regional Housing First Program, work related to process mapping, eviction prevention, a Speakers' Bureau, youth homelessness prevention, engagement of people with lived experience and efforts through the COVID-19 pandemic to directly support individuals experiencing homelessness.

On August 21, 2023, the Alliance sent a letter to the CRD Board requesting an increase of \$120,000 in annual core funding (Appendix A). The Alliance attached their 2022 draft audited financial statement to support the letter (see Appendix B) and presented their funding request to the Hospitals and Housing Committee on September 6, 2023 (see Appendix C). Staff were then directed to return with a report detailing the implications associated with the requested funding increase.

Since 2008, the CRD has supported the core operations of the Alliance. This contribution was increased from \$150,000 to \$225,000 in 2010 and has remained consistent through to the 2023 final CRD budget. The CRD's initial commitment to the Alliance was for 10 years, but this was revised in 2018 to be ongoing.

In September 2023, the Alliance informed the Hospitals and Housing Committee that without an increase in funding, the organization would not be viable in 2025. A review of the accompanying 2022 draft audited financial statements indicate solvency and going concern for the long-term operations and viability of the Alliance.

Each year, the CRD negotiates and monitors an annual Service Agreement with the Alliance that sets out the scope of work, deliverables, and relevant roles and responsibilities expected of the Alliance. The Alliance submits an annual report to the CRD on their specific deliverables (see Appendix D).

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to negotiate a one-time increase of \$120,000 from \$225,000 to \$345,000 in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Alternative 2

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to maintain the core service level of \$225,000 in the 2024 Financial Plan; and
2. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Alternative 3

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to negotiate an ongoing increase of \$120,000 from \$225,000 to \$345,000 starting in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff index funding to the Alliance to CRD guidelines and include this adjusted amount as a core service level going forward.

Alternative 4

That the Alliance to End Homelessness in the Capital Region – Funding Increase report be referred to staff for additional information based on the Hospitals and Housing Committee direction.

IMPLICATIONS

Alignment with CRD Plans and Strategies

The Alliance activities support several objectives in the 2023 – 2026 Corporate Plan and the Regional Housing Affordability Strategy, 2018. The alignment with various CRD plans and strategies is provided in Appendix E. Much of the focus in Alliance work is related to engagement and facilitation in support of CRD Corporate Plan activities related to a regional approach or data collection and guidance/recommendations on the use of Reaching Home Program (RHP) funds through the development of a Community Plan and the Alliance's participation on the RHP Community Advisory Board (CAB). The Alliance is also active in prevention through facilitation of a youth homelessness task force.

Service Delivery Implications

Currently, funding for the Alliance is requisitioned through Community Health with the day-to-day aspects of managing the Service Agreement supported through Regional Housing. This is in alignment with the authority as established under Land Banking and Housing and, more specifically, the Terms and Conditions of the RHP.

In March 2019, the CRD entered into a Contribution Agreement with the Government of Canada

to fill the role of Community Entity (CE) under the RHP. Though there are numerous aspects of the RHP implementation that include community engagement and plan development, grant administration, contract monitoring, etc., there are two key components that the CRD is obligated to advance under the terms of the Contribution Agreement, including a Coordinated Assessment and Access (CAA) process and a Homelessness Management Information System (HMIS). An overview of both initiatives is provided in greater detail in Appendix F, Part 1.

The current RHP Contribution Agreement runs until March 31, 2024, though staff are expecting to receive a Service Agreement amendment or a new Service Agreement that extends the RHP for up to five years. As related to the CRD's role in implementing the RHP, the Alliance is tasked with a range of activities that are outlined in Appendix F, Part 2.

Within the context of the 2023-2026 CRD Board and Corporate priorities, the obligations under the 2019-2024 RHP and the role of the Alliance, there is an increasing degree of overlap between the strategic and policy direction as provided by the CRD Board and the historic role of the Alliance in supporting a range of homelessness engagement, research, data collection and planning work.

Alternative 1

Proposes a one-year increase in funding and will support the considerable community engagement and planning work required as the CRD prepares to transition into a renewed RHP. Staff will then revisit the funding level starting in 2025.

Alternative 2

Retains the existing level of funding to the Alliance, which will result in the CRD taking on an increased role in advancing the work required to support engagement efforts related to CAA and HMIS and the transition toward a renewed RHP and will further direct the work through a 2024 Service Agreement with the Alliance. Staff will then revisit the funding level starting in 2025.

Alternative 3

Proposes that the CRD provide the Alliance with an ongoing increase in core operational funding. This alternative would provide the organization with the highest level of operational support and an ongoing commitment from the CRD. In terms of alignment between the Alliance activities and the obligations of the CRD under the RHP, staff increasingly direct the content of the Alliance Service Agreement as the CRD would continue to rely on a third-party to play a vital role in ensuring the CRD's RHP obligations are met.

Financial Implications

The CRD has provided the Alliance with a total of \$3,535,000 in funding through its Community Health service from 2008 to 2023. In addition, the CRD has administered a total of \$700,000 on behalf of the City of Victoria bringing the total funds provided through Alliance Service Agreements to \$4,235,000 over 15 years. In addition, the Alliance is eligible to receive funds through the RHP and has received a total of \$466,627 in support of Sector Capacity Building through Creation of Free Micro Credentials (\$186,067) and Construction and Furnishing of Seven Tiny Home Village Units (\$280,560). An overview of the three Alternatives is attached as Appendix G.

Alternative 1

Proposes a one-year increase in funding to the Alliance from \$225,000 to \$345,000. This alternative also directs staff to review the balance of requisition resources between the activities of a third party operating under agreement and those the CRD uses to directly fund its operational activities in 2025. Potentially reducing funding to the Alliance will be increasingly important as staff begin to scope out and seek the resources required to advance a coordinated, regional, and collaborative response to homelessness and data collection and research analysis capacity

dedicated to housing data while working to mitigate potential requisition increases.

Alternative 2

Proposes that the CRD maintains the existing level of funding to the Alliance of \$225,000 per year. It is important to note, however, that this alternative also directs staff to review the funding level in 2025 in conjunction with the CRD's service planning process to ensure resources continue to be utilized in direct support of advancing CRD Board and Corporate priorities. The Alliance informed the Hospitals and Housing Committee in September 2023 that without an increase in funding, the organization would not be viable in 2025. This alternative would likely result in the Alliance either significantly scaling back activities and/or winding down operations.

Alternative 3

Proposes the Alliance be provided with an ongoing increase in core operational funding to \$345,000 per year and that this increase be ongoing and indexed to the CRD guidelines related to inflation. This inflationary increase would see the core funding go from \$345,000 in 2024 to \$358,938 in 2026 and would continue increasing at 2% annually in-line with CRD guidelines.

Both Alternative 1 and Alternative 2 provide the direction to staff to review CRD activities identified through the CRD service planning process and to consider those activities through assessing the value of either direct delivery through the CRD or through a third-party starting in 2025. To constrain potential requisition impact as the CRD may look to increase service levels in support of CRD Board and Corporate priorities starting in 2025, staff have recommended this step to provide greater flexibility to the CRD Board in considering how it can both deliver an enhanced level of service while also mitigating the risk of significant requisition increases. Alternative 3, however, is intended to provide the CRD Board with a clear option that includes a lift to the core funding level to the Alliance that is intended to be ongoing.

CONCLUSION

Over the last 15 years, the CRD has supported the operations of the Alliance through Service Agreements that total \$4,235,000. In addition, the Alliance has received \$466,627 through the RHP, administered by the CRD. However, as the role of the CRD has shifted over time, due in part to the obligations under the RHP as well as the strategic and policy direction provided by the CRD Board in 2023, it is increasingly important to revisit how the CRD continues to drive action on achieving outcomes through either engaging third parties or an increase in service levels.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to negotiate a one-time increase of \$120,000 from \$225,000 to \$345,000 in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Alliance Funding Request Letter, Submitted August 21, 2023
Appendix B: Alliance Draft Financial Statement
Appendix C: Alliance Funding Request Presentation – September 6, 2023
Appendix D: Alliance 2022-23 Service Agreement – Annual Report
Appendix E: Alignment with CRD Plans & Strategies
Appendix F: Reaching Home Projects & Alliance Activities
Appendix G: Funding Alternatives



Mr. Colin Plant
Chair - Capital Regional District Board
625 Fisgard Street, Victoria, BC V8W 1R7

SENT VIA EMAIL

Re: AEHCR Core Funding Request

Dear Chair Plant,

On behalf of the Alliance to End Homelessness in the Capital Region (AEHCR) (legally known as the Greater Victoria Coalition to End Homelessness), we wish to sincerely thank the Capital Regional District (CRD) for sustaining our collective work to end homelessness in the region.

We are writing to you today to request an increase in the funding provided by the CRD to the Alliance. The AEHCR wishes to formally request an annual increase of \$120,000 (from \$225,000 to \$345,000). The AEHCR also requests an annual cost of living indexation. Attachment A presents the audited financial statements for the last fiscal year.

The CRD has been and continues to be a crucial partner supporting the activities of the AEHCR and its member societies since 2008. As of December 2022, the AEHCR is honoured to have 28 local and regional organization members who primarily provide services in the homelessness sector as well as 26 individual members. In addition to the CRD, the AEHCR's partners include Island Health and BC Housing. Attachment B shows current member organizations and Attachment C shows our current Board of Directors and AEHCR Staff Positions.

The CRD was integral in launching the Alliance with core funding of \$150,000 per year for 3 years from 2008 to 2010. The CRD core funding was increased to \$225,000 in 2011 and has continued at that amount for 13 years. AEHCR has had two other core funders since its inception. The City of Victoria and Island Health have each provided \$100,000 annually for many years.

Each year the AEHCR enters into separate Service Agreements with the CRD and Island Health which include specific AEHCR deliverables. The AEHCR submits a report on the deliverables achieved to CRD staff each year prior to the next Service Agreement.

The AEHCR Board has approved making requests for increased funding to each of our 3 core funding partners and we are seeking a total increase of \$170,000 in annual core funding for 2024. Our recent request has been declined by Island Health and we have a request to the City of Victoria concurrent with this request to the CRD.

The rationale for an increase in core funding is that while the challenges in addressing Homelessness have increased over the past 13 years and the deliverables in our service agreements with the CRD and Island Health have increased, core funding to the AEHCR has not increased over the past 13 years, non-staff operating costs have risen, and AEHCR staff salaries have not seen an increase since 2012. The requested increase is necessary to retain and recruit excellent staff, achieve the deliverables in our Service Agreements, and meet the expectations of our member organizations and community at large.

It should be noted that while the AEHCR has annual core funding, it also applies and receives grants for varying time periods to conduct programs or projects. An example in 2023, is the AEHCR received \$157,000 of funds from the Federal Reaching Home Program, which is administered by the Community Entity held by the CRD in our region as well as other project granting sources such as UBCM, the Victoria Foundation, the Donnelly Foundation and many individual donors.

The work of the AEHCR is made possible thanks to this ongoing investment into the community by the CRD. The positive impact of initiatives we have launched together focused on ending and preventing homelessness cannot be understated. Our collaborative work plays a critical role in transforming the homelessness-serving system in the region and continues to reinforce the importance of the partnership between the AEHCR and the CRD. Now, more than ever, the CRD's support is needed to achieve our shared vision.

The 2018 Regional Housing Affordability Strategy approved by the CRD Board of Directors as well as the 2019-2024 Community Plan to End Homelessness in the Capital Region, inform this AEHCR, ongoing work and as such, the AEHCR takes a whole-government approach to advocating for increasing appropriate housing supply, establishes housing targets and eviction interventions specific to chronic homelessness while also contributing to the development of broader targets around housing affordability. The AEHCR also plays an important role in bringing a wide range of partners together to explore and create synergies and opportunities for partnerships and system-wide transformation.

The AEHCR serves its members through its role as a 'backbone' organization responsible for guiding vision and facilitating strategic planning, developing sector-wide advocacy initiatives, supporting aligned activities, establishing shared best practices, building public awareness, advancing policy changes, working to mobilize and distribute funding and more. The AEHCR staff complement has incrementally increased over the past number of years to support the work of the Sector, while the work that is carried out is exponential in nature and scope.

Efforts continue to focus on addressing the needs of those experiencing chronic homelessness and in preventing homelessness experience for those who are at-imminent-risk, with particular emphasis on preventing youth homelessness. Central to this work, the AEHCR continues to support the development of two crucial regional initiatives: a Coordinated Access and Assessment system for housing, and a broader Homelessness Management Information System for coordinating housing and supports for people experiencing, at risk of, or with a recent experience of homelessness. When complete, these two systems will ensure enhanced service efficacy, better resource efficiencies, and that those in need are being rapidly connected to the housing and services that best suit their needs.

In collaboration with the CRD and community partners, the AEHCR authors and publishes the Community Plan, which is focused on improvements to the housing and homelessness response system and identifies housing supply needs specific to addressing chronic homelessness while projecting future

need. The AEHCR also contributes to the development of plans that are indirectly connected to homelessness such as the Regional Housing Affordability Strategy as well as aligning our work with the BC government's Homelessness Strategy and other relevant initiatives.

