



Notice of Meeting and Meeting Agenda Hospitals and Housing Committee

Wednesday, September 4, 2024

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. [24-808](#) Minutes of the July 3, 2024 Hospitals and Housing Committee Meeting

Recommendation: That the minutes of the Hospitals and Housing Committee meeting of July 3, 2024 be adopted as circulated.

Attachments: [Minutes - July 3, 2024](#)

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.

5.1. [24-826](#) Delegation - Sylvia Ceacero; Representing Alliance to End Homelessness in the Capital Region (formerly GVCEH); Re: Item 6.4.: Capital Regional District's Role in Regional Homelessness and Alliance to End Homelessness in the Capital Region Funding Increase Request

6. Committee Business

6.1. [24-799](#) Recent Provincial Housing Initiatives

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

Attachments: [Staff Report: Recent Provincial Housing Initiatives](#)
[Appendix A: Municipal Housing Targets Table](#)
[Appendix B: Estimated 20 Year Housing Need](#)
[Appendix C: Transit Oriented Development Table and Map](#)

**6.2. [24-801](#) Carey Lane Building Envelope Remediation Budget Amendment and
Capital Region Housing Corporation Major Capital Plan (2024-2028)
Amendment**

Recommendation: 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 Loan and Mortgage documents for the Carey Lane Building Envelope Remediation project (PID 012-067-032), substantially in the form attached hereto as Appendix B, be approved; and
2) That the Capital Region Housing Corporation Major Capital Plan (2024-2028) be approved as amended in Appendix C.

Attachments: [Staff Report: Carey Lane BER Budget Amend & CRHC Mjr Cap Plan Amend](#)
[Appendix A: Project Photos](#)
[Appendix B: Draft Certified Resolution of Dirs–Forgivable Mtge](#)
[Appendix C: CRHC Major Capital Plan \(2024-2028\) Amendment](#)

6.3. [24-800](#) Thuthiqut Hulelum' (Forest Homes) Grant Application Authority

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That the Chief Administrative Officer, or their duly authorized delegate, be authorized to apply for, negotiate and accept the terms to receive funds, execute agreements and do all things necessary to secure grant funding and financing for the project at 280 Georgeson Bay Road on Galiano Island through funding programs as necessary and as they become available.

Attachments: [Staff Report: Thuthiqut Hulelum' \(Forest Homes\) Grant App Auth](#)

6.4. [24-802](#) Capital Regional District's Role in Regional Homelessness and Alliance to End Homelessness in the Capital Region Funding Increase Request

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

1. That the Capital Regional District (CRD) commits to continue funding the Alliance to End Homelessness in the Capital Region through annually negotiated service agreements at their core service level of \$225,000 to the end of 2026; and
2. That the CRD includes a one-time increase of \$100,000 in the CRD's 2025 Financial Plan for CRD staff to undertake regional engagement to determine the CRD's potential role in advancing regional supportive housing and sheltering objectives.

Attachments: [Staff Report: CRD Role in Reg'l Homelessness & AEHCR Funding Request](#)
[Appendix A: Motion with Notice from Director Caradonna](#)
[Appendix B: AEHCR Funding Request](#)
[Appendix C: Service Delivery Background and Highlights](#)
[Appendix D: CRD-AEHCR 2024-25 Svc Agreement Deliverables](#)
[Appendix E: Reaching Home Program Staff Rpt & Appendices](#)
[Appendix F: AEHCR 2023-2024 Funding Increase Staff Report](#)

7. Notice(s) of Motion

7.1. [24-742](#) Motion with Notice: Rental Protection Fund (Director de Vries)

Recommendation: [At the July 10, 2024 CRD Board meeting, the following Notice of Motion was provided for consideration at the next meeting of the Hospitals and Housing Committee:]
The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That staff report back to the Hospitals and Housing Committee about options and opportunities with respect to the province's Rental Protection Fund.

8. New Business

9. Adjournment

The next meeting is October 2, 2024.

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, July 3, 2024

1:30 PM

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

PRESENT

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

Staff: T. Robbins, Chief Administrative Officer; K. Lorette, General Manager, Planning and Protective Services; D. Elliott, Senior Manager, Regional Housing; R. Fowles, Manager, Planning & Capital Projects, Regional Housing; A. Linwood, Controller, Financial Services; H. Rodinger, Manager, Housing and Business Development, Regional Housing; N. Morbey, Senior Financial Advisor, Financial Services (EP); M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Guests: S. Ceacero, Alliance to End Homelessness in the Capital Region; F. Hunt-Jinnouchi, Aboriginal Coalition to End Homelessness

Regrets: Directors S. Brice, P. Jones, C. Plant

The meeting was called to order at 1:30 pm.

1. Territorial Acknowledgement

Chair Murdoch provided a Territorial Acknowledgement.

2. Approval of Agenda

**MOVED by Director McNeil-Smith, SECONDED by Director Caradonna,
That the agenda for the July 3, 2024 Hospitals and Housing Committee meeting
be approved.
CARRIED**

3. Adoption of Minutes

3.1. [24-688](#) Minutes of the June 5, 2024 Hospitals and Housing Committee Meeting

**MOVED by Director Brent, SECONDED by Director Caradonna,
That the minutes of the Hospitals and Housing Committee meeting of June 5,
2024 be adopted as circulated.
CARRIED**

4. Chair's Remarks

Chair Murdoch acknowledged the work that staff are continuing on housing and health care initiatives across the region. Staff are also working closely over the summer months with Island Health and Collier's, to ensure the regional interests are considered in regards to the financial analysis of the Oak Bay Lodge site.

5. Presentations/Delegations

5.1. Presentations

5.1.1. [24-653](#)

Presentation: Fran Hunt-Jinnouchi, Aboriginal Coalition to End Homelessness; Re: ACEH Annual Update

F. Hunt-Jinnouchi presented the Aboriginal Coalition to End Homelessness Annual Update for information.

Discussion ensued regarding:

- whether there is additional capacity to take on new supportive housing opportunities
- the status of funding requests for the Mason Street project

5.1.2. [24-654](#)

Presentation: Sylvia Ceacero, Alliance to End Homelessness in the Capital Region (formerly GVCEH); Re: AEHCR Annual Update

S. Ceacero presented the the Alliance to End Homelessness in the Capital Region Annual Update for information.

5.2. Delegations

There were no delegations.

6. Committee Business

6.1. [24-655](#)

Capital Plan Status Report, Second Quarter 2024

K. Lorette presented Item 6.1. for information.

Discussion ensued regarding the benefits of redevelopment of sites over new construction.

6.2. [24-656](#)

Capital Region Housing Corporation Operational Update, Second Quarter 2024

K. Lorette presented Item 6.2. for information.

6.3. [24-657](#) Michigan Square Redevelopment Project Budget Amendment

K. Lorette spoke to Item 6.3.

Discussion ensued regarding how interest rates and inflation have impacted rent levels.

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

- 1) That the resolutions, attached as Appendix A and Appendix B and required by BC Housing Management Commission to authorize the execution of the Loan and Mortgage documents for the Michigan Square Redevelopment project (PID 001-225-197) be approved; and**
- 2) That the Chief Administrative Officer be authorized to do all things necessary to effect the project and take such steps as are required to conclude the construction, financing and operation of the Michigan Square Redevelopment project.**

CARRIED

6.4. [24-489](#) Capital Region Housing Corporation Major Capital Plan (2024-2028) Amendment.