The AEHCR collects data related to its mission and partners with others to conduct complex research initiatives related to housing, homelessness, prevention and system transformation. The AEHCR Board of Directors passed a Motion at their February 22nd meeting as follows: The GVCEH Board indicate to the CRD and CAA Working Group that it wishes to be the lead organization for the holder of data and the creation of the By Name List. This Motion, and development of a Regional Data Dashboard are key to supporting the development of a baseline to measure both the progress toward Functional Zero homelessness in the Region, and also support evidence-based decisions regarding resource allocation and re-allocation.

The AEHCR convenes and facilitates working groups and supports and participates with community groups on collaborative advocacy and solutions to homelessness. The AEHCR partners and staff are embedded in an increasing number of community tables, and the AEHCR continues to work with partners to develop and distribute information tools and strategies to enhance the effectiveness of collective efforts.

Homelessness is a complex issue with all orders of government supporting individual-level solutions while also exerting control over different and sometime overlapping aspects of the response. This means that much of the work related to significant coordination and integration of systems happens at the community level and in alignment with the CRD's Regional Housing Affordability Strategy. With the recent announcements by Minister Eby and the BC's government investments to prevent and continue the work to end homelessness, the AEHCR, is now, more than ever, in a position to build on the collaborative work in the Region and continue to provide backbone services to our members to achieve these goals.

AEHCR staff bring together leaders and decision-makers at the regional, provincial and national scale through a unique partnership that continues to make significant inroads in housing, health care, prevention and research around homelessness and its root causes. This request for an increase in core funding will help support the operations of the AEHCR and will also help offset increasing costs.

Any opportunity to increase annual funding will support operations related to:

- Continue Critical Work to Prevent Youth Homelessness – The AEHCR's Youth Task Force (YTF), started in 2017, is significantly shifting the youth homelessness landscape in the region. As we know 55.8% of those experiencing homelessness had their first experience of homelessness before their 25th birthday. The YTF is both working to address the estimated 259 individuals under the age of 25 currently experiencing some form of homelessness and is collaborating to prevent youth homelessness with the BC Coalition to End Youth Homelessness and other social services agencies for further strengthen our collective reach.
- Offset Increasing Costs – In early 2019 the GVCEH moved into market rental office space for the first time in its ten-year history. While this move provided considerably better opportunities to support community in ending homelessness, it also came with the corresponding increase in operational costs.

In 2023, we are required to move, once again, and the costs associated with relocation have also increased due to a very strong commercial rental market.

Although we continue to make significant advances, homelessness persists as a challenge for this community, across BC and across the country. As the community continues to emerge from the heights of the COVID crisis, the economic crisis, labour shortages and increased inflation, continue to be felt in the region and we are looking to CRD to support the AEHCR's sector-wide advocacy and communication, collaboration, research, and engagement, to achieve collective impact on our common goals.

It is important to also note that, in addition to the AEHCR requesting an increase in core funding from the CRD, it has requested a similar increase from Island Health and will be presenting to the City of Victoria in September as well and will be seeking other sources of funding through Trust Based Philanthropy and potentially fundraising, as we believe in the importance of funders and the community collaborating on this important regional work.

Thank you so much for your continued support of the AEHCR and the organizations dedicated to a vision of a region, a province and a nation without homelessness and we look forward to your response.

Respectfully,



Jeff Bray
Community Co-Chair



Sylvia Ceacero
Executive Director



Financial Statements

Greater Victoria Coalition to End Homelessness
Society (dba Alliance to End Homelessness in the
Capital Region)

March 31, 2023

DRAFT

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Independent Auditors' Report

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To the members of Greater Victoria Coalition to End Homelessness Society

Opinion

We have audited the accompanying financial statements of Greater Victoria Coalition to End Homelessness Society ("the Society"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of Greater Victoria Coalition to End Homelessness Society as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

Victoria, Canada

July XX, 2023

Chartered Professional Accountants

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Statement of Financial Position**

March 31 2023 2022

Assets

Current

Cash and cash equivalents (Note 5)	\$ 171,903	\$ 347,638
Accounts receivable	4,125	3,544
Government remittances receivable	3,120	3,120
Prepaid expenses and deposits	10,078	12,996
Short term investments	26,000	-
	<u>215,226</u>	<u>367,298</u>

Tangible capital assets (Note 3)	<u>194,186</u>	<u>578,680</u>
	<u>\$ 409,412</u>	<u>\$ 945,978</u>

Liabilities

Current

Payables and accruals	\$ 39,367	\$ 39,430
Deferred contributions (Note 4)	126,696	223,554
Deferred capital contributions (Note 5)	188,516	565,548
	<u>354,579</u>	<u>828,532</u>

Net Assets

Invested in capital assets	5,670	13,132
Unrestricted	49,163	104,314
	<u>54,833</u>	<u>117,446</u>
	<u>\$ 409,412</u>	<u>\$ 945,978</u>

Commitments (Note 10)

On behalf of the Board

Director

Director

See accompanying notes to the financial statements.

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Statement of Changes in Net Assets**

Year ended March 31

2023

2022

	Invested in capital assets	Unrestricted	Total	Total
Balance, beginning of year	\$ 13,132	\$ 104,314	\$ 117,446	\$ 169,308
Deficiency of revenue over expenses	(7,462)	(55,151)	(62,613)	(51,862)
Additions to tangible capital assets less capital contributions received	-	-	-	-
Balance, end of year	\$ <u>5,670</u>	\$ <u>49,163</u>	\$ <u>54,833</u>	\$ <u>117,446</u>

See accompanying notes to the financial statements.

Greater Victoria Coalition to End Homelessness Society **(dba Alliance to End Homelessness in the Capital Region)** **Statement of Operations**

Year ended March 31	2023	2022
Revenue		
Government grants (Note 6)	\$ 1,114,104	\$ 2,035,285
Individual donations	199,728	270,097
Corporate donations	146,939	219,124
Contributions from other registered charities (Note 6)	101,155	70,401
Miscellaneous revenue	2,522	1,286
Membership fees	1,000	725
Interest	978	165
	<u>1,566,426</u>	<u>2,597,083</u>
Expenses		
Amortization	384,494	573,266
Communications and consultation	9,520	13,692
Council and committee meetings	10,104	7,296
General administration	58,461	64,983
Professional fees	25,313	20,724
Program expenses (Note 7)	615,932	1,427,166
Rent	72,495	65,364
Wages and benefits	452,720	476,454
	<u>1,629,039</u>	<u>2,648,945</u>
Deficiency of revenue over expenses	\$ <u>(62,613)</u>	\$ <u>(51,862)</u>

See accompanying notes to the financial statements.

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Statement of Cash Flows

Year ended March 31

2023

2022

Increase (decrease) in cash and cash equivalents

Operating

Deficiency of revenue over expenses	\$ (62,613)	\$ (51,862)
Amortization of deferred capital contributions	(377,032)	(565,548)
Amortization	<u>384,494</u>	<u>573,266</u>

(55,151) (44,144)

Change in non-cash operating working capital

Accounts receivable	(581)	(2,109)
Government remittances receivable	-	2,383
Prepaid expenses and deposits	2,918	(4,477)
Payables and accruals	(63)	(389,138)
Deferred contributions	<u>(96,858)</u>	<u>121,359</u>

(94,584) (271,982)

(149,735) (316,126)

Investing

Purchase of short term investments	(26,000)	-
Purchase of tangible capital assets	<u>-</u>	<u>(748,027)</u>

(26,000) (748,027)

Financing

Deferred capital contributions	-	580,918
--------------------------------	---	---------

- 580,918

Net increase (decrease) in cash and cash equivalents (175,735) (483,235)

Cash and cash equivalents, beginning of year 347,638 830,873

Cash and cash equivalents, end of year \$ 171,903 \$ 347,638

See accompanying notes to the financial statements.

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

1. Purpose of the Society

The Greater Victoria Coalition to End Homelessness Society (the "Society") was incorporated on July 25, 2008 under the Societies Act of British Columbia. In February 2023 the Society changed its operating name to the Alliance to End Homelessness in the Capital Region and continues to do business under this name. The Society's purpose is to engage community organizations, governments and non-governmental agencies to work in partnership with each other and the broader community to lead and drive the commitment to end homelessness in the Capital Regional District of British Columbia. The Society received status as a registered charity effective April 1, 2009.

2. Summary of significant accounting policies

Basis of presentation

The Society has prepared these financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue recognition

The Society follows the deferral method of accounting for contributions.

Operating grant revenue is recognized in the year for which the grant is awarded. Accordingly, operating grant revenue awarded for periods subsequent to the current year is deferred to the next fiscal year.

Restricted contributions related to general operations are recognized as revenue in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks and highly liquid temporary investments with maturities of three months or less.

Amortization

Rates and bases of amortization applied to write off the cost less estimated salvage value of capital assets over their estimated lives are as follows:

Furniture and equipment	20%, straight-line
Computer equipment	33-1/3%, straight-line
Leasehold improvements	Term of lease
Temporary shelter	Term of lease

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

2. Summary of significant accounting policies (continued)

Use of estimates

In preparing the Society's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the year. The more subjective of such estimates are the collection of accounts receivable, the useful life of tangible capital assets and the accrual of accounts payable and liabilities. Actual results could differ from these estimates.

Financial instruments

The Society's financial instruments consist of cash and cash equivalents, accounts receivable, and payables and accruals.

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value.

Volunteers

Volunteers contribute an indeterminable number of hours to the Society across its operations. Since no objective basis exists for recording and assigning fair values to donated time, the value of this time has not been reflected in the accompanying financial statements.

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

3. Tangible capital assets

			2023	2022
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>	<u>Net book value</u>
Furniture and equipment	\$ 12,428	\$ 12,428	\$ -	\$ 135
Computer equipment	66,969	61,216	5,753	11,065
Leasehold improvements	18,386	17,297	1,089	5,448
Temporary shelter	1,124,065	936,721	187,344	562,032
	<u>\$ 1,221,848</u>	<u>\$ 1,027,662</u>	<u>\$ 194,186</u>	<u>\$ 578,680</u>

4. Deferred contributions

Deferred contributions relate to restricted operating funding received that relate to future years.

	<u>BC Housing</u>	<u>City of Victoria</u>	<u>Island Health Authority</u>	<u>Canadian Mortgage and Housing</u>	<u>Non- Government</u>	<u>Total 2023</u>
Balance, beginning of year	\$ 27,288	132,290	\$ 8,333	\$ 31,718	\$ 23,925	\$ 223,554
Received during the year	10,071	376,553	91,667	-	196,614	674,905
	37,359	508,843	100,000	31,718	220,539	898,459
Less: amounts recognized as revenue	37,359	501,532	100,000	31,718	101,155	771,764
Balance, end of year	\$ -	\$ 7,312	\$ -	\$ -	\$ 119,384	\$ 126,696

5. Deferred capital contributions

Hey Neighbour project: In the previous fiscal years the Society crowd-sourced funding from numerous individuals and local businesses and raised \$1,131,096 toward construction costs. These funds raised are being amortized into revenue over the life of the project. The amount recognized as revenue during the year is \$377,032 (2022: \$565,548).

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

6. Grants

The Society's major funding sources are from contributions received from other registered charities and grants received from government sources as follows:

	<u>2023</u>	<u>2022</u>
Government grants		
City of Victoria	\$ 605,816	\$ 322,896
Capital Regional District	321,311	402,167
Island Health	100,000	100,000
CMHC	49,418	60,902
BC Housing	37,359	1,126,445
Ministry of SDPR	200	22,875
	<u>\$ 1,114,104</u>	<u>\$ 2,035,285</u>
Contributions from other registered charities		
Burnside Gorge Community Association	\$ 36,962	\$ -
Victoria Foundation	29,333	38,526
Second Harvest Food Bank	18,200	-
Social Planning and Research Council	-	18,750
Other	16,660	13,125
	<u>\$ 101,155</u>	<u>\$ 70,401</u>

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Notes to the Financial Statements**

March 31, 2023

7. Program expenses	2023	2022
Program expenses consist of the following:		
Peer Housing Support	\$ 338,356	\$ 263,212
Face to Face with Stigma	151,634	80,076
National Housing Solutions	37,359	60,902
Burnside Gorge Neighbourhood Engagement	36,962	4,375
Sector Capacity Building	25,716	-
Inclusion & Collaboration	8,607	41,903
Extreme Weather Response	6,941	42,704
Documentary: 940 Caledonia	6,250	16,111
Youth Hostel Pilot	4,107	886,984
Community Laundry Pilot	-	22,414
Participatory Action Research	-	6,133
Youth Homelessness	-	2,351
	\$ 615,932	\$ 1,427,166

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

8. Risk management

In the normal course of business, the Society is exposed to liquidity risk. The Society's primary risk management objective is to protect cash flow in order to support its operations. Risks are managed within limits ultimately established by the Society's Board of Directors and implemented by management.

The carrying value of cash and cash equivalents, term deposits, accounts receivable, and payables and accruals approximates fair value due to the relatively short-term maturity of these financial instruments. Unless otherwise noted, it is management's opinion that the Society is not exposed to significant interest, currency or credit risk arising from these financial instruments.