K. Lorette spoke to Item 6.4.

**MOVED by Director Brent, SECONDED by Director Alto,
The Hospitals and Housing Committee recommends to the Capital Region
Housing Corporation Board:**

That the Capital Region Housing Corporation Major Capital Plan (2024-2028) be approved as amended in Appendix A.

CARRIED

6.5. [24-658](#) 1516 Camosun Street, 1270 and 1286 Pandora Avenue Housing Agreement Bylaw

K. Lorette spoke to Item 6.5.

Discussion ensued regarding the number of units in the portfolio.

**MOVED by Director Brent, SECONDED by Director Alto,
The Hospitals and Housing Committee recommends to the Capital Regional
District Board:**

- 1. That Bylaw No. 4620, "Resale Control and Housing Agreement Bylaw (1516 Camosun Street, 1270 and 1286 Pandora Avenue), 2024" be introduced and read for a first, second and third time; and**
- 2. That Bylaw No. 4620 be adopted.**

CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Brent, **SECONDED** by Director Alto,
That the July 3, 2024 Hospitals and Housing Committee meeting be adjourned at
2:36 pm.
CARRIED

CHAIR

RECORDER



REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, SEPTEMBER 4, 2024

SUBJECT Recent Provincial Housing Initiatives

ISSUE SUMMARY

To provide the Capital Regional District (CRD) Board with an overview of recent provincial legislative changes to the local government planning and land use framework. These changes include amendments to the *Local Government Act* and *Community Charter* – as detailed in Bill 44, Bill 46, Bill 47, and Bill 16 – alongside the ongoing rollout of the *Housing Supply Act* and the *Housing Supply Regulation*.

BACKGROUND

Since 2022, the Province has introduced several pieces of legislation intended to increase housing supply. These changes, which align with provincial priorities identified in the 'Homes for People' plan, seek to transform the local government planning and land use framework in British Columbia.

Housing Supply Act and Housing Supply Regulation

The *Housing Supply Act* was introduced in November 2022 and brought into force in May 2023 with the *Housing Supply Regulation*. The *Act* stipulates housing targets can only be established for municipalities and cannot be established for regional districts or their electoral areas.

In October 2023, the Minister of Housing released targets for the first cohort of 10 municipalities. This was followed by the release of targets for a second cohort of 10 municipalities in June 2024, and a third cohort of 10 municipalities in July 2024. A reference chart of all published targets for municipalities within the capital region is attached as Appendix A.

News Release – [Here](#)

Housing Supply Regulation – [Here](#)

Housing Statutes (Residential Development) Amendment Act, 2023 (Bill 44)

Bill 44 seeks to standardize and improve planning processes with the intent of allowing small-scale multi-unit homes (SSMUH) across the province. The Bill also seeks to expedite municipal approval processes by moving away from individual property-specific rezonings towards more comprehensive upfront planning and zoning processes.

To support this, Bill 44 requires updating Housing Needs Reports (HNR) with a standardized methodology, and zoning for the total amount of housing needed on a regular basis. To provide an overall sense of scale, Appendix B contains a reference chart of the estimated amount of housing in the next 20 years that municipalities within the capital region are required to zone for by December 31, 2025.

News Release – [Here](#)

Additional Provincial Resources - SSMUH – [Here](#)

Additional Provincial Resources - HNR - [Here](#)

Housing Statutes (Development Financing) Amendment Act, 2023 (Bill 46)

Bill 46 enables local governments to expand the eligible infrastructure categories for Development Cost Charges (DCC) to include fire protection, police, and solid waste facilities. It also establishes a new Amenity Cost Charge (ACC) authority that permits local governments to collect funds from new developments for amenities like community centres, recreation centres, daycares, and libraries.

News Release – [Here](#)

Additional Provincial Resources – [Here](#)

Housing Statutes (Transit-Oriented Areas) Amendment Act, 2023 (Bill 47)

Bill 47 requires select local governments to designate Transit Oriented Development Areas (TOD Areas) near transit hubs and permit housing development that meets provincial standards for allowable density, height, and size. The legislation further prohibits local governments from setting off-street residential parking minimums within TOD Areas to ensure parking provisions are determined by market demand. As of September 2024, a total of seven TOD Areas are identified within the capital region as shown on Appendix C.

News Release – [Here](#)

Additional Provincial Resources – [Here](#)

Housing Statutes Amendment Act, 2024 (Bill 16)

Bill 16 establishes an inclusionary zoning authority for local governments to require affordable housing in new developments. It also creates a tenant protection authority that enables municipalities to require support for tenants facing displacement due to redevelopment, establishes a transportation demand management authority for local governments, and expands local governments' ability to require site-specific works and services at subdivision or building permit stage.

News Release – [Here](#)

Housing Statutes Amendment Act, 2024 (Bill 16) – [Here](#)

IMPLICATIONS

The province outlines that the announced legislative changes are intended to shift the planning processes to an 'up-front' framework, wherein local governments pre-zone land to meet estimated housing needs and reduce the number of site-specific rezoning processes. Given the scope and scale of these legislative changes, there are a wide array of potential implications. This section focuses on the implications pertaining to CRD services, rather than the numerous impacts the legislation poses for the CRD's member municipalities.

Service Delivery Implications

It is important to note that the CRD only retains land-use authority for the Juan de Fuca Electoral Area (EA) as the Southern Gulf Island and Salt Spring Island EAs are under the jurisdiction of the Islands Trust and the 13 local governments comprising the CRD each hold their own land-use authority. However, legislative changes to increase housing supply – particularly the setting of housing targets, Bill 44's zoning requirements, and Bill 47's requirements to designate high-density TOD areas – will likely drive increased demand for regional infrastructure and services, including water, wastewater, solid waste and recycling, transportation, parks, safety and emergency services, arts, and recreation, etc.

As population growth and the associated intensification of land use potentially impact multiple CRD services, any implications will be considered through service-specific plans or strategies as updates are advanced through their regular cycle or as part of existing DDC program updates in the case of water services. As service levels are reviewed through plan and/or strategy updates, any adjustments that may be required will help to inform the annual CRD service planning process, which feeds into the development annual CRD Financial Plan, which is brought before the CRD Board for consideration as both a provisional financial plan and final financial plan.

Specific to the Juan de Fuca EA, staff have been working to meet all legislated and/or regulatory requirements associated with the relevant legislation. CRD staff have confirmed with the Province that the EA's zoning bylaws meet SSMUH requirements, with all restricted zones outside the urban containment boundary (UCB) allowing secondary or detached suites, and there are no areas that meet the criteria for restricted zones within the UCB. The Province has acknowledged receipt of CRD's compliance notification letter.

The CRD is required to complete an interim HNR for the Juan de Fuca EA by January 1, 2025. This interim report will build upon the HNRs the CRD undertook in 2020 in partnership with 11 member municipalities.

All interim HNRs must be received at a council or board meeting that is open to the public and contain the following information:

- The total number of housing units required to meet the anticipated housing needs of the local government over 5 and 20 years.
- A description of the actions taken by the local government, since completing the most recent HNR, to reduce housing needs.
- A statement about the need for housing close to transportation infrastructure that supports walking, bicycling, public transit, or other alternative forms of transportation.

The Province published the standardized methodology for the interim HNR on June 18, 2024. CRD staff have reviewed the methodology and intend to meet the HNR legislative requirements within the six-month timeframe.

Social Implications

The Province has provided local governments with an array of new tools to secure the types of outcomes that were commonly sought at rezoning. The inclusionary zoning authority, the transportation demand management authority, and the expanded ability to secure site-level infrastructure help enable proactive planning for the types of complete communities that align with the CRD Board's Strategic Priorities for housing, transportation, climate action and environment. Similarly, the new ACC authority helps ensure that areas of growth have the amenities necessary to support livable and complete communities. The Province has stipulated that the tenant protection authority extends only to municipalities and regional districts are prohibited from using this tool.

Regional Growth Strategy Implications

The *Housing Supply Act* and *Housing Supply Regulation* set targets for municipalities located outside of the Regional Growth Strategy's UCB. This may impact regional settlement patterns and impact pre-existing planning and servicing initiatives as growth has historically been focused within the UCB. Additionally, the requirement in Bill 44 to permit secondary suites province-wide may also influence regional growth and settlement patterns, thus affecting infrastructure and service delivery requirements in rural areas located outside of the UCB.

Equity, Diversity & Inclusion Implications

The Province's economic modelling considers the equity, diversity, and inclusion implications of the legislative reforms, analyzing how different groups may be affected by the replacement of single-family dwellings with the housing typologies enabled via Bills 44 and 47. The model uses 'Gender-Based Analysis' to examine the intersections of gender, household type, visible minority status, Indigeneity, and income amongst renters in British Columbia. It concludes that overall increases in density and housing units generally enhance housing options for all renters. Specifically, single mothers, women living alone, and visible minority residents may experience improved outcomes in the types of housing generated by these reforms on a per unit basis.

At the same time, the complexity of the housing affordability crisis and its multifaceted impacts on different groups require nuanced policy responses to ensure equitable and inclusive housing outcomes across the capital region. Given the legislation's market-based approach to increasing housing, the reforms may not provide the deep levels of affordability needed to house some of our community's most vulnerable or precariously housed individuals. CRD staff continue to advance opportunities that increase the supply of non-market housing built and operated by the CRD's wholly owned housing corporation, the Capital Region Housing Corporation.

CONCLUSION

Recent provincial legislation represents a significant transformation in British Columbia's planning and land use framework. CRD staff will continue to work collaboratively with local governments around matter of regional collaboration, update service-specific plans and/or strategies as required and pursue initiatives that increase housing affordability and align with the strategic priorities established by the Board.

RECOMMENDATION

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

Submitted by:	Jamie Proctor, MA, Manager, Housing Planning, Policy and Programs
Concurrence:	Don Elliott, BA, MUP, Acting General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS:

- Appendix A: Municipal Housing Targets Table
- Appendix B: Estimated 20 Year Housing Need
- Appendix C: Transit Oriented Development Table and Map

Published Targets for Municipalities within the Capital Region

Housing targets include guidelines for the different types of units to support delivering the right type of housing in each community. These guidelines include breakdowns by size, tenure, market rate, and supportive rental units.

Municipality	Unit Targets*	UNITS BY SIZE			UNITS BY TENURE		RENTAL UNITS BY MARKET RATE		SUPPORTIVE RENTAL UNITS (with on-site supports)
		Studio/ 1 bed	2 bed	3+ bed	Rental Units	Owner Units	Below Market	Market	
City of Colwood	940	596	160	183	404	536	184	221	17
City of Victoria	4,902	3,365	801	736	3,483	1,419	1,798	1,685	102
District of Central Saanich	588	387	92	110	246	342	129	117	16
District of North Saanich	419	266	68	85	125	294	63	62	11
District of Oak Bay	664	446	100	118	246	418	141	104	20
District of Saanich	4,610	3,001	780	828	2,495	2,115	1,161	1,334	131
Town of Sidney	468	317	70	81	166	302	95	71	11
Town of View Royal	585	378	105	103	421	163	185	236	11
Township of Esquimalt	754	523	121	110	510	244	267	243	16
TOTAL TARGETS	13,930								

* Breakdown totals may not add up exactly to total units, due to rounding.

Estimated 20 Year Housing Need

This table outlines the housing units needed over the next 20 years, by municipality within the capital region. These numbers are estimates developed using the University of British Columbia Housing Assessment Resource Tools (HART) Housing Need Report Calculator. The Province requires municipalities to update their zoning bylaw to permit the total number of housing units needed over the next 20 years by December 31, 2025.

Municipality	Housing Units Needed Over the Next 20 Years
City of Colwood	5,111
City of Langford	16,942
City of Victoria	26,604
District of Central Saanich	3,476
District of Highlands	719
District of Metchosin	852
District of North Saanich	2,493
District of Oak Bay	3,567
District of Saanich	23,559
District of Sooke	4,737
Juan De Fuca Electoral Area	1,261
Town of Sidney	2,991
Town of View Royal	2,889
Township of Esquimalt	4,213

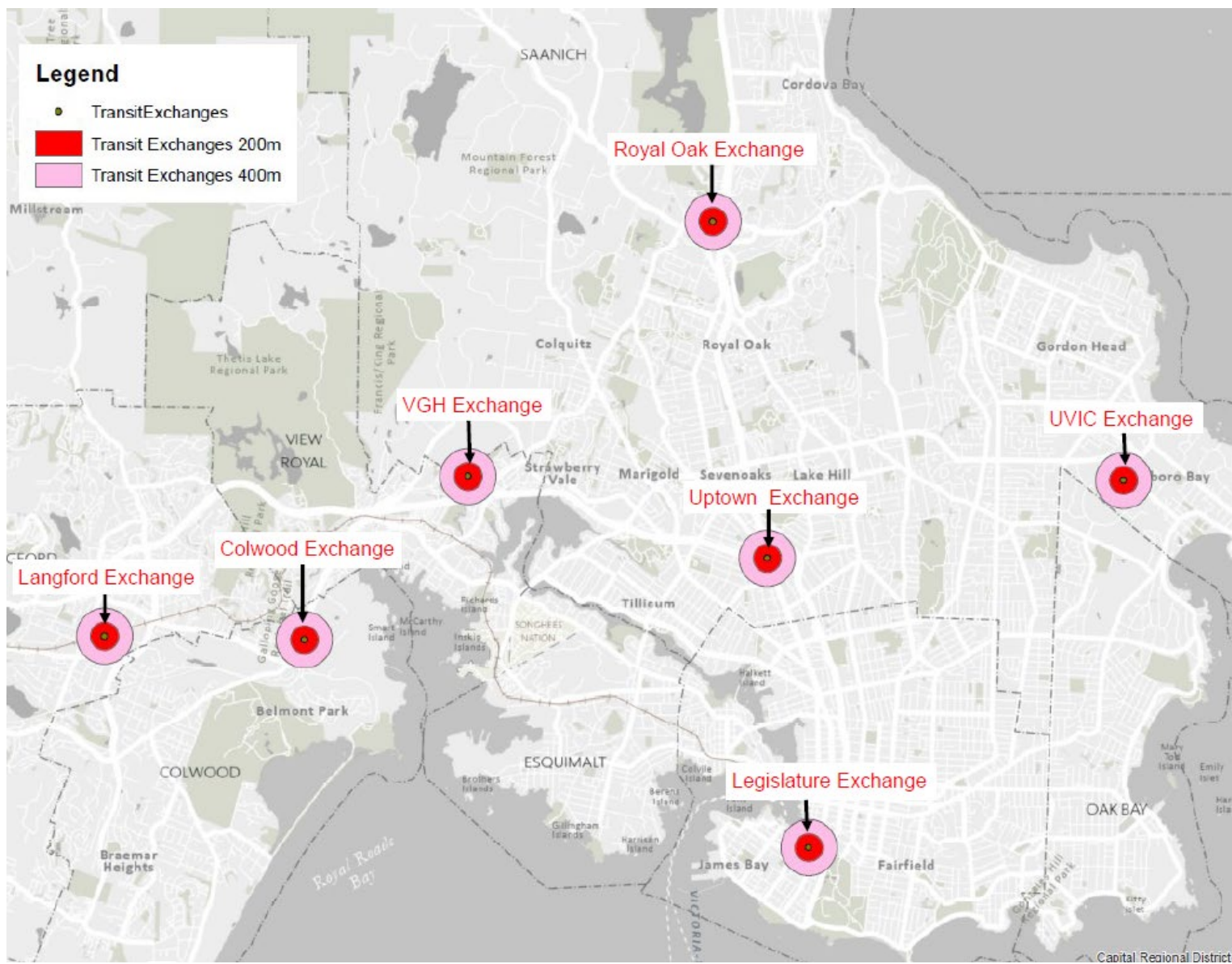
* The Province of British Columbia has flagged that Regional District Electoral Areas are not required to update zoning bylaws to permit the total number of housing units needed over the next 20 years.