9. Remuneration

Under the new Societies Act, which came into effect November 28, 2016, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least \$75,000 for the fiscal year. During the year, the Society paid no remuneration to directors.

During the year, one employee met this criterion who was paid total remuneration of \$107,827 (2022: \$88,038).

10. Commitments

The Society has operating leases with future minimum aggregate lease payments as follows:

2024	33,522
2025	18,405
2026	18,405
	<u>\$ 70,332</u>



ALLIANCE TO END **HOMELESSNESS** IN THE CAPITAL REGION

Greater Victoria Coalition to End Homelessness

CRD – Request for funding Increase

Presented by:

Jeff Bray, CEO – Downtown Victoria Business Association
Community Co-Chair

Sylvia Ceacero, MBA, MA, MCRM
Executive Director





Vision

A region, a province, and a country where everyone has a safe place to call home.



Mission

To ensure experiences of homelessness in the Capital Region by 2030 are rare, brief, and non-recurring, and that housing and supports are culturally adaptive, creative, caring, and person-centered.

Guiding Principles



Person-Centered

People come first. We will provide housing and supports in ways that best meet the needs of people experiencing homelessness rather than organizing based on our efficiencies or expertise.



Adaptability & Innovation

People will be supported along their continuum of care, as needed; care and support will be individualized to people's needs, with an emphasis on integration into the community.

We embrace innovation and seek to learn from our actions and share that learning with the community.



Community Engagement

We build a broad range of support for our work and engage all community members in finding and implementing appropriate solutions.



Prevention

Identifying, mitigating, and advocating for systemic change that addresses the root causes of homelessness will be key components of our prevention work.



Our request

The Alliance thanks the CRD for its continued support and partnership over the years.

We are asking for an increase of a \$120,000.00 annually, from \$225,000.00 to \$345,000.00 per year and a yearly built-in negotiated cost of living adjustment.

This increase will provide the leveling required to support our core operations as the backbone organization in the homelessness serving sector.

Core Functions

01

Regional Planning and Coordination

Objective: Ensure plans and initiatives developed and implemented by the Alliance have a region-wide focus and that housing and services are well coordinated and integrated.



02

Ongoing Research

Objective: Conduct research in support of evidence-based strategies and policies to end homelessness, including effective practices used in other jurisdictions.



03

System Monitoring

Objective: Develop and implement a monitoring framework to ensure efforts to address homelessness are effective and are providing necessary outcomes for the region.



04

Communications and Engagement

Objective: Implement community engagement and awareness strategies to ensure the underlying contributing factors of homelessness, the extent of homelessness in the region and solutions to ending homelessness are better understood by interested and affected parties (partners) and the general public.



05

General Administration

Objective: Perform administrative functions required to support the Board and Committee activities, including overall day-to-day operations, annual business planning, and reviews of the long-term Community Plan and strategic plan as needed.



Five Strategic Goals Supporting Community Plan Outcomes



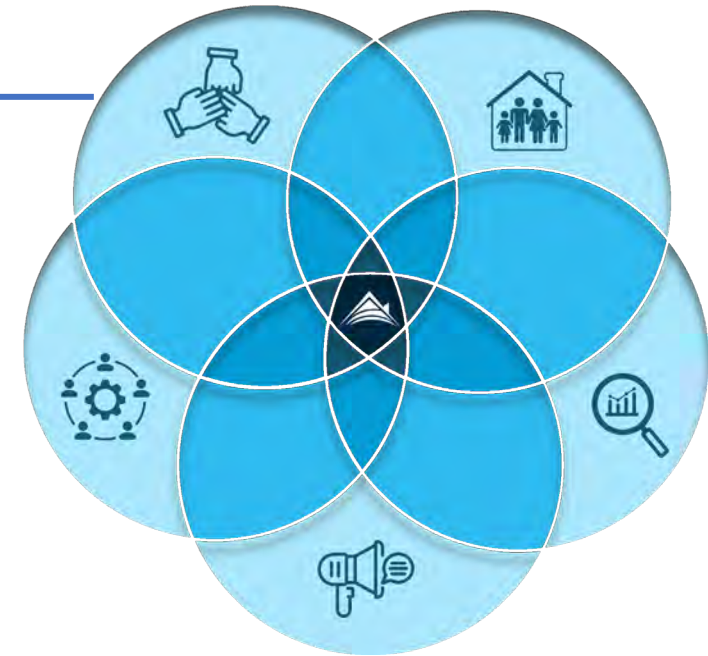
Five Strategic Goals Supporting Community Plan Outcomes

Collective Impact – Regional planning and coordination

We align and focus the opportunities that arise from the intersection of our work in community through the development and strengthening of partnerships that result in system transformation, upstream and downstream.

Our objective is to ensure plans and initiatives developed and implemented by the Alliance have a region-wide focus and that service providers and partners come to coordinate and integrate their collective resources to reach functional-zero.

Collective engagement is central to the work of the organization. It is critical for the Alliance to continue to engage all partners and to facilitate conversations that will spark better outcomes.



Five Strategic Goals Supporting Community Plan Outcomes

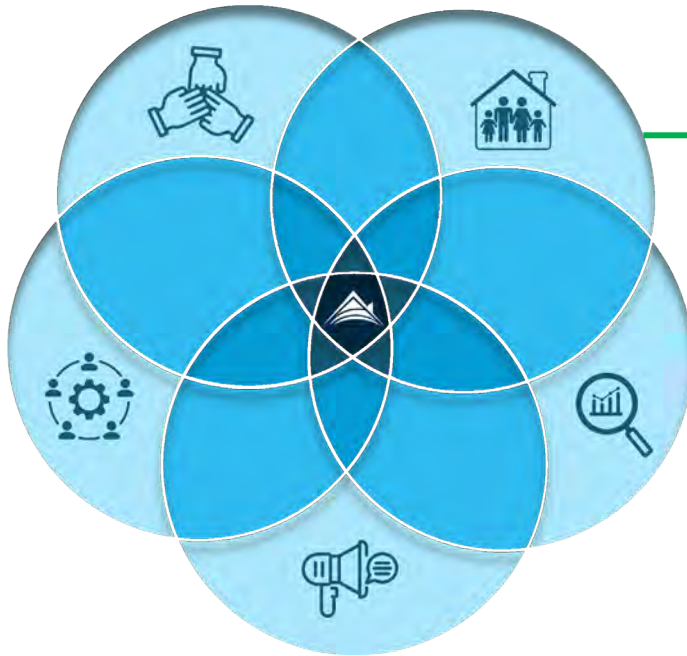


Sector Resilience: Supporting the People

We support our sector's human beings to thrive in the service of our community by developing best-practices approaches that are human capital centric.

The Alliance continues to ensure that the sector is supported with relevant training and with best-practice groups that provide its partners with qualified employees who can make their careers in this sector.

Five Strategic Goals Supporting Community Plan Outcomes



Research and Data

We uphold the highest standards of research and data to support evidence-based decision-making at all levels.

The Alliance develops a Community Data Dashboard and we support the CAA / HIFIS project to ensure we have a community driven information system that is effective and efficient.

We also incubate and support the development of IT based innovative solutions for specific populations.

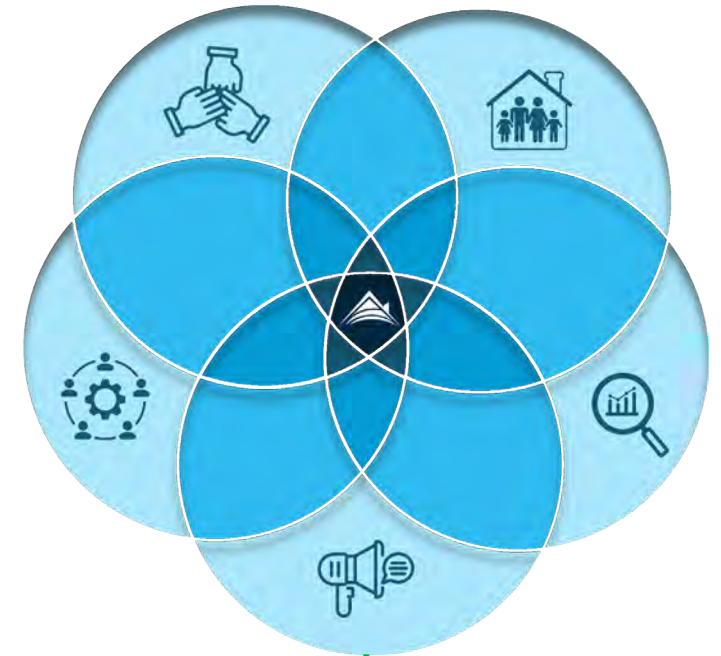
Five Strategic Goals Supporting Community Plan Outcomes

Advocacy and Communications – Unifying our Voices

We amplify the voice of the sector to reach its functional-zero-by-2030 goal through the development and implementation of a sector-wide advocacy and communications plan.

The Alliance supports the work of unifying our partner's message, develop a common vision and advocate for the changes that are required to achieve our collective goals.

We also ensure that the community is informed and educated by providing the tools required to reduce stigma and create inclusion for all.



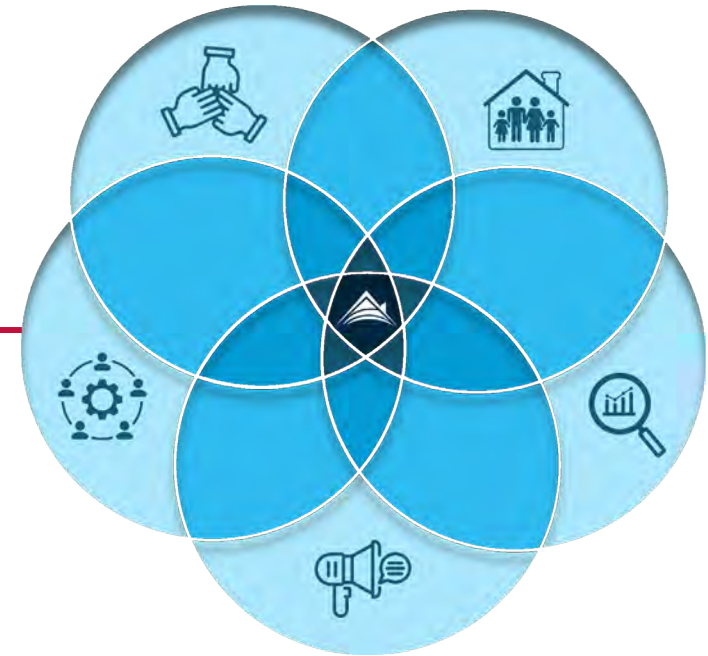
Five Strategic Goals Supporting Community Plan Outcomes

Organizational Strength: Keeping our Core Strong

We continue to develop an Alliance team that is adequately resourced to augment capacity that aligns and focuses on mission-critical actions that support the evolving needs of the sector.

Relational practices with all partners require continuity and are the cornerstone of successfully achieving our collective vision.

Our human resources are at the center of the work we do, and the Alliance must remain competitive and sustainable now and in the future.





Your Support will Afford

Alignment with the vision of functional-zero by 2030.

Continued critical work in prevention – upstream and downstream.

Regional engagement to align the vision for our community.

Ensure funding stability for the core needs of a backbone organization that convenes all partners to create efficient and effective solutions.



QUESTIONS



THANK YOU!



CRD 2023 Schedule A Report

Greater Victoria Coalition to End Homelessness

CRD Service Agreement Report 2022/23

2022 – 2023 REPORT

SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO

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Core Functions & Objectives

1. Regional Planning and Coordination

Objective: Ensure plans and initiatives developed and implemented by the Greater Victoria Coalition to End Homelessness have a region-wide focus and that housing and services are well coordinated and integrated.

2. Ongoing Research

Objective: Conduct research in support of evidence-based strategies and policies to end homelessness, including effective practices used in other jurisdictions.

3. System Monitoring

Objective: Develop and implement a monitoring framework to ensure efforts to address homelessness are effective and are providing necessary outcomes for the region.

4. Communications and Engagement

Objective: Implement community engagement and awareness strategies to ensure the underlying contributing factors of homelessness, the extent of homelessness in the region and solutions to ending homelessness are better understood by interested and affected parties (partners) and the general public.

5. General Administration

Objective: Perform administrative functions required to support the Board and Committee activities, including overall day-to-day operations, annual business planning, and reviews of the long-term strategic plan as needed.

KPI Implementation Activities

1. Regional Planning and Coordination
(Collective Impact)

Key Performance Indicators

i. Deliver Plan of Action.

1. Strategic Plan developed.
2. Plan of Action developed.
3. Strategic Plan/Plan of Action presented to Board November 29, 2022
Appendix A: 2022-2024 GVCEH Strategic Plan - Plan of Action

ii. Report semi-annually on delivery of Plan of Action.

1. Semi-annual delivery of Plan of Action
 - Progress presentation January 30, 2023
Appendix B: AEHCR - Strategic Direction 2022-2024.pptx
 - Progress Report submitted January 30, 2023
Appendix C: AEHCR - 2022 Successes and 2023-2024 Plan of Action Draft.pdf

iii. Report on the ongoing work of the Health and Housing Steering Committee.