TOD Area Reference Table

Within the CRD, the following municipalities have been identified as local governments that must designate Transit Oriented Development Areas (TOD Areas):

Municipality	TOD Areas
City of Colwood	Colwood Exchange
City of Langford	Langford Exchange
District of Saanich	Uptown Exchange
District of Saanich	UVic Exchange
District of Saanich	Royal Oak Exchange
Town of View Royal	VGH Exchange
City of Victoria	Legislature Exchange

TOD Area Reference Map



**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 4, 2024**

SUBJECT **Carey Lane Building Envelope Remediation Budget Amendment and Capital Region Housing Corporation Major Capital Plan (2024-2028) Amendment**

ISSUE SUMMARY

BC Housing Management Commission (BCHMC) requires a resolution from the Capital Region Housing Corporation (CRHC) Board of Directors to authorize the execution of the financing and mortgage documents relating to the budget amendment on the Carey Lane Building Envelope Remediation (BER) project.

The Policy to Determine Delegation of Authority for the CRHC requires that all documents relating to mortgages valued over \$500,000 be approved by the CRHC Board.

BACKGROUND

Carey Lane is a 22-unit townhouse complex located at 3910 Carey Road in the District of Saanich which was constructed in 1989. Through the CRHC Portfolio Renewal, Redevelopment and Development Strategy (2016-2021), Carey Lane was identified as a priority property for a BER, based on the recommendations from the 2019 Building Enclosure Condition Assessment Report (BECA). The BECA identified a need to address the replacement of ailing building components that have exceeded their useful service life, such as aluminum framed windows, and the surface applied cladding that does not incorporate a rainscreen wall system.

Funding was secured in late-2021 under BCHMC's Capital Renewal Fund (CRF). Unlike other BCHMC funding programs, such as the Community Housing Fund, a condition of the CRF is that BCHMC staff assume the project management and decision-making functions of the capital project. Under this program, CRHC staff work collaboratively with BCHMC staff but do not retain decision-making authority over scope, cost, procurement, and project execution.

Design work was underway in early-2022 based on the Prime Consultant's recommendations from the 2022 Detailed Evaluation Report. The report findings identified limited moisture damage on the underside of plywood sheathing within the attic space of several units. However, it was determined that replacement of the asphalt roof shingles and plywood roof sheathing as part of the BER project was not considered within scope. The rationale was that the roof shingles are approximately 15-years through their 30-year expected lifespan which did not warrant full replacement. Instead, the Prime Consultant recommended the replacement of problematic roof vents that may be allowing water ingress as well as treating the underside of the affected plywood sheathing with a wood preservative.

Once construction began in November 2023, the contractor began routing electrical wiring through the attics which resulted in the discovery of unanticipated structural defects. From there, the contractor conducted further examination of the proposed attic repairs, including destructive investigation of concealed components within the attic space under the direction of a structural engineer who was hired once these issues were uncovered. Additional structural damage was encountered which included compromised roof trusses and undersized roof sheathing that does not meet the requirements of the current BC Building Code if the building was constructed today.

As a result of the structural issues, the BER work was interrupted at upper levels of the townhouses as construction crews and equipment could not be loaded on to the lower roofs which is required to access the second level building envelope. See Appendix A for further detail. Additionally, the structural engineer has determined that the overall roof truss system must be repaired prior to the winter months when the risk of potential snow fall loading is high. To advance this work, the homes will need to be temporarily vacated due to the potential of the roof truss system failing under potential snow loading and possible inclement weather events.

ALTERNATIVES

Alternative 1

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 Loan and Mortgage documents for the Carey Lane Building Envelope Remediation project (PID 012-067-032), substantially in the form attached hereto as Appendix B, be approved; and
- 2) That the Capital Region Housing Corporation Major Capital Plan (2024-2028) be approved as amended in Appendix C.

Alternative 2

That this report be referred to staff for additional information based on the Hospitals and Housing Committee's direction.

IMPLICATIONS

Financial Implications

In September 2023, the CRHC Board approved the Carey Lane BER mortgage registration and final budget of \$6.1 million (M) which included \$5.5M in the form of a forgivable mortgage through BCHMC's CRF and \$600 thousand (K) from the CRHC's Portfolio Stabilization Reserve. In August 2024, BCHMC's Executive Committee approved an increase to the forgivable mortgage from \$5.5M to \$9.9M to account for the expanded scope of work relating to the roof system repairs. The increased forgivable mortgage will cover the additional project costs, limiting the budget increase from impacting the CRHC.

Table 1: Total Approved Capital Budget and Recommended Budget Revision

Budget Description	2023 Approved Budget	2024 Proposed Total Budget	Proposed Budget Increase
Hard Costs	\$ 4,584,555	\$ 7,973,095	\$ 3,388,540
Soft Costs	\$ 338,000	\$ 758,000	\$ 420,000
Contingency	\$ 1,127,445	\$ 1,808,237	\$ 680,792
Total Project Costs	\$ 6,050,000	\$ 10,539,332	\$ 4,489,332
CRHC Equity	-\$ (600,000)	-\$ (600,000)	\$ -
Capital Renewal Fund	-\$ (5,450,000)	-\$ (9,939,332)	-\$ (4,489,332)
Total Equity/Deductions	-\$ (6,050,000)	-\$ (10,539,332)	-\$ (4,489,332)
Forgivable Mortgage Principal	\$ 5,450,000	\$ 9,939,332	\$ 4,489,332

The increased forgivable mortgage will be registered on the property title and includes a covenant stipulating that the CRHC will continue to operate the units for the intended purpose of housing low-to-moderate income households. The mortgage principal will be forgiven at a rate of 1/10 per year and no interest will be accrued over the 10-year term. In the event of a default by the CRHC, interest is payable on the balance of the principal outstanding under the loan at a rate equal to the Royal Bank of Canada Prime Rate plus 2% per year until the loan is repaid.

As a result of the Carey Lane BER project budget increase, an amendment to the CRHC's Major Capital Plan (2024-2028) is required to reflect the budget increase and the anticipated 2024 expenditures. The required amendments are reflected in Appendix C, CRHC Major Capital Plan (2024-2028) Amendment.

Service Delivery Implications

For the health and safety of tenants and their families, and to facilitate the necessary structural repairs, tenants must be temporarily relocated to another CRHC property while their current home is under repair. The current estimated time required to make the structural repairs is approximately three months per townhouse block. This means that tenants must be temporarily relocated, block-by-block, as the contractor advances the repairs in phases.