Coordinate and co-chair 6 meetings/year
Coordinate and co-chair the HHSC leadership meetings 6 meetings/year
(ongoing)

1. Health and Housing Steering Committee (Full Committee meetings)
 - 6 meetings
 - o April 12, 2022; June 14, 2022; August 09, 2022; October 11, 2022; December 13, 2022; February 14, 2023

iv. Continue supports for the implementation of the Sooke Homelessness Strategic Plan by participating in the Sooke Homelessness Coalition (SHC).

Attend meetings as scheduled by the SHC (ongoing)

1. Attended SHC meetings and offered updates as support for the implementation of the strategic plan.
2. Reviewed Sooke Shelter Society service agreement and provided guidance for content and presentation to Sooke Council

v. Engage with Salt Spring Island, Saanich, and Sidney homelessness-serving sector organizations.

3 meetings/year (ongoing)

1. Continued engagement with SSI and meetings with Saanich and Sidney (ongoing)

vi. Participate in the various BC Housing-led Community Advisory Committees (CACs).

12 meetings/year (ongoing)

1. Attended and supported all BC Housing-led CACs as scheduled/convened. Also convened and facilitated the Tiny Town CAC (monthly).

vii. Support and facilitate the coordination and integration of housing and support services (ongoing).

Downtown core: Victoria

1. Downtown Service Provider Meetings (DSP) 12 meetings/year.
 - Support the DSP Strategic Plan (2019), recommendations which are included in the Homelessness Response System Document Recommendations Review
 - o Downtown Service Provider (DSP) meetings
April 26, 2022; June 28, 2022; July 26, 2022; August 30, 2022; September 27, 2022; October 25, 2022; November 29, 2022; December 06, 2022 (Holiday Gathering); January, 24, 2023; February 28, 2023; March 28, 2023 (11 meetings, no May 2022 meeting)
2. Engage with relevant community and neighbourhood associations.
 - Attend meetings as scheduled by the community and neighbourhood associations.
 - o BGCA Engagements
 - Engagement 1: April 4, 2022
 - Engagement 2: April 30, 2022
 - Engagement 3: June 13, 2022
 - Engagement 4: September 24, 2022
 - BGCA meetings: July 14, 2022; July 28, 2022, September 29, 2022; October 27, 2022 (4 meetings)

Appendices

- * [Appendix D](#): Burnside Gorge Community Map
- * [Appendix E](#): Tree Poster
- * [Appendix F](#): BGCA Demographics Poster

o Refugee Readiness Team - Vancouver Island

- RRT-VI meetings: August 23, 2022; September 01, 2022; October 03, 2022; January 12, 2023 (4 meetings)
- Collaboration on Questionnaire and Interview Guide development (surveying Landlords and Ukraine Refugees on housing on Vancouver Island)
- o Gender, Sheltering & Safety
 - Meetings: September 08, 2022; January 12, 2023; March 09, 2023 (attended 3 GSS meetings)
 - * collaborating on Peer Support Worker prototype (NHS Solutions), Gender and Sexuality training aligned with UVic/AEHCR micro-credentialling project)

Supporting Works:

- Salt Spring Island support with best practice knowledge regarding integration with CAA model: A number of outreach and conversations have taken place between April 01, 2022 through March 31, 2023 and have led to a May 24, 2023 meeting.
* Key partners: Island Health, BC Housing, IWAV, and Salt Spring Island Community Services
- Branding changeNew branding launched following approval by members at the 2022 AGM. Legal name remains the GVCEH and the new brand is the Alliance to End Homelessness in the Capital Region (AEHCR); inclusion of 3 regional representatives to ensure regional service accountability.
- Develop Relational Practice standards through micro-credential training.
[Appendix G](#): Fundamentals for the Homelessness Sector: A Micro-credential

2. Ongoing Research and System Monitoring (Research and Data)

Key Performance Indicators

i. **Phase 1: Development of system-wide Data Dashboard housing inventory and monitoring of progress toward quantitative housing unit Functional Zero.**

1. Version 1 completed November 30, 2022
[Appendix H](#): Community Data Dashboard

ii. Community Data Dashboard Working Group – convene and chair 7 meetings or more, as needed (ongoing).

1. Community Data Dashboard Working Group (CDD-WG) meetings
 - 7 meetings
 - o July 26, 2022; September 21, 2022; October 05, 2022; November 02, 2022; December 07, 2022; January 04, 2023; March 01, 2023

iii. Meet individually with all members of the Community Data Dashboard Working Group to discuss data collection (2022-23).

1. Meetings with Saint Vincent de Paul (October 03, 2022); Anawim House (October 13, 2022); Threshold (October 25, 2022)
2. Will continue with meetings during 2023-2024

iv. Present Community Data Dashboard Version 1 to the HHSC December 2022 (2022-23).

1. Presentation to H&H Steering Committee (Full Committee) December 13, 2022
[Appendix I](#): Community Data Dashboard Update

v. Support Point in Time Count 2023, as agreed with the partnering agency (2022-23).

1. Member of Point in Time Advisory Group: Meetings August 04, 2022; October 19, 2022; October 26, 2022; November 01, 2022; November 18, 2022
2. Survey Review (outside of PiT meetings): December 05, 2022; December 06, 2022
3. PiT Count Volunteer Training: March 02, 2023
4. PiT Count surveying: March 08, 2023

vi. Engage the community around CAA and HIFIS processes as required.

1. Attending CAA, HIFIS, Built for Zero Webinars: July 28, 2022
2. Attending all CAA WG, HIFIS WG, and CAA/HIFIS/CDD meetings, as convened.

vii. Support CAA Working Group – attend meetings as scheduled by the Community Planner (ongoing/until project completion)

1. Attended CAA WG meetings: April 20, 2022; June 15, 2022; January 09, 2023

viii. Support HIFIS Working Group – attend meetings as scheduled by the Community Planner (ongoing/until project completion)

1. Attended HIFIS WG meetings: October 14, 2022; February 07, 2023
2. Review of BC Housing Project Charter for HIFIS implementation

ix. Quarterly meetings between the director of research and data analysis (GVCEH) and the community planner (ongoing) (HIFIS project)

1. CAA/HIFIS/CDD includes CRD Community Planner and BC Housing representative.
2. Attending CAA/HIFIS/CDD meetings: July 13, 2022; September 23, 2022; October 05, 2022; October 26, 2022; December 01, 2022; January 12, 2023; February 09, 2023; March 09, 2023
3. Attending CAA Engagement meetings: June 29, 2022; February 10, 2023 (included Jody Yurkowsky Pace)

x. Support BC Housing Project HIFIS Lead – attend meetings as scheduled by the Community Planner (ongoing/until project completion)

1. BC Housing Project Lead not identified
2. Currently, working with Community Planner, CAA WG, and HIFIS WG on BC Housing Project Charter for HIFIS Implementation

Supporting Works:

- Establishment of 6 CACs
 - o Tiny Homes CAC established.
 - o Travel Lodge CAC established.
- Hiring of Inclusion Coordinator completed through Strengthening Communities Grant to support establishing CACs for new Supportive Housing locations.

- Surfacing Our Strengths Final report
[Appendix J](#): Surfacing Our Strengths

3. Communications and Engagement (Advocacy and Communications) (Collective Impact)

Key Performance Indicators

i. Convene and support the work of the Lived Experience Council

6 meetings/year or as scheduled by the LEC (ongoing)

1. Lived and Living Experience Council

- (7 meetings)
 - o September 16, 2022; October 14, 2022; November 23, 2022, December 12, 2022; January. 17, 2023; February. 13, 2023; Mar. 22, 2023
 - o Community Plan 2025-2030 consultation conducted at the March 22 2023 meeting.

ii. Municipal engagement of the Communications, Education, and Awareness initiative, with an effort to engage all municipalities.

1. SHC volunteer members completed the Sooke Homelessness Awareness & Strategic Plan Presentation to the District of Sooke Council at Committee of the Whole on January 16, 2023.
2. Executive Director attend all the SCEH meetings and is also a member of the SCEH Working group.

iii. Meet with CRD to determine priority municipalities.

1. Identified priority municipalities.
2. Developed community-specific presentations (ongoing)

iv. Present to the Mayor and Council of at least 5 identified priority municipalities. (ongoing)

1. District of Sooke Council: Presented Sooke Homelessness Awareness & Strategic Plan on January 16, 2023
2. Presentation to other municipalities (currently being developed)
3. Meetings with the Mayor of Saanich and regular meetings with the CoV Manager.
4. Meeting in January with the Mayor of Victoria to discuss many ongoing matters, including EWR.

v. Leadership provided to support coordination and implementation of Community Planning Engagement activities informed, in part, by the CRD CAB (ongoing)

Community Planning roadmap presented to the Board of Directors and to the Health and Housing Steering Committee.

Consultations: BoD, PWLEC, HHSC, in the reporting time period. Others upcoming.

1. Changes in the role of Director of Engagement and Impact.

- Recruitment and arrival of new director in March 2023.
- Andrew Holeton onboarding, orientation and community introductions/meetings underway.

Supporting Works:

- Developed Strategic Communications Plan
- Rebranded AEHCR Communications collaterals and platforms (website and social media accounts)
- Sentiment Analysis - Report on social media/news posts on homelessness by tone (positive, neutral, and negative) using relevance and sentiment model.
 - Phase 1 & 2 completed. (Includes Twitter posts)
 - Phase 3 underway – will include Reddit posts
- Conduct a series of Face 2 Face with Stigma (F2F) workshops to educate, inspire empathy, and reduce fear toward people experiencing homelessness and/or substance use disorder. (ongoing)
 - In 2022, F2F delivered 21 workshops with a total of 353 attendees.
 - Since 2018, F2F delivered 65 workshops to more than 1000 attendees from various groups.
- Proposal for consultation and community engagement process for the development of the 2025-2030 Community Plan (ongoing)
- Facilitation of talking circles, resident advisory committees, and other meetings amongst peers and community members who live in supportive housing and people with lived experience of homelessness. (ongoing)

**4. General Administration
(Organizational Strength)**

Key Performance Indicators

i. Annual Report (ongoing)

1. 2021-2022 Annual Report
[Appendix K](#): 2021-2022 Annual Report
2. 2022-2023 Annual Report
 - Production and development of 2022-23 Annual Report is ongoing. Expected date to be finalized: July 30, 2023.

ii. Annual General Meeting (ongoing)

1. 2022 AGM Agenda
[Appendix L](#): 2022 Annual General Meeting Minutes
2. 2023 AGM (preparation ongoing)
 - The agenda for the AGM needs to be approved by the Board at the July meeting. The date for the 2023 AGM is September 28, 12:00 – 2:00, and will be held at Norway House, 1110 Hillside Avenue

iii. Convening of quarterly funder meetings with BC Housing, Island Health, CRD & the City of Victoria to update on progress towards shared deliverables. (ongoing)

1. One meeting with the above-mentioned entities in the reporting period.
 - Contract was signed in December 2022 and there was no other opportunity to set up another meeting.

iv. Convening meetings of the Executive to discuss emerging issues– as required (ongoing)

1. The Executive of the AEHCR meets regularly to discuss emerging issues.
 - 6 meetings in the 2022-2023 reporting period

v. Facilitate, chair, or otherwise support Working Groups/ monthly meetings and provide notes or minutes, as appropriate, for the following committees.

1. Health and Housing Steering Committee & Health and Housing Steering Committee Leadership – 12 meetings/year (ongoing)
 - Health and Housing Steering Committee (Leadership meetings)
 - May 12, 2022; July 12, 2022; September 13, 2022; January 10, 2023; March 2023 (5 meetings, November 2022 meeting canceled - met members at CAEH 2022 conference)

- Health and Housing Steering Committee (Full Committee meetings)
 - April 12, 2022; June 14, 2022; August 09, 2022; October 11, 2022; December 13, 2022; February 14, 2023 (6 meetings)
2. System Transformation Working Group: Review all partner tables with efficiency recommendations.
 - Adapt terms of reference as required (ongoing)
 - Facilitate 12 meetings/year (ongoing)
 - o (9 meetings) April 28, 2022; May 26, 2022; July 28, 2022; August 25, 2022; September 22, 2022; October 27, 2022; November 24, 2022; January 20, 2023; March 23, 2023.
 3. Community Engagement & Communications Working Group; facilitate quarterly meetings and establish working groups to address specific initiatives.
 - Community Engagement & Communications Working Group 4 meetings/year (ongoing), specific initiatives as required (ongoing) July 18, 2022, September 28, 2022, November 23, 2022, February 08, 2023
 4. Youth Task Force (Prevention of Homelessness) – 6 to 12 meetings/year (ongoing)
 - 5 meetings: April 13, 2022; May 11, 2022; June 08, 2022; August 18, 2022; April 12, 2023
 5. BC Coalition to End Youth Homelessness – attend meetings as scheduled by the BCCEYH (ongoing)
 - The executive director has attended all but one meeting of the BCCYEH and all the meetings of the advocacy and governance working group. Minutes are available through the BCCYEH.