In alignment with the CRHC's Tenant Relocation Policy, staff are meeting with each household to develop individualized Tenant Relocation Plans. No eligible tenants will lose their housing at Carey Lane. Each family grouping, and their needs, will be reviewed on a case-by-case basis. The Tenant Relocation Plans will support tenants in moving to an existing CRHC home at another location or with another social housing provider. All tenants have been put in contact with a member of the CRHC Tenant Services and Tenant Engagement team to assist with any questions and planning.

Additionally, provisions for an insured moving company or a flat-rate payout for moving expenses will be included in the Tenant Relocation Plans in accordance with the Tenant Relocation Policy. When the tenant's home at Carey Lane is fully remediated, the tenant will have the option to return to their original home at Carey Lane at the same rent level or remain in their current home.

CONCLUSION

The budget for the Carey Lane BER project has a shortfall of approximately \$4.5M due to unforeseen structural conditions affecting the roof system on all townhouse blocks. BCHMC has approved \$4.5M in additional grant funding through the CRF which increased the value of the forgivable mortgage to \$9.9M. As a result, an updated Resolution of Directors is required to reflect the updated forgivable mortgage value. The CRHC will not be impacted by the increased budget or the revised forgivable mortgage value. Additionally, an amendment to the CRHC Major Capital Plan (2024-2028) is necessary to account for the budget increase and the 2024 expenditure forecast.

Due to health and safety risks, tenants must be temporarily relocated for approximately three months while the repair work is carried out. CRHC's Tenant Relocation Policy is in place to support tenants during these temporary relocations. Although these unforeseen structural conditions create additional burden on tenants, once complete, the expanded BER project will provide long-term benefits by extending the life of these homes and improving comfort and housing security for the tenants of Carey Lane for years to come.

RECOMMENDATION

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 Loan and Mortgage documents for the Carey Lane Building Envelope Remediation project (PID 012-067-032), substantially in the form attached hereto as Appendix B, be approved; and
- 2) That the Capital Region Housing Corporation Major Capital Plan (2024-2028) be approved as amended in Appendix C.

Submitted by:	Rob Fowles, Manager, Planning and Capital Projects
Concurrence:	Don Elliott, BA, MUP, Acting General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, Acting Chief Administrative Officer

ATTACHMENTS:

Appendix A: Project Photos

Appendix B: Draft Certified Resolution of Directors – Forgivable Mortgage

Appendix C: CRHC Major Capital Plan (2024-2028) Amendment

Project Photos





Capital Region Housing Corporation
(the "Borrower")
CERTIFIED COPY OF
RESOLUTION OF DIRECTORS

"A. WHEREAS the Borrower has leased or will be leasing the property at 3910 CAREY RD, VICTORIA, BC, V8Z 4E2 legally described as:

PID 012-067-032 LOT A, SECTION 50, VICTORIA DISTRICT, PLAN 47381 (the "Property") and will be renovating or repairing a housing project on the Property (the "Project") under the British Columbia Housing Management Commission ("BCHMC") Capital Renewal Funding Program;

- B. The Borrower has a forgivable loan facility in the amount of \$5,450,000.00 with BCHMC and has by mortgage registered on November 15, 2023 in the Victoria Land Title Office under No. CB1025938 (the "Original Mortgage") mortgaged its leasehold interest in the Property to secure the repayment of the principal sum of \$5,450,000.00 with interest thereon and other monies as provided therein; and
- C. The Borrower has decided that it needs to increase the amount borrowed in order to facilitate the renovation and/or repair of the Project, and has agreed with BCHMC to amend the loan facility and Original Mortgage as appropriate;

BE IT RESOLVED THAT:

1. The Borrower confirms that the Original Mortgage is a valid and subsisting first mortgage charge with respect to the Borrower's leasehold interest in the Property;
2. The Borrower borrows further monies to a total amount of \$9,939,332.00 to facilitate the completion of the renovation and repairs for the Project in accordance with an agreed amendment to the loan commitment, to be secured by way of modification to the Original Mortgage of the forgivable loan;
3. The Borrower execute and deliver all documents required by BCHMC or the lender of the monies, in such form and containing such terms, covenants, provisos and conditions as are satisfactory to or required by them, including without limitation an amendment of loan commitment, a modification of Original Mortgage, and any other security documents required by BCHMC; and
4. That Edward Robbins, Chief Administrative Officer, or Nelson Chan, Chief Financial Officer, or their respective duly authorized delegates, together, or either of them along with any one officer or director of the Borrower, for and on behalf of the Borrower be and are hereby authorized to execute and deliver under the seal of the Borrower or otherwise, all such deeds, documents and other writings and to do such acts and things in connection with the Property and the Project as they, in their discretion, may consider to be necessary or desirable for giving effect to this resolution and for the purpose of fulfilling the requirements of BCHMC or the lender of the monies."

I, _____, THE UNDERSIGNED, _____ of Capital Region Housing Corporation hereby certify the above to be a true copy of a resolution duly passed by the Directors of the Borrower at a meeting held on the ____ day of _____, 2024, and that such resolution has not been rescinded, amended or modified and is now in full force and effect.

WITNESS my hand this day of ____ day of _____, 2024.

Witness

Name:
Title:

FIVE YEAR MAJOR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028 AMENDMENT No. 2

			Forecast spent at Dec. 31, 2023	Balance Remaining at Dec. 31, 2023	2024	2025	2026	2027	2028	TOTAL
Type	Estimate Class	Total Project Budget								
EXPENDITURE										
Michigan - RHFP / CHF	B	Class A	35,406,762	27,898,486	6,354,172	9,065,142	-	-	-	9,065,142
Caledonia - CHF	B	Class A	70,989,386	34,410,416	36,578,970	32,000,000	4,578,970	-	-	36,578,970
Carey Lane - BER	B	Class A	10,539,332	1,044,767	9,494,565	5,005,233	4,489,332	-	-	9,494,565
Pandora - CHF	Lease	Class D	83,352,598	25,000	83,327,598	250,000	250,000	250,000	82,327,598	83,327,598
Drake Road	B	Conceptual	180,000	15,000	165,000	165,000	-	-	-	165,000
Campus View Redevelopment - RHFP	B	Class C	55,584,995	445,000	55,139,995	2,530,000	19,126,667	19,126,668	14,356,659	55,139,994
Village on the Green Redevelopment - RHFP	B	Class C	64,834,500	424,356	64,410,144	4,632,205	18,962,220	20,423,940	20,391,780	64,410,144
New Redevelopment Projects	B	Conceptual	65,581,159	434,937	65,146,222	3,972,428	1,953,726	26,649,031	26,649,031	65,146,223
			386,468,732	64,697,962	320,616,666	57,620,008	49,360,915	66,449,639	61,647,470	323,327,636
SOURCE OF FUNDS (combined)										
Mortgage Debt	Debt		239,341,427	30,728,442	208,612,985	40,755,143	4,046,470	34,966,616	61,397,470	204,169,851
Grants (Federal, Provincial, Local)	Grant		144,527,305	31,969,520	112,557,786	16,264,865	45,314,445	31,483,023	250,000	118,557,785
CRHC Equity	Equity		-	-	-	-	-	-	-	-
UOA Reserve	Res		2,600,000	2,000,000	600,000	600,000	-	-	-	600,000
			386,468,732	64,697,962	321,770,770	57,620,008	49,360,915	66,449,639	61,647,470	323,327,636

CAPITAL REGION HOUSING CORPORATION

APPENDIX C

page 2

FIVE YEAR MAJOR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028 AMENDMENT No. 2

		Total Project Budget	Forecast spent at Dec. 31, 2023	Balance Remaining at Dec. 31, 2023	2024	2025	2026	2027	2028	TOTAL
SOURCE OF FUNDS (by project)										
Michigan - RHFP / CHF										
Mortgage Debt	Debt	23,523,802	16,325,526	7,198,276	8,755,142	-	-	-	-	8,755,142
Grants	Grant	10,882,960	10,572,960	310,000	310,000	-	-	-	-	310,000
UOA Stabilization Reserve	Res	1,000,000	1,000,000	-	-	-	-	-	-	-
		35,406,762	27,898,486	7,508,276	9,065,142	-	-	-	-	9,065,142
Caledonia - CHF										
Mortgage Debt	Debt	50,449,386	14,402,916	36,046,470	32,000,000	4,046,470	-	-	-	36,046,470
Grants	Grant	19,540,000	19,007,500	532,500	-	532,500	-	-	-	532,500
UOA Stabilization Reserve	Res	1,000,000	1,000,000	-	-	-	-	-	-	-
		70,989,386	34,410,416	36,578,970	32,000,000	4,578,970	-	-	-	36,578,970
Carey Lane - BER										
UOA Stabilization Reserve	Res	600,000	-	600,000	600,000	-	-	-	-	600,000
Grants	Grant	9,939,332	1,044,767	8,894,565	4,405,233	4,489,332	-	-	-	8,894,565
		10,539,332	1,044,767	9,494,565	5,005,233	4,489,332	-	-	-	9,494,565
Pandora - CHF										
Mortgage Debt	Debt	57,082,146	-	57,082,146	-	-	-	-	57,082,146	57,082,146
Grants	Grant	26,270,452	25,000	26,245,452	250,000	250,000	250,000	250,000	25,245,452	26,245,452
		83,352,598	25,000	83,327,598	250,000	250,000	250,000	250,000	82,327,598	83,327,598
Drake Road										
Grants	Grant	180,000	15,000	165,000	165,000	-	-	-	-	165,000
		180,000	15,000	165,000	165,000	-	-	-	-	165,000
Campus View Redevelopment - RHFP										
Mortgage Debt	Debt	31,604,395	-	31,604,395	-	-	17,247,736	14,356,659	-	31,604,395
Grants	Grant	23,980,600	445,000	23,535,600	2,530,000	19,126,668	1,878,932	-	-	23,535,600
		55,584,995	445,000	55,139,995	2,530,000	19,126,668	19,126,668	14,356,659	-	55,139,995
Village on the Green Redevelopment - RHFP										
Mortgage Debt	Debt	35,837,379	-	35,837,379	-	-	15,445,599	20,391,780	-	35,837,379
Grants	Grant	28,997,121	424,356	28,572,765	4,632,205	18,962,220	4,978,341	-	-	28,572,765
		64,834,500	424,356	64,410,144	4,632,205	18,962,220	20,423,940	20,391,780	-	64,410,144
New Redevelopment Projects										
Mortgage Debt	Debt	40,844,319	-	40,844,319	-	-	2,273,281	26,649,031	5,922,007	34,844,320
Grants	Grant	24,736,840	434,937	24,301,904	3,972,428	1,953,726	24,375,750	-	-	30,301,903
		65,581,159	434,937	65,146,223	3,972,428	1,953,726	26,649,031	26,649,031	5,922,007	65,146,223



Making a difference...together

REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, SEPTEMBER 4, 2024

SUBJECT Thuthiqut Hulelum' (Forest Homes) Grant Application Authority

ISSUE SUMMARY

To authorize the Capital Regional District (CRD) Chief Administrative Officer (CAO) to pursue grants and funding to develop Forest Homes, a proposed 20-unit housing project, formerly known as Galiano Green, on the recently acquired CRD property at 280 Georgeson Bay Road on Galiano Island.

BACKGROUND

In September 2023, the CRD Board approved Growing Communities Funds (GCF) in the amount of \$2.8 million (M) towards the Galiano Green 20-unit Affordable Housing Project across four separate structures on Galiano Island, which has subsequently been renamed Thuthiqut Hulelum' (translates as "Forest Homes" in the Hul'qumi'num language).

On December 13, 2023, the CRD Board directed staff to proceed with acquisition of the property for a purchase price of up to \$672,000, and to use the remaining \$2.1M Growing Communities Funds (GCF) allocated for this project to advance project development. The Board directed that the CAO be authorized to negotiate, execute, and do all things incidental to finalizing the purchase of the property, and enter into agreements for the funding, construction, and operation of the project.

The Galiano Affordable Living Initiative (GALI), on behalf of the project, had applied to the Community Housing Fund (CHF) through BC Housing in the 2023 call for proposals. The project partners were informed by BC Housing in early 2024 that the submission was not successful. In the December 2023 report staff commented that should the CHF application not be successful, that staff would still advance the acquisition of the lands and could consider either phasing the project or seeking additional sources of equity. Therefore, in June 2024, the CRD purchased the 10-acre property from the GALI, a non-profit society that had rezoned the property and prepared the site for development. Under the terms of the purchase agreement, once construction is complete and the occupancy permit issued, GALI will be the housing operator responsible for building operations, management of tenants, ensuring units are rented, financial management, and sustainability of the project, building and property maintenance and repairs.

As the lands are now in the possession of the CRD and the 2023 CHF application was not successful, additional direction is needed to apply for funds to close the equity gap and support the project in moving forward.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That the Chief Administrative Officer, or their duly authorized delegate, be authorized to apply for, negotiate and accept the terms to receive funds, execute agreements and do all things necessary to secure grant funding and financing for the project at 280 Georgeson Bay Road on Galiano Island through funding programs as necessary and as they become available.

Alternative 2

That this report be referred to staff for additional information based on Hospitals and Housing Committee direction.

IMPLICATIONS

Social Implications

Galiano Island is part of the Southern Gulf Island Electoral Area (SGI EA) and has a population of 1,395 based on the Island's 2021 Census Profile. The 2018 Southern Gulf Islands (SGI) Housing Needs Assessment found that:

"All evidence clearly points to serious shortages in secure, appropriate, and affordable housing for low to moderate-income earners. Renters are particularly impacted as their incomes are insufficient to enter the homeownership market, and the limited number of rental properties are increasingly vacant seasonally or placed in the vacation rental market. Community members strongly described the housing situation as bordering on crisis, and as having serious impacts on themselves and their families, community well-being and economic sustainability."

It is intended that the Forest Homes development will advance rental housing for low-to moderate-income¹ or middle-income² households depending on which program the partners are able to access funding through.

Service Delivery Implications

This project was purchased under the authority of the Land Banking and Housing Service, which provides the CRD with the ability to "undertake land assembly for the purpose of housing, either public or private, and public housing."

Financial Implications

The initial total cost estimate as provided to the CRD Board in December 2023 was \$14M, including the land. At present, the total cost remains the same. Table 1 depicts the estimated Capital Cost associated with this 20-unit project as of September 2024.

¹ Low- and Moderate-Income Limits (2024): Gross household income of less than \$84,780 (unit with less than two-bedrooms) and \$134,140 (unit with two-bedrooms or more).

² Middle-Income Limits (2024): Gross household income of less than \$131,950 (unit with less than two-bedrooms) and \$191,910 (unit with two-bedrooms or more).