APPENDIX E: Alignment with CRD Plans & Strategies

CRD Board Priorities 2023-2026		COMMENTS
2a	Increase supply of affordable, inclusive, adequate housing in the region.	N/A

CRD 2023-2026 Corporate Plan		COMMENTS
5a-1	Increase supply of affordable, inclusive, adequate housing in the region.	N/A
5a-2	Pursue funding opportunities and matching funds to deliver more housing.	N/A
5b-1	Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units.	N/A
5b-2	Protect existing market rental housing to preserve affordability.	N/A
5c-1	Support a coordinated, regional, and collaborative response to homelessness.	Alliance is active in this area, though the CRD is increasing service levels and impact through Reaching Home, and through enhanced strategic and policy direction from the CRD Board.
5d-1	Data collection and research analysis capacity dedicated to housing data.	Alliance was working to develop a “Data Dashboard”, but this has been removed from the Service Agreement due to a lack of a coordinated data system. This will become increasingly important for the CRD to deliver as it is related to obligations under Reaching Home while also likely including a much broader scope that may touch on housing supply and construction data elements. This is expected to be scoped out in 2024 with implementation anticipated to begin in 2025/26.

Regional Housing Affordability Strategy (2018)		COMMENTS
4.1	Implement a seamless regional housing and homelessness response system.	Alliance is active in this area through hosting/facilitating a range of working groups. Alliance also extensively engages People with Lived Experience.
4.2	Reduce pathways into homelessness.	Alliance is active in this area through hosting/facilitating a Youth Task Force.
4.3	Reduce the number of people experiencing homelessness.	Supports the CRD’s efforts through advising on plans/strategies and supporting Reaching Home.
4.4	Reduce the proportion of Indigenous people experiencing homelessness.	N/A
4.5	Meet rental housing targets for households living in low income.	N/A

APPENDIX F: Reaching Home Projects & Alliance Activities

PART 1

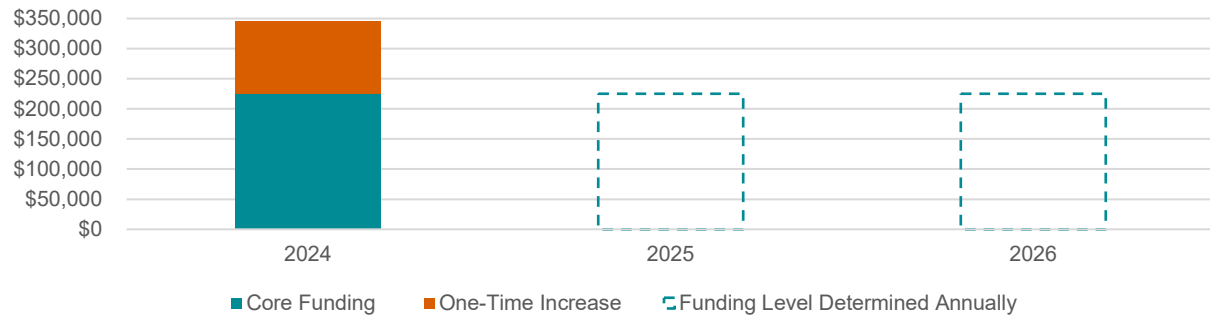
1. Coordinated Assessment and Access (CAA) – The Capital Regional District (CRD) is required to implement a CAA process supported by a by-name list in the community for those agencies receiving Reaching Home Program (RHP) funds. A Community Planner has been funded through the RHP to develop an enhanced process collaboratively with community, and more specifically, with BC Housing and Island Health. Due to the complexity of the service delivery landscape, the development of an effective and outcomes-based CAA process cannot be accomplished through looking only at RHP funded programs and therefore, significant CRD efforts are required to bring the funding and service organizations together to deliver on this work.
2. Homelessness Management Information System (HMIS) – Homeless Individuals and Families Information System (HIFIS) is a specific software product developed by the Government of Canada as a HMIS. HIFIS is critical in the design and implementation of a fully functioning CAA process as the data infrastructure built through HIFIS is needed to enable prioritization, matching and referral activities. BC Housing holds the HIFIS license for the entire province and has deployed HIFIS to support its funded shelter and outreach programs. However, the underlying data architecture was not intended to include non-BC Housing-funded programs, such as those supported through RHP. The current application of HIFIS in BC does not support a community-level by-name list or a collaborative outcomes-based approach across multiple agencies. Therefore, the CRD will require capacity to undertake a process to meet the requirements of the RHP.

PART 2

- Coordinating government agencies, non-profits, health services and community organizations around the delivery of housing and services directed toward efforts to reduce homelessness in the region, and report to the Community Advisory Board (CAB) through the Alliance Executive Director;
- Supporting engagement in the development of a Community Plan that includes outcomes and indicators to be used to guide action and monitor progress toward effectively addressing issues related to homelessness in the capital region;
- Engaging with key community organizations and individuals, including Indigenous, in the community beyond the homeless serving sector and gather all available information related to the community's local homelessness priorities, and develop a coordinated approach to addressing homelessness in the region;
- Receiving and reporting on quantitative and qualitative data that outlines progress toward the achievement of the goals of the regional Community Plan; and
- Providing advice and feedback on any plans or strategies required by the Government of Canada related to the CRD's delivery of the RHP.

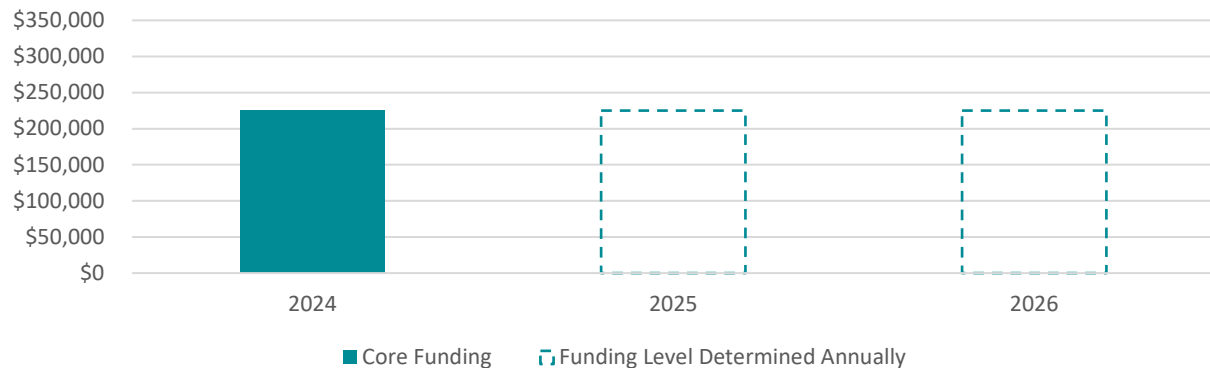
APPENDIX G: Funding Alternatives

Chart 1: Alliance Funding 2024-2026 – Alternative 1



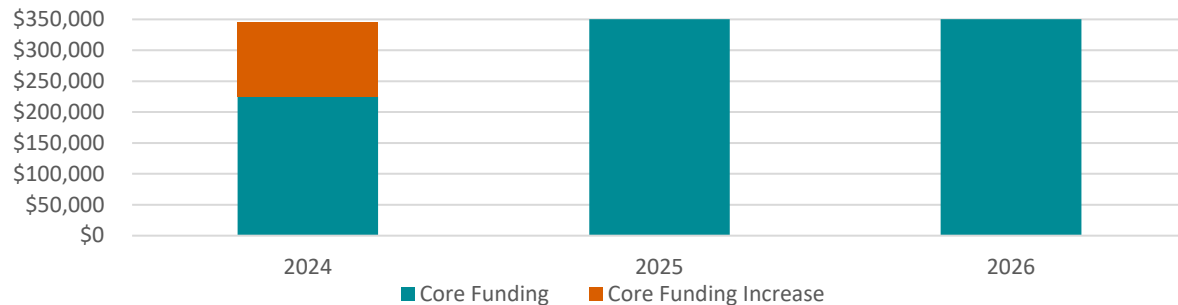
Provides for a one-time increase in operational support for 2024 that is to be revisited for 2025. This is to enable the CRD to balance those activities it wishes to advance directly and those it wishes to retain the support of a third-party while also seeking to manage requisition impact.

Chart 2: Alliance Funding 2024-2026 – Alternative 2



Does not provide for any increase in operational support in 2024. This alternative still allows for the funding commitment to be revisited in 2025.

Chart 3: Alliance Funding 2024-2026 – Alternative 3



Provides for an ongoing increase of operational funding starting in 2024 that is indexed to corporate guidelines assumptions. This funding is intended to be ongoing.

REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, OCTOBER 04, 2023

SUBJECT **Aboriginal Coalition to End Homelessness - Funding Extension**

ISSUE SUMMARY

To detail implications of the Aboriginal Coalition to End Homelessness' (ACEH) request for annual funding from the CRD of \$150,000, with an annual cost of living indexation, for five years.

BACKGROUND

Formed in 2016, the ACEH Society is an Indigenous-led non-profit organization, registered charity, and housing provider operating on Ləkʷəŋən territory with a Vancouver Island-wide mandate to provide culturally supportive, affordable housing and services that work to address the disproportionate number of Indigenous Peoples experiencing homelessness.

As the only Indigenous-led organization on Vancouver Island solely focused on ending Indigenous homelessness, the ACEH's approach is unique and plays a vital role in developing, prototyping, and implementing targeted interventions in serving the housing, health, and cultural needs of a chronically underserved and overrepresented population of Indigenous Peoples. Specific to the Capital Regional District (CRD), the ACEH receives funding support through two distinct streams. Operational funding provided through CRD Service 1.224 Community Health and project funding through the Reaching Home Program (RHP). These are distinct processes with the operational funding being at the discretion of the Board and the project funding subject to the terms and conditions of the RHP.

The ACEH was provided three years of seed funding (\$150,000/year) from 2020 – 2022. The ACEH indicated that it would be self-sufficient following the initial three-year investment. However, at the request of the ACEH the CRD Board provided an additional year of funding at \$150,000 in 2023. With the conclusion of four years of funding from the CRD, the ACEH sent a letter to the CRD Board on August 15, 2023, requesting an extension to annual funding for five years (see Appendix A). Also attached to this report is the ACEH's 2022/23 Service Agreement Report (Appendix B), their presentation to the September Hospitals and Housing Committee meeting (Appendix C), and their 2023 Audited Financial Statements (see Appendix D).

At the September 13, 2023, CRD Board meeting, the Board directed staff to return to the October Hospitals and Housing Committee with a staff report detailing implications associated with the ACEH's request for five years of funding (2024 – 2028).

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District commits to three years of annual funding to support the Aboriginal Coalition to End Homelessness starting at \$155,250 (2024) and increased annually based on the consumer price index for Victoria; and
2. That staff be directed to amend the Financial Plan to reflect the extended Service Agreement funding commencing in 2024.

Alternative 2

That the Hospitals and Housing Committee recommends to the Capital Regional District Board:
That the Capital Regional District not continue providing operational funding to the Aboriginal Coalition to End Homelessness as the commitment to provide seed funding has concluded.

Alternative 3

That the Aboriginal Coalition to End Homelessness - Funding Extension report be referred back to staff for additional information based on the Hospitals and Housing Committee direction.

IMPLICATIONS

Financial Implications

Since 2019, the ACEH has received a total of \$1,295,859 through Service Agreements (\$600,000) and the RHP (\$695,859). The Service Agreements are negotiated annually and the RHP funds are through an open call, which are reviewed by the RHP Community Advisory Board and/or the RHP Indigenous Community Advisory Board, which is supported by the Victoria Native Friendship Centre as the Indigenous Community Entity (Indigenous CE).

Alternative 1

Proposes funding for the ACEH that would start at \$155,250 in 2024, which is an increase of 3.5% from 2023. If approved, the funding would increase annually in alignment with the Consumer Price Index (CPI) for Victoria as reported through BC Stats. Any commitment of funds starting in 2027 would then be at the discretion of the incoming CRD Board and would be considered alongside other initiatives identified as CRD Board/Corporate priorities. This alternative looks to limit the commitment of funds and the requisition implications beyond 2026 and provides flexibility to the incoming CRD Board to balance the resourcing of activities with potential requisition impacts starting in 2027.

Alternative 2

As the initial funding commitment was approved for a total of three years including 2020, 2021, and 2022, an extension was provided as a CRD Board-directed initiative for 2023. This alternative provides the CRD Board with the opportunity to consider its commitment to provide the ACEH with start-up support concluded now that the ACEH has grown significantly and now operates with \$5.5 million (M) per year in annual revenue and expenses.

First Nations Reconciliation

The CRD's Statement of Reconciliation acknowledges that for the CRD to have a positive relationship with First Nations it needs to acknowledge, respect, and complement their Indigenous laws, customs, and systems of governance. The ACEH advances this statement through:

- Directly engaging First Nation governments within the capital region and across Vancouver Island and works to collaborate with and report out to First Nations on intervention and initiative design, delivery, program implementation and outcomes.
- Directly engaging Indigenous Peoples in the design and development of a range of system transformation undertakings while also investing in a society that provides direct intervention of a homelessness episode through a culturally appropriate dual model of care.

Service Delivery Implications

The CRD Board has, through the 2022-2026 Corporate Plan, directed staff to "support a coordinated, regional, and collaborative response to homelessness." The ACEH remains the only Indigenous-led non-profit society on Vancouver Island that is specifically focused on addressing the needs of Indigenous Peoples experiencing or at-risk of homelessness.