Table 1 – Summary of Costs & Equity

Gross Capital Budget	Estimated	Confirmed
Soft Costs ³	\$1,575,940	
Hard Costs ⁴	\$11,482,510	
Contingency	\$946,067	
Total Capital Cost	\$14,004,517	
Equity		
Land	\$672,000	\$672,000
CRD Growing Communities Fund	\$2,750,000	\$2,750,000
Municipal Grant	\$10,000	\$10,000
Community Fundraising	\$150,000	\$100,000
CMHC Seed Funding Grant	\$50,000	\$50,000
CMHC Affordable Housing Fund	\$1,500,000	
Other Grants (SCI IRP)	\$15,000	\$15,000
FCM GMF Study Grant	\$175,000	\$175,000
CWF Contribution	\$600,000	
BC Builds Contribution	\$4,336,711	
Additional Funding Required	\$210,654	
Total Equity	\$10,469,365	\$3,772,000
Debt		
CMHC Mortgage	\$3,535,152	
Total Mortgage Debt	\$3,535,152	
Total Estimated Capital Cost	\$14,004,517	
Total Estimated Equity	\$10,469,365	
Total Confirmed Equity	\$3,772,000	
Total Equity Gap	\$6,697,365	

Staff have identified a total of \$3.7M in confirmed funds through the Growing Communities Fund and other sources toward a total estimated capital cost of \$14M. Staff further estimate that with a Debt Coverage Ratio (DCR) of 1:1.1, the project could service a mortgage of \$3.5M resulting in a total estimated equity gap of \$6.7M. Should the CRD Board approve the recommendation contained within this report, staff have plans to advance efforts to close this equity gap. Alternatively, if insufficient funding is secured, the project could be implemented in phases, with the first building constructed for occupancy and the on-site infrastructure engineered and installed for full build out.

Climate Implications

In accordance with the BC Housing Design Guidelines and Construction Standards, the project will be constructed to achieve BC Energy Step Code – Step 4 which will target a 40% reduction in energy consumption.

³ Incl. appraisals/studies, municipal fees, utility fees, design and other consultants, miscellaneous costs and building start up.

⁴ Incl. land acquisition and servicing, borrowing costs, and construction costs.

Environmental Implications

Through the rezoning process with Islands Trust, there were several conditions placed on the development to ensure environmental impacts would be avoided. These include considerations of siting, water use, septic disposal, greenhouse gas impacts, and ecological protection. There are several professional reports to guide implementation of these goals.

Equity, Diversity & Inclusion Implications

This project upholds values of equity, diversity, and inclusion through the eligibility criteria of future tenants, as required by the housing agreement. This project would be built in accordance with Part 8: Wheelchair Accessible and Adaptable Dwelling Units of the BC Housing Design Guidelines and Construction Standards as well as any additional requirements associated with funding programs and the applicable legislation and regulation.

Alignment with Board & Corporate Priorities

This project is consistent with the CRD Board Priority to increase the supply of affordable, inclusive, and adequate housing in the region. This aligns with the CRD Corporate Plan, Section 5a to increase the supply of housing across the region.

Alignment with Existing Plans & Strategies

This project is consistent with the Southern Gulf Islands Housing Strategy, which was adopted by the CRD Board May 11, 2022. The project is consistent with the Galiano Island Official Community Plan and the Islands Trust Policy Statement, which is the regional growth management framework for the Islands Trust Area.

CONCLUSION

Forest Homes is a development-ready affordable project located on 10 acres of CRD-owned land on Galiano Island that would provide 20 homes to qualifying households. The housing would be operated by GALI who would be responsible for building operations, management of tenants, ensuring units are rented, financial management, and sustainability of the project, building and property maintenance and repairs. Staff have identified a total of \$3.7M in committed funds toward the estimated total cost of \$14M. To support working toward closing the estimated equity gap of \$6.7M, staff require additional authority from the CRD Board to advance applications.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That the Chief Administrative Officer, or their duly authorized delegate, be authorized to apply for, negotiate and accept the terms to receive funds, execute agreements and do all things necessary to secure grant funding and financing for the project at 280 Georgeson Bay Road on Galiano Island through funding programs as necessary and as they become available.

Submitted by:	Stephen Henderson, Senior Manager, Real Estate and SGI Administration
Concurrence:	Don Elliott, BA, MUP, Acting General Manager, Planning & Protective Services
Concurrence:	Alicia Fraser, P. Eng., Acting Chief Administrative Officer



REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, SEPTEMBER 4, 2024

SUBJECT **Capital Regional District's Role in Regional Homelessness and Alliance to End Homelessness in the Capital Region Funding Increase Request**

ISSUE SUMMARY

This report outlines the current role of the Capital Regional District (CRD) on the issue of homelessness in response to a motion adopted by the CRD Board in April 2024 (Appendix A) and considers a request for additional funding to support the Alliance to End Homelessness in the Capital Region (AEHCR) received on August 15, 2024 (Appendix B).

BACKGROUND

Experiences of homelessness are the result of an intricate interplay between structural factors (e.g., rents are too high, incomes are too low, etc.), systemic failures (e.g., difficult transitions from child welfare, correctional facilities, hospitals, etc.) and personal circumstance/relational challenges (e.g., traumatic events, personal crisis, mental health, and substance use challenges, etc.). Intervening in, and/or preventing homelessness, is often complicated as the line between being housed and unhoused can be fluid and the recovery from homelessness for individuals or households is neither linear nor uniform.

Additionally, the tension between structural factors and systemic failures – where program design and policy decisions are often made by senior orders of government, while individual and household needs are often delivered at the community-level – introduces considerable complexity in advancing solutions. Therefore, much of the work undertaken related to homelessness is through a collaborative and community-based approach.

The CRD has been active in working to address the needs of those experiencing or at-risk of homelessness since the update of the *Regional Housing Affordability Strategy* (RHAS) in 2007. This document included “Strategy 5: Expand the scope of the Victoria Homelessness Community Plan to the region as a whole”. An additional update to the RHAS in 2018 included “Goal 4: Develop and operationalize a regionally coordinated housing and homelessness response.” Building on the 2018 RHAS, the CRD also includes in its *2023-2026 Corporate Plan*, “Initiative 5c-1: Support a coordinated, regional, and collaborative response to homelessness”. The CRD’s specific role pertaining to regional homelessness can be distinguished between the administration of services on behalf of other orders of government and direct service delivery (Appendix C) as authorized under the CRD’s Community Health Service and the Land Assembly, Housing, Banking and Housing Service.

ALTERNATIVES

Alternative 1

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

1. That the Capital Regional District (CRD) commits to continue funding the Alliance to End Homelessness in the Capital Region through annually negotiated service agreements at their core service level of \$225,000 to the end of 2026; and
2. That the CRD includes a one-time increase of \$100,000 in the CRD’s 2025 Financial Plan for CRD staff to undertake regional engagement to determine the CRD’s potential role in advancing regional supportive housing and sheltering objectives.

Alternative 2

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

1. That the Capital Regional District (CRD) commits to funding the Alliance to End Homelessness in the Capital Region through annually negotiated service agreements at an increased funding amount of \$145,000 to a total of \$375,000 starting in 2025 and then indexed to inflation 2026-2030; and
2. That the CRD includes a one-time increase of \$100,000 in the CRD's 2025 Financial Plan to undertake regional engagement to determine the CRD's potential role in advancing regional supportive housing and sheltering objectives.

Alternative 3

That this report be referred to staff for additional information based on the Hospitals and Housing Committee direction.

IMPLICATIONS

Service Authority Implications

Currently, there are two established authorities through which the CRD supports efforts related to homelessness. *Supplementary Letters Patent-Community Health* dated May 16, 1974, and the amendment dated December 19, 1986, provide a narrow scope of service delivery that is focused through the Community Health Service. It is through this service that the CRD provides operational funding to the Aboriginal Coalition to End Homelessness (ACEH) and the AEHCR. Bylaw No. 3712 Land Assembly, Housing and Land Banking authorizes the CRD to participate in senior order government housing programs, such as the Reaching Home Program (RHP), the Rapid Housing Initiative (RHI), and the Strengthening Communities' Services Program (SCSP).