The ACEH is positioned to advance the following related to a five-year housing strategy:

- Culturally Supportive Housing for Youth
- Perinatal Transition Home for Intergenerational Healing
- Wellness House (Including pre and post treatment transitions)
- Island-Wide Expansion¹

Appendix E contains a more detailed breakdown of these various initiatives.

The requested funding would support enhanced leadership and operational effectiveness in advancing the ACEH's strategic directions. Specifically, and if approved, the funds will be used to support the ACEH's governance, leadership and operations related to delivering on their Strategic Plan, three-year Operations Plan, and five-year Housing Strategy.

If the CRD Board approves an extension of funding to support ACEH operations, staff will review the ACEH's year-end report which is expected in Q1/Q2 2024 to ensure the existing Service Agreement terms have been met. Provided that all the obligations have been met, CRD staff will then begin negotiating a renewed Service Agreement that will provide funds to the ACEH in line with their April 1 – March 31 fiscal year.

If no extension of funds is approved by the CRD Board, staff will continue to work with the ACEH to consider opportunities to support their activities through the RHP, which is expected to be renewed April 1, 2024. It is also important to note that the ACEH is eligible to receive RHP funds through both the Designated Funding Stream, administered by the CRD and the Indigenous Funding Stream, Administered by the Victoria Native Friendship Center.

Alignment with CRD Plans and Strategies

The identified ACEH priorities support the following CRD Plans and Strategies:

- CRD Board Priority 2a and CRD 2023 – 2026 Corporate Plan 5a-1: Increase supply of affordable, inclusive, adequate housing in the region.
- CRD 2023 – 2026 Corporate Plan 5c-1: Support a coordinated, regional, and collaborative response to homelessness.
- Regional Housing Affordability Strategy (2018) 4.2: Reduce Pathways into homelessness.
- Regional Housing Affordability Strategy (2018) 4.3: Reduce the number of people experiencing homelessness.
- Regional Housing Affordability Strategy (2018) 4.4: Reduce the proportion of Indigenous Peoples Experiencing homelessness.

CONCLUSION

The ACEH plays an important role in supporting the needs of Indigenous Peoples experiencing homelessness that includes running a range of support service and housing programs as well as work associated with system transformation and collaboration. The work of the ACEH is supported through both the CRD's Community Health service and the RHP.

The CRD has provided the ACEH with \$150,000 per year as core funding, starting in 2020. The ACEH has received a total of \$1,295,859 through Service Agreements (\$600,000) and the RHP (\$695,859). Also, since that time, the ACEH has grown as an organization into an organization providing a range of services and reporting a total annual budget of \$5.5M in revenue and expenses.

¹ It is important to note that CRD funds can only be used for those activities taking place within the capital region.

The staff recommendation proposes to provide the ACEH with a three-year funding extension 2024 – 2026 to support the continued efforts to address the disproportionate number of Indigenous Peoples experiencing homelessness. Any further extension of funding starting in 2027 would be at the discretion of the incoming CRD Board and could be considered alongside other priorities identified through corporate planning.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District commits to three years of annual funding to support the Aboriginal Coalition to End Homelessness starting at \$155,250 (2024) and increased annually based on the consumer price index for Victoria; and
2. That staff be directed to amend the Financial Plan to reflect the extended Service Agreement funding commencing in 2024.

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: ACEH Funding Request Letter, Submitted August 15, 2023
Appendix B: ACEH Funding Request Presentation – September 6, 2023
Appendix C: ACEH 2022-23 Service Agreement – Annual Report
Appendix D: ACEH 2023 Audited Financial Statement
Appendix E: ACEH Five-Year Housing Strategy Identified Priorities



ABORIGINAL COALITION TO END HOMELESSNESS

500-1312 Blanshard Street
Victoria, BC V9W 2J1
778-432-2234
acehsociety.com

August 15, 2023

CRD Board
625 Fisgard Street
Victoria, BC V8W 1R7
Canada

Re: Request for 5 Years of Operational Funding

Incorporated in 2016, the Aboriginal Coalition to End Homelessness (ACEH) Society is an Indigenous-led non-profit organization, Registered Charity, and housing provider operating on Ləkʷəŋən territory with a Vancouver Island-wide mandate *to lovingly provide culturally supportive, affordable housing and services that end Aboriginal homelessness on Vancouver Island.*

Since its inception, the ACEH has experienced substantial growth, gained a breadth of knowledge and understanding of the experiences and needs of the Indigenous Street Family (ISF), expanded its reach to include culturally supportive housing, and developed models of care that will potentially have national impacts for First Nations, Inuit and Metis (FNIM) peoples. The ACEH has consistently followed and delivered on an ambitious Strategic Plan that has driven the continual expansion of the culturally specific services and housing available for FNIM peoples on Vancouver Island. The ACEH's Strategic Plan guides the work of the organization and formalizes the voices of the ISF through the guidance of an Indigenous Advisory Council composed of community leaders, Elders, Knowledge Keepers, Language Speakers, Traditional Healers, Doctors, Chiefs, and Council Members from across Vancouver Island.

The ACEH's mandate and strategic directions align with the Capital Regional District's visionary interests in relation to housing and homelessness. The ACEH provides Indigenous-specific services and is the only culturally supportive housing provider on Vancouver Island. Moreover, the ACEH interfaces with the public, from neighborhood associations to city council, to advocate for the needs of unhoused FNIM peoples. The ACEH's is shifting focus to homelessness prevention, exemplified through its youth department development and Indigenous community-based justice program. The ACEH is also a leader of systemic change for individuals experiencing homelessness on Vancouver Island: it advocates and performs educational outreach across the island, and service providers are increasingly looking to the ACEH for pathways forward to help the city's most vulnerable population.

The ACEH's work also aligns with the principles of 'Housing First.' This principle is in alignment with the values espoused by Canada's National Housing Strategy, the 10 Year First Nations National Housing and Related Infrastructure Strategy, and the Aboriginal Housing Management Association's British Columbia Urban, Rural, and Northern Indigenous Housing Strategy. 'Housing First' and its direct connection to the prevention and reduction of the unhousing process, is fundamental to the ACEH's vision of the future.

The work of the ACEH is directly aligned with the principles of reconciliation. To be successful, reconciliation requires rebuilding self-determined Indigenous structures, programs, leadership,

education, and modalities of being. It requires investing, broadly defined, in FNIM lifeworlds. As such, it is imperative that Indigenous-led initiatives are resourced respectfully and appropriately.

The ACEH's Strategic Plan has four components:

- 1) Building Our Strength: Secure core funding and infrastructure for operations and adopt sound business practices for service delivery.
- 2) Finding Wellness: Provide Island-wide culturally appropriate housing through the use of leading-practice housing models.
- 3) Building Community: Strengthen existing programs and services through an Aboriginal worldview.
- 4) Bearing Witness: Advocate for public policy and support for Aboriginal housing and services.

Our Programs & Services

Youth: The ACEH recognizes the importance of investing in homelessness prevention. In response, the ACEH is currently expanding its youth department and providing outreach services to Indigenous youth including weekly circles and opportunities for land-based healing. The ACEH just purchased a 6-bedroom home to prepare to open a culturally supportive housing program for Indigenous youth.

Place of Hope YEƷ,ÁUTW: With funding from the Department of Justice Canada, the ACEH launched a three-year Indigenous community-based justice program with an overall focus on prevention, diversion, and Gladue aftercare. This program works in collaboration with the Victoria Police Department, the Crown, Courts, BC Corrections, and other local service providers.

Outreach Services: Outreach services include emergency eviction prevention, basic needs assistance, transitional support, cultural support, and more, facilitated through Reaching Home funds.

Culturally Aligned Integrated Support (CAIS) Program: The ACEH launched a 3-year culturally supportive wraparound rent supplements pilot program funded through BC Housing – as part of the provincial integrated support framework in development. The ACEH has a longer-term plan to operate this program island-wide with a mobile wraparound care team.

Recovery Pilot: The ACEH is piloting a decolonized recovery program at Kwum Kwum LeLum (House of Courage). This program supports residents when they are ready and includes access to health, cultural and community support at home, with the support of an Elder, Cultural Mentor, nursing, and counselling.

Indigenous Alcohol Harm Reduction Residence Program (IAHRRP): Started in 2020, the IAHRRP is in its third year of operating, informed by the ACEH's Elders and Knowledge Keepers Advisory. This program provides a culturally responsive milieu of Elder mentorship, ceremony, and staff who are educated in Indigenous traditions and protocols. This year, the IAHRRP shows promising practice with its integration of a cannabis substitution program.

Family Reunification: The Family Reunification Program was developed in response to the ISF's expressed desire to reconnect with their families. This program supports intergenerational reunification and is one of the few such programs offered nationwide. The ACEH provides a 3-bedroom townhouse where family visitations can occur for up to one week, with the program coordinator arranging meetings with social workers and guardians, providing supervision as needed, overseeing the upkeep of the home, and helping to (re)connect ISF to their home communities when possible.

Land-Based Healing Camps: Since 2019, the ACEH has provided land-based healing camps for the ISF, resulting in positive outcomes at both the individual and community level. Participants report that the camps have been a catalyst for holistic change, leading to improved mental wellness and healing. The land-based experience is described as transformative, strengthening their spirit, self-identity, and community connection. The ACEH has done over 25 Camps, reaching approximately 125+ people.

Our Housing

SPAKEN: Is home to 22 Indigenous women+ experiencing homelessness with priority to those fleeing violence. 9% Kwakwaka'wakw, 18% Nuu-chah-nulth, 55% Coast Salish, and 18% Other Nations.

Kwum Kwum LeLum, House of Courage: Is a new home to 43 Family Members - 33% Nuu-chah-nulth, 30% Coast Salish, and 37% Other Nations.

XEXE PAHLATSIS LELUM: is a pilot program supporting Indigenous mothers and babies experiencing housing precarity and substance use upon discharge from hospital.

Where We Are Going

The ACEH is rolling out a 5-Year Housing Strategy which includes 4 main priorities for housing development:

- 1) Homelessness prevention: culturally supportive housing for Indigenous youth;
- 2) Perinatal Transitional Home for Intergenerational Healing;
- 3) a Wellness House in the downtown core (including pre and post treatment transitions, cultural support, employment and training, and transitions to independent housing); and
- 4) Island-wide partnerships and collaborations (with the vision to expand culturally supportive housing initiatives across the island.

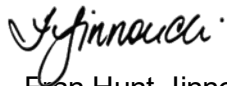
Our Ask

Due to the ambitious outcomes of the ACEH, the capacity development necessitates enough office space to house its growing team. The current funding used for ACEH's office space ends March 31, 2023. Since 2017, the ACEH has relied upon core funding from Urban Programming for Indigenous Peoples Organizational Capacity stream to contribute to the Executive Director's salary, the Executive Assistant's salary, and overhead costs. As exemplified above, the ACEH has benefited from this funding, but has yet to establish enough core operational funding through other sources. Therefore, is asking Capital Regional District to contribute \$150,000 annually (plus inflation) for the next five years:

	2024-25	2025-26	2026-27	2027-28	2028-29
Executive Director	65,000	65,000	65,000	65,000	65,000
Executive Assistant	45,000	45,000	45,000	45,000	45,000
Overhead	40,000	40,000	40,000	40,000	40,000
Subtotal	150,000	150,000	150,000	150,000	150,000
Inflation %5	7,500	15,375	23,643	32,325	41,442
Total	\$157,500	\$165,375	\$173,643	\$182,325	\$191,442

The key goal of the ACEH's funding strategy is still to secure long-term, core funding to support its governance, leadership, and operations. Support in these areas will ensure the organization can achieve its Strategic Plan, 3 Year Operations Plan, and 5 Year Housing Strategy.

Sincerely,



Fran Hunt-Jinnouchi

Executive Director, Aboriginal Coalition to End Homelessness Society

director@acehsociety.com

250-886-8857

Our way is to care for all our people, from the youngest to the oldest. We are all one. Some of our people living away from home are suffering, isolated, and homeless. We stand together to end homelessness.



ABORIGINAL COALITION TO END HOMELESSNESS

Scope and Deliverables for 2022-23

Prepared for:



LƏ́KʷƏNƏN

ESQUIMALT SONGHEES



104 - 736 BROUGHTON STREET



OL ABORIGINAL COALITION
END HOMELESSNESS



DIRECTOR, COMMUNITY PROGRAMS

OUR MISSION

To *lovingly* provide culturally supportive, affordable housing and services that end Aboriginal homelessness on Vancouver Island.



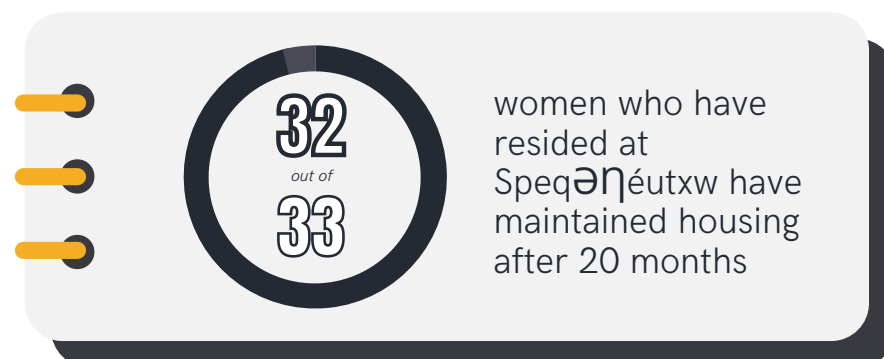
NON-PROFIT

REGISTERED CHARITY

INDIGENOUS-LED



DUAL MODEL OF HOUSING CARE





OUR VISION

Our Way is to care for all our people, from the youngest to the oldest. We are all one. Some of our people living away from home are suffering, isolated and homeless. We stand together to end homelessness.



4 PILLARS

FINDING WELLNESS

Culturally Supportive Housing

BUILDING COMMUNITY

Support Services

BEARING WITNESS

Community Relations

BUILDING OUR STRENGTH

Governance, Policy, Resources



DEVELOP & OPEN KWUM KWUM LELUM



- 44 Units
- Opened March 31st
- Welcomed home Family Members April 10th

- Native Medicine Gardens
- Indigenous Alcohol Harm Reduction Residence Program
- Culturally Supportive Recovery



CULTURALLY SUPPORTIVE RECOVERY



- 14 of 43 units
- Program Model (Island Health)
- Cultural Mentor & Elder

- Year 2 of 3, CIHR Research
- Visited Research Partners in AB
- Introduction of Cannabis Substitution



INDIGENOUS SYSTEMS IMPROVEMENT



Collaborative Response Network:

- SOLID
- PEERS
- Cool Aid
- Victoria Native Friendship Centre
- Umbrella Society
- Indigenous Harm Reduction Team
- Pandora Clinic
- Mustard Seed
- Our Place Society
- John Howard Society
- EFRY
- TAPS
- CLBC



5-YEAR HOUSING STRATEGY

450 UNITS TO SUPPORT CORE OPERATIONS



- Youth Prevention
 - Care Home underway (SCCFS)
- Family (Re)unification
 - Sacred Cradle House, dedicated units
- Island-Wide Expansion
 - Culturally Aligned Integrated Support
- Housing and Service Transitions
 - Wellness House and RH Update



GENDER-BASED VIOLENCE PROGRAM



- 2 Land-Based Safety Days
- 3 Relationships Building Days with the Victoria Police Department
- Island-Wide Networking
 - Port Hardy, Nanaimo, Campbell River, Port Alberni
- Development of Long-Term Action Plan

CREATING Change





CURRICULUM, HOUSING PROVIDERS



- Indigenous-led training, preparation, and education for Culturally Supportive Housing
- Promising discussion with Vancouver Island University; UVIC also engaged



DECOLONIZED HARM REDUCTION

FRAMEWORK



- Seasonal Land-Based Healing
- Cultural Mentorship
- Elders Advisory 2022

- Youth-Specific Approaches
- Community / Nation Reunification
- Indigenous Justice Program



LOBBYING FOR CORE FUNDING



- Federal Housing Advocate, Marie-Josée Houle
- MP Laurel Collins and MLA Grace Lore
- Ottawa: CMHC, ISC, Office of PM
- First Nation Housing & Infrastructure Council
- Federal Housing Advocate
- \$100,000 | City of Victoria



COMMUNITY REPRESENTATION



- Greater Victoria Coalition to End Homelessness Collaborations
- CAA Advisory & Placement
- Primary Care Networks (VNFC and Coast Salish Nations)
- Indigenous Outreach Workers
- Indigenous Advisory Primary Network Committee
- Downtown Service Provider monthly meetings



INTERNAL UPDATES



- **Application filed for union certification**
 - **Executive Director, Resignation**
 - **Director of Community Relations, Resignation**
 - **Board Member Charlayne Thornton-Joe, Resignation**



ABORIGINAL COALITION TO END HOMELESSNESS QUESTIONS?

Prepared for:



ABORIGINAL COALITION TO END HOMELESSNESS

101-736 Broughton Street
 Victoria BC V8W 1E1
 P: 250-590-8981
www.acehsociety.com

March 15, 2023

Attention: Don Elliott
 Capital Regional District
 625 Fisgard Street
 Victoria, BC V8W 1R7

Re: Final Report on Scope & Deliverables for 2022-23/Capital Regional District

Introduction

Since inception as a housing provider in 2018, the Aboriginal Coalition to End Homelessness (ACEH) Society has experienced remarkable growth. With over 100 employees, the organization currently manages two culturally supportive housing sites, and has just opened a third 44-unit building in April 2023. Additionally, the ACEH operates three office spaces including a downtown storefront that welcomes the Indigenous Street Family. The organization has also expanded its departments, which now include youth, outreach, research, and housing development.

Despite having demonstrated significant results and reached out to multiple provincial ministries and Members of the Legislative Assembly, as well as federal ministers and Members of Parliament, the ACEH has not yet been able to access the core funding it requires.

In order to sustain our efforts and meet the expanding needs around finance, human resources, staff recruitment, retention, and more, we have been forced to submit up to 40 proposals per year simply to keep our doors open. This is an unsustainable pace that cannot be maintained by any Executive Director.

The ACEH would like to express its deep appreciation for the contribution made by the Capital Regional District's (CRD) Hospital and Housing Committee towards critical positions such as the Executive Director and Associate Director, as well as for overhead expenses. This funding is essential in allowing us to continue our important work.

The Executive Director Report on Deliverables 2022-23

Deliverable	Updates
Development and opening of Catherine Street House: development, research, planning, and implementation of 45 unit culturally-supportive house scheduled (delayed) to open in Fall 2022 on Catherine Street in Vic West.	House of Courage (Kwum Kwum Lelum) celebrated its opening March 31st, 2023, and welcomes in Family Members (residents) April 10th, 2023.

Development of the Indigenized Alcohol Detox including Indigenized Alcohol Detox program	- 14 units at House of Courage will be reserved for the Indigenous Alcohol Harm Reduction Program and the recovery/detox program. In preparation for the opening, a Recovery Model was completed with rollout/implementation beginning April 1st, 2023. The Indigenous Alcohol Harm Reduction Program has expanded to include cannabis substitution programming and research. Since fiscal 2020-21, in partnership with University of Victoria, University of Alberta, and the Calgary Aboriginal Standing Committee on Housing and Homelessness (ASCHH), the Executive Director has been leading a 3-year research project to co-create and co-design a residence managed alcohol program (MAP) that supports Indigenous peoples living in Calgary and Victoria who struggle with homelessness and severe alcohol use disorder. The research teams meet on an ongoing basis, and the ACEH consults with an Elders and Knowledge Keepers Advisory comprised of representatives from the three island tribal groups, Metis Nation, First Nations Health Authority, doctors, health care providers and traditional healers. In fiscal 2022-23 the ACEH brought Elders & Knowledge Keepers Advisory to Alberta to visit the Calgary research team and Ambrose Place (a managed alcohol program in Edmonton also led by Indigenous peoples).
Lead Phase 2 of the Indigenous Systems Improvement Map (ISSIM) research project with a team of researchers. Oversee the continued work of the Collaborative Response Network made up of 10 most-accessed organizations as determined by the ISSIM.	- September 28th, 2022, Collaborative Response Network Meeting - February 7th, 2023, Collaborative Response Network Meeting - The Collaborative Response Network continues to meet and as a network are considering growing our membership. A couple of community partners have been identified that were not originally identified by the street family because their service provision is invaluable. An example is the John Howard Society. They offer damage deposits, first month's rent, and support to individuals leaving corrections. There is a considerable amount of overlap with the CRN and the work of the John Howard

	Society. We will continue to review the membership with the lens that members at the table are there to identify and, in some cases, fill the gaps that our street family is experiencing. There is an adaptable and open-hearted membership that is working hard to keep system-change and streamlined system navigation at the forefront of the work that we do as a network.
Development and implementation of the 5-Year Housing Strategy which will include a Youth Housing Strategy. Financial projections point to 250 housing units as a solid baseline towards financial sustainability and security. 250 units will provide the base core funding needed for staffing and operations for the organization.	Where We Are Going: Five Year Housing Strategy – Four Strategic Directions Direction One: YOUTH PREVENTION - Homeless Prevention: Youth Care and Healing House - Transitions from incarceration through the ACEH's Place of Hope program - Program partnerships with experienced youth housing providers to address current precarity. Direction Two: FAMILY (RE)UNIFICATION - Transitional Housing for FNIM Moms & Babies - Family reunification units in all new supportive sites and an additional townhouse in Victoria for Family Reunification as part of the Evergreen redevelopment. Direction Three: ISLAND-WIDE EXPANSION - Culturally Aligned Integrated Support (CAIS) Program – wrap around supports in private market housing. - Kwakwaka'wakw Housing/CAIS Partnership 2023-24 - Nuuchahnulth Housing Partnership/CAIS 2024-25 - Apply to Requests for Proposals for Supportive Housing and Rent Supplements as they are announced. Direction Four: HOUSING&SERVICE TRANSITIONS - Wellness House – pre and post treatment services, cultural support, employment and training, and transition to independent housing. - Land Acquisition to further develop our land-based programming.
Continue leading the operations of the Family Reunification Program	- Solidified funding for full-time Family Reunification Program Coordinator for

including management of the Family Townhouse.	2023-24 fiscal year. Expanded programming to include family reunification for all ACEH Family Members living in ACEH housing (appx. 63 individuals and their families to benefit from program).
Leading the Gender-Based Violence research project: Funded by Women and Gender Equality Canada this 3-year project (commenced in fiscal 2021-22) will increase Indigenous women's safety by honouring their proposed solutions, strengthen relationships with the Victoria Police Department, and engaging an island-wide network of leaders committed to this goal from Port Hardy to Victoria, while also collaborating on 4 webinars.	- Island-wide networking with Port Hardy, Campbell River, and Nanaimo. - In 2022, the ACEH and the Victoria Police Department continued their 3-Year project in the spirit of Calls for Justice 9.2 and 9.7, to increase safety for Indigenous women and 2S+ peoples. Three Relationship Building Days were held in the year with Victoria Police Officers, Indigenous women, and ACEH staff, with the goal to gradually (re)build trust, develop stronger relationships, and break down stigma. All were well attended, with Saanich PD taking an interest in the work and joining for the third cultural feast event. The year culminated in a Gathering of leadership, where we planned for longer-term commitments to support Indigenous women in our respective community roles (i.e., hiring practices, cultural competency performance measurement). This day was witnessed and supported by community partners as well as Elders from the surrounding Nations. Other notable outcomes from this year included the Victoria Police Department receiving approval for a Cultural Liaison position, with support from the ACEH based on the voices of the Indigenous Street Family. Also of note, the ACEH received the 2022 Safe Communities Award from the Ministry of Public Safety and Solicitor General in recognition of this project's impact.
Developing a curriculum for Housing Providers: the ACEH began studying the viability of educational and curricular opportunities in partnership with the University of Victoria's centre for Indigenous Research and Community-Led Engagement, and the University of Victoria's Faculty of Law Indigenous Initiatives program (along with other willing potential partners). The ACEH wants to find out how to formulate a blend of on-campus, practicum and field work instruction that advances knowledge on the pressing health and social challenges that Indigenous	- Tabled until next fiscal year, with the return of Coreen Child who will lead this work. - Meeting scheduled May 16th, 2023 with University of Victoria.

peoples face in Canada, and how we may better serve them in various social sectors, ranging from health care, social work, law and Justice, youth work, and public health. In fiscal 2022-23, the ACEH will meet with various stakeholders to begin this work.	
Decolonized Harm Reduction Framework Development and Implementation	- Indigenous healing modalities are being continuously piloted and evaluated as a way for the Indigenous Street Family to heal from harms rooted in colonialism. These include land-based healing, access to Elder Mentors, the Family Reunification Program, and an Indigenous Alcohol Harm Reduction Program, among others. This work is ongoing as the ACEH gathers knowledge and builds relationships with communities Vancouver Island-wide. - The Decolonized Harm Reduction Framework - SECTIONS: <i>Early Lessons Learned</i> <i>Wisdom of the Elders Gathering</i> <i>Land-Based Healing</i> <i>Native Plant and Medicine Garden</i> <i>Indigenous Alcohol Harm Reduction Program</i> <i>Family Reunification Program</i> <i>Youth-Specific Approaches</i> <i>Wellness Services</i> <i>Elders Gathering 2022</i> <i>Indigenous Justice Program</i> <i>Bringing it All Together: 12-Month Land-Based Healing Program</i> - Will be completed by May 30, 2023.
Lobbying for core-funding	- Reached out to First Nation Housing & Infrastructure Council

	- At the forefront of our work, have consistently brought forward to MP - Laurel Collins and MLA Grace Lore - Received \$100,000 from Victoria City Council
--	--

Associate Director Deliverables

Represent ACEH at key community tables:

• CAA Advisory; CAA Placement Committee (in keeping with the Community Plan and Reaching home directives)	- Associate Director took Educational/Medical Leave - Director of Housing Development and Community Services, and Executive Director share the role of sitting at this table.
• CCI working group to ensure a culturally appropriate lens is being applied in the development of a regional systems change processes that address the issue of homelessness	Incomplete
• Downtown Service Provider monthly meetings	- Outreach and Community Relations Manager, Monique Horne at this table until December 2022 - Now the Director of Housing Development and Community Services participates on this table
• Indigenous Advisory Primary Network Committee	- Table is idled, will re-engage when Coreen Child returns to ACEH April 2023
• Indigenous Networking Circle: Continue ongoing engagement with the Indigenous Networking Circle and ensure a representative from the ACEH attends the meetings.	
• Greater Victoria Coalition to End Homelessness (GVCEH) Collaborations: Monthly participation on the GVCEH Steering Committee (Community Plan, Reaching Home, Systems Improvement,	- Executive Director attends

GVCEH – Memorandum of Understanding, etc.)	
--	--

Annual Budget

Description	Amount
Chief Executive Officer contribution to salary	\$40,000
Executive Director of Operations contribution to salary	\$50,000
ACEH Overhead related costs	\$60,000
Total	\$150,000

Conclusion

Sincerely,

Fran Hunt-Jinnouchi
Executive Director, Aboriginal Coalition to End Homelessness Society



Financial Statements

Aboriginal Coalition to End Homelessness
Society

March 31, 2023

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Statement of Operations and Changes in Net Assets	4
Statement of Cash Flows	5
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Independent Auditors' Report

Grant Thornton LLP

Suite 650
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To the members of Aboriginal Coalition to End Homelessness Society

Opinion

We have audited the accompanying financial statements of Aboriginal Coalition to End Homelessness Society ("the Society"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of Aboriginal Coalition to End Homelessness Society as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

Victoria, Canada
September 7, 2023



Chartered Professional Accountants

Aboriginal Coalition to End Homelessness Society

Statement of Financial Position

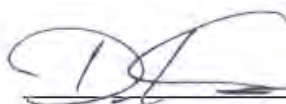
March 31	2023	2022
Assets		
Current		
Cash and cash equivalents	\$ 1,303,740	\$ 983,568
Accounts receivable	606,866	304,338
Government remittances receivable	19,169	29,952
Prepaid expenses and deposits	28,942	22,969
	<u>1,958,717</u>	<u>1,340,827</u>
Tangible capital assets (Note 3)	<u>37,329</u>	<u>52,686</u>
	<u>\$ 1,996,046</u>	<u>\$ 1,393,513</u>
Liabilities		
Current		
Payables and accruals	\$ 344,445	\$ 317,058
Deferred contributions (Note 5)	<u>1,508,877</u>	<u>937,085</u>
	<u>1,853,322</u>	<u>1,254,143</u>
Net assets		
Unrestricted	<u>142,724</u>	<u>139,370</u>
	<u>\$ 1,996,046</u>	<u>\$ 1,393,513</u>

Commitments (Note 9)

On behalf of the Board



Director



Director

See accompanying notes to the financial statements.

Aboriginal Coalition to End Homelessness Society

Statement of Operations and Changes in Net Assets

Year ended March 31	2023	2022
Revenue		
Government grants (Note 4)	\$ 4,495,639	\$ 3,548,978
Contributions from other registered charities (Note 4)	689,919	394,157
Donations	174,677	93,239
Rental revenues	95,043	118,835
Program revenues	6,329	-
Membership fees	165	120
	<u>\$ 5,461,772</u>	<u>\$ 4,155,329</u>
Expenses		
Wages and benefits	\$ 4,137,337	\$ 3,185,153
General administration	481,641	391,751
Program expenses	543,507	446,420
Rent	237,724	98,264
Professional fees	10,613	49,769
Amortization	24,617	18,405
Governance	11,627	521
Insurance	8,498	6,013
Community and ceremonial events	2,854	-
	<u>5,458,418</u>	<u>4,196,297</u>
Excess (deficiency) of revenue over expenses	<u>\$ 3,354</u>	<u>\$ (40,968)</u>
Net assets, beginning of year	\$ 139,370	\$ 180,338
Net assets, end of year	<u>\$ 142,724</u>	<u>\$ 139,370</u>

See accompanying notes to the financial statements.

Aboriginal Coalition to End Homelessness Society

Statement of Cash Flows

Year ended March 31	2023	2022
Increase (decrease) in cash and cash equivalents		
Operating		
Excess (deficiency) of revenue over expenses	\$ 3,354	\$ (40,969)
Amortization	<u>24,617</u>	<u>18,405</u>
	<u>27,971</u>	<u>(22,564)</u>
Change in non-cash operating working capital		
Accounts receivable	(302,528)	(86,131)
Government remittances receivable	10,783	(19,974)
Prepaid expenses and deposits	(5,973)	(21,469)
Payables and accruals	27,387	217,347
Deferred contributions	<u>571,792</u>	<u>(193,594)</u>
	<u>301,462</u>	<u>(103,821)</u>
	<u>329,433</u>	<u>(126,385)</u>
Investing		
Purchase of tangible capital assets	<u>(9,261)</u>	<u>(32,835)</u>
	<u>(9,261)</u>	<u>(32,835)</u>
Net increase (decrease) in cash and cash equivalents	320,172	(159,220)
Cash and cash equivalents, beginning of year	<u>983,568</u>	<u>1,142,788</u>
Cash and cash equivalents, end of year	<u>\$ 1,303,740</u>	<u>\$ 983,568</u>

See accompanying notes to the financial statements.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

1. Purpose of the Society

The Aboriginal Coalition to End Homelessness Society (the "Society") is incorporated under the British Columbia Societies Act as a not-for-profit organization and is non-taxable under Section 149 of the Income Tax Act. The Society's purposes are threefold: to develop, co-ordinate, and implement policies and practices to help provide homeless Aboriginal peoples with culturally appropriate housing and referral services; to construct, provide, maintain, lease, own and or manage affordable, culturally-supportive housing projects for Aboriginal people who are experiencing poverty; and, to educate the public about homelessness as experienced by Aboriginal peoples. The Society received status as a registered charity on April 1, 2017. Its activities are subsidized by the British Columbia Housing Management Commission ("BCHMC") and other government organizations.

2. Summary of significant accounting policies

Basis of presentation

The Society has prepared these financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue recognition

The Society follows the deferral method of accounting for contributions.

Operating grant revenue is recognized in the year for which the grant is awarded. Accordingly, operating grant revenue awarded for periods subsequent to the current year is deferred to the next fiscal year.

Restricted contributions related to general operations are recognized as revenue in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Rent received from tenants is recorded as revenue when housing has been provided for the period recognized.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks and highly liquid temporary investments with maturities of three months or less.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

2. Summary of significant accounting policies (continued)

Amortization

Automobiles, computer equipment, furniture and equipment and kitchen equipment are stated at cost. Amortization is provided on the straight-line basis at the following rates:

Automobiles	3 years
Computer equipment	3 years
Furniture and equipment	5 years
Kitchen equipment	5 years

Use of estimates

In preparing the Society's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the year. The more subjective of such estimates are the collection of accounts receivable, the useful life of tangible capital assets and the accrual of accounts payable and liabilities. Actual results could differ from these estimates.

Financial instruments

The Society's financial instruments consist of cash and cash equivalents, accounts receivable, and payables and accruals.

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value.

Volunteers

Volunteers contribute an indeterminable number of hours to the Society across its operations. Since no objective basis exists for recording and assigning fair values to donated time, the value of this time has not been reflected in the accompanying financial statements.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

3. Tangible capital assets		<u>2023</u>		<u>2022</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>		<u>Net book value</u>
Automobiles	\$ 49,490	\$ 31,514	\$ 17,976	\$	32,852
Computer equipment	22,517	10,568	11,949		9,467
Furniture and equipment	7,085	3,543	3,542		4,960
Kitchen equipment	<u>7,724</u>	<u>3,862</u>	<u>3,862</u>		<u>5,407</u>
	\$ <u>86,816</u>	\$ <u>49,487</u>	\$ <u>37,329</u>	\$	<u>52,686</u>

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

4. Government grants and contributions from other charities

The Society's major funding sources are from contributions received from other registered charities and grants received from government sources as follows:

	2023	2022
Government grants		
British Columbia Housing Management Commission	\$ 2,874,397	\$ 2,314,032
Union of British Columbia Municipalities	456,066	87,088
Island Health	236,716	149,933
Department of Women and Gender Equity	187,037	-
University of Victoria	180,776	107,252
Capital Regional District	169,788	500,744
First Nations Health Authority	163,633	296,922
City of Victoria	100,000	3,470
Department of Justice	74,670	-
Government of Canada	52,558	74,812
Province of British Columbia	-	14,725
	\$ 4,495,639	\$ 3,548,978
Contributions from other registered charities		
Victoria Foundation	\$ 161,568	\$ 174,906
Victoria Native Friendship Centre	136,929	
Canadian Women's Foundation	130,738	65,520
Vancouver Native Friendship Centre	49,940	-
Indigenous Services Canada	43,331	-
Canada Housing and Mortgage Corporation	39,852	-
The Social Planning and Research Council of B.C.	29,173	33,533
AVI Health & Community Services	25,974	-
BC Association of Aboriginal Friendship Centres	15,207	-
Real Estate Foundation of BC	13,353	33,067
Other	13,341	675
BC Alliance for Healthy Living Society	9,009	-
National Association of Friendship Centres	8,944	-
Community Food Centres Canada	5,852	14,148
United Way of Greater Victoria	4,663	41,629
Oasis Society for Spiritual Healing	2,045	2,685
Indigenous Peoples Resilience Fund	-	12,069
Rotary Club of Victoria	-	9,000
Greater Victoria Coalition to End Homelessness Society	-	6,925
	\$ 689,919	\$ 394,157

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

5. Deferred contributions

Deferred contributions consist of operating grant revenue received in advance and restricted contributions for which corresponding expenditures have not yet been incurred.

	<u>2023</u>	<u>2022</u>
Balance, beginning of year	\$ 937,085	\$ 1,130,679
Received during the year	<u>5,757,350</u>	<u>3,749,541</u>
	6,694,435	4,880,220
Less: recognized as revenue during the year	<u>(5,185,558)</u>	<u>(3,943,135)</u>
Balance, end of year	<u>\$ 1,508,877</u>	<u>\$ 937,085</u>

6. Economic dependence

The Society receives a substantial amount of its funding from government sources and is dependent upon this funding to maintain operations at current levels.

7. Risk Management

In the normal course of business, the Society is exposed to liquidity risk. The Society's primary risk management objective is to protect cash flow in order to support the operations. Risks are managed within limits established by the Board of Directors and implemented by management. The carrying value of cash and cash equivalents, term deposits, accounts receivable, and payable and accruals approximates fair value due to the relatively short-term maturity of these financial instruments. Unless otherwise noted, it is management's opinion that the Society is not exposed to significant interest, currency or credit risk arising from these financial instruments.

8. Remuneration

Under the Societies Act of British Columbia, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least \$75,000 for the fiscal year. During the year, the Society paid no remuneration to directors and three employees met this criterion, who were paid total remuneration of \$ 277,386.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

9. Commitments

The Society has operating leases with future minimum aggregate lease payments as follows:

2024	\$ 178,482
2025	178,482
2026	181,639
2027	184,796
2028	120,811

10. Related parties

The Company purchased accounting services totaling \$24,806 from a company controlled by one of the Board of Directors. The amounts purchased are part of the normal course of operations and are measured at the exchange amount.

Appendix E: Aboriginal Coalition to End Homelessness (ACEH) Five-Year Housing Strategy Identified Priorities

Culturally Supportive Housing for Youth

- Six-bedroom Culturally Supportive House opening in 2023 for Indigenous youth with experiences of foster care, substance use, and homelessness. Operational funds are provided by Surrounded by Cedar Child & Family Services.
- Continue delivery of the Cultural and Life Skills program being accessed by 50+ unhoused and at-risk Indigenous youth in Victoria.
- Facilitate transitions from incarceration and support system navigation through the ACEH's YEKĀUTW (Place of Hope) Indigenous Community Justice program.
- Facilitate transitions back to home Nations and communities where desired and appropriate.
- Address absence of supportive housing for transgender and Two-Spirit Indigenous people.
- Actively align with experienced housing providers to address additional precarity.

Perinatal Transition Home for Intergenerational Healing

- Open a Perinatal Transitional Home to support Indigenous pregnant women using substances, with the goal to keep families, communities, and cultures connected.
- Expand the ACEH's Family Reunification program to reflect demand from its Family Members (clients), from one townhouse to a 3-plex that includes multi-bedroom units.
- Advocate for a Family Reunification unit in all upcoming ACEH programs.

Wellness House

- Open a Wellness House to support transitions to and from substance use treatment, with the goal to provide cultural, health, and housing support that breaks cycles of substance use.
- Acquire land to support the transformational land-based healing program.

Island-Wide Expansion¹

- Delivery of the Three-Year Culturally Aligned Integrated Support (CAIS) pilot program (wraparound support and rent supplements) across the Island's three Tribal Regions.
- Housing partnerships with Nations and organizations to address homelessness across the region by sharing knowledge, supporting with capacity development, and establishing locally-led programs.

¹ It is important to note that CRD funds can only be used for those activities taking place within the capital region.