Should the CRD Board wish to revisit the role of the CRD in addressing homelessness beyond its support to the ACEH and AEHCR and outside of the various programs it currently administers, it may require amending the CRD's existing service authority or establishing a new service. Prior to considering any adjustments to existing service levels, or creating a new service, staff would recommend that region-wide engagement be undertaken to help identify the differentiated value proposition that the CRD could provide in support of community-level outcomes within the context of an increasingly complex homelessness intervention landscape.

Service Delivery Implications

Specific to the motion adopted by the CRD Board in April 2024, the CRD-AEHCR 2024/25 Service Agreement, attached as Appendix D, identifies under s. 4.1 that the AEHCR will prepare a *2024/25 Regional Resources Guide* that will provide a regional overview of services that are available through BC211, which includes those related to homelessness, housing, employment, financial assistance, food, and basic goods, etc. Further, the CRD-AEHCR 2024/25 Service Agreement includes under s. 2.1 a Regional Overview of Permitted Sheltering Spaces that will detail municipal areas across the capital region where those who are unhoused can camp, shelter, or park their vehicle overnight. S. 4.1 and s. 2.1 of the CRD-AEHCR 2024/25 Service Agreement address parts one and two of the April 2024 CRD Board motion.

The third part of the April 2024 CRD Board motion is currently being advanced through the CRD's administration of the RHP. Specifically, the ongoing implementation of Coordinated Access (CA) and the Homelessness Individuals and Families Information System (HIFIS). A staff report from February 2024 (Appendix E) details the RHP and outlines the CRD's obligations to the Government of Canada regarding the RHP's administration and deliverables.

In early 2024, the CRD, in its capacity of Community Entity (CE) under the RHP, signed a Project Charter for Phase 1 of HIFIS Community Deployment. This project charter maps out a collaborative approach whereby HIFIS access will be expanded to all service providers that require access to BC Housing's HIFIS license. Importantly, the project charter also provides for roles and responsibilities of the CRD that include such tasks as establishing local governance and community buy-in, completing community system mapping, and securing local resources for a local HIFIS lead role, etc. The roles and responsibilities of Phase 1 of the project charter were considered through Initiative Business Case (IBC) 5d-1.1 Regional Data System and HIFIS as a part of the CRD's 2025 Service Planning Process. This IBC seeks a one Full Time Equivalent (FTE) term position for a Community HIFIS Coordinator from January 2025 to March 2026 and will be considered by the CRD Board through the 2025 Financial Plan.

Currently, funding through the RHP is fully committed to support community organizations in delivering services and advancing the CRD's work under CA and HIFIS. CRD staff have not yet received confirmation that funding will be available beyond March 31, 2026, and this uncertainty impacts the ability of staff to engage in new initiatives related to regional homelessness. Additionally, the potential end of the program in March 2026 raises concerns about the sustainability of regional homelessness initiatives, as a lack of continued funding could disrupt or reduce essential services that are currently supported by the RHP.

Alternative One maintains the core funding level to the AEHCR of \$225,000 per year. It is likely this alternative would require a recalibration of CRD expectations related to AEHCR outputs as the AEHCR may have to reduce their activities to absorb costs associated with inflation and/or seek additional funding sources. This alternative, if approved, would result in CRD staff working through the annual negotiation of the CRD-AEHCR 2025/26 service agreement to determine the appropriate scope of work given the available resources, the identified needs of the CRD, and AEHCR priorities. It would be the CRD staff's intent to focus the activities of the AEHCR to convening various community-based tables, advancing information sharing across these tables, and supporting other CRD-led initiatives related to homelessness. Alternative One would further enable the CRD to provide for a one-time budget increase for CRD staff to undertake works in support of the motion adopted by the CRD Board in April 2024. The \$100,000 would be used to support region-wide engagement activities that could include, but are not limited to, municipalities, electoral areas, community-based service agencies and local, provincial, and federal partners and other stakeholders.

The work undertaken through the engagement process would provide the CRD with a comprehensive understanding of what additional role it could play in support of regional efforts as well as enable staff to determine any potential implications associated with adjusting service levels related to homelessness. This would be critical should there be any reduction of funds that are available through the RHP or should the program not be extended. If, following regional engagement activities, it is the intent of the CRD Board to amend existing or establish new service levels, this engagement would be foundational to articulating the business case and would support any communication that may be required with the broader public. Further, as staff work to initiate an update to the RHAS in the coming year, this engagement work would serve to inform a more comprehensive articulation of the role of the CRD in supporting efforts to address homelessness, which would be included in the updated RHAS.

Hospitals and Housing Committee – September 4, 2024
Capital Regional District's Role in Regional Homelessness and Alliance to End Homelessness in the Capital Region Funding Increase Request **4**

Alternative Two would see the CRD provide a five-year increased funding commitment to support the operations of the AEHCR. Though it would not be CRD staff's intent to enter into multi-year funding agreements, this alternative would provide the additional security to the AEHCR and the CRD would work through the annual service agreement cycle to ensure identified projects and deliverables reflected the identified needs of the CRD Board. Further, this alternative would also ensure the CRD has sufficient resources available through the 2025 Financial Plan to undertake engagement work as detailed above.

Financial Implications

In May 2024, the CRD Board received a staff report detailing the 2025 Service and Financial Planning Guidelines where it was outlined that the Executive Leadership Team (ELT) has set the target for service and financial planning of 3.0% as a percentage increase over the 2024 Budget. It should be noted that the Alliance to End Homelessness in the Capital Region – Funding Request staff report from October 2023 (Appendix F) detailed a going concern related to the operations and long-time viability of the AEHCR. Further, the letter received on August 15, 2024, notes that the "Alliance is currently forecasting a deficit for fiscal 2025 and further deficits for subsequent years. We continue to seek diversification of revenues through grants and other fund development activities, including fundraising."

In a review of the materials provided by the AEHCR, CRD staff note that the going concern related to society operations is not resolved. The 2024 financial statements show a deficit of (\$62,613) in 2023, with another deficit of (\$90,511) shown in 2024. The AEHCR was able to absorb the operational deficit through a one-time gain on the sale of tangible capital assets. CRD staff also reviewed the Fiscal 2025 Budget as provided by the AEHCR and see that the society is anticipating a 2025 deficit of (\$36,633). It should be noted that the August 15, 2024, letter states that the "AEHCR has a Service Agreement with Island Health for \$70,000. However, the terms of the current agreement with Island Health will end on November 30, 2024." As the Fiscal 2025 Budget provided by the AEHCR depicts anticipated revenue of \$100,000 for their 2024/25 budget year and the letter states that Island Health is providing \$70,000 through to November 30, 2024, there may be an additional \$30,000 revenue shortfall which would further increase the AEHCR's anticipated 2025 deficit.

Alternative One would see the CRD continue to contribute a total of \$225,000 annually, which is consistent with the current core service level. Due to the tenuous financial position of the AEHCR, staff will intend to advance annual renewal of the Service Agreement with quarterly disbursement clauses that are based on provided deliverables. This is to ensure there is ongoing dialogue with the AEHCR on the progress of CRD-funded works and that the limited resources available through the CRD are tied to specific outputs. It should also be noted that this commitment would expire at the end of this current CRD Board term, and it would be incumbent on the incoming CRD Board to determine the level of resourcing it wishes to advance in support of the AEHCR. In addition to funding the AEHCR at the current service level, this alternative would also allocate one-time funds which, in support of advancing part three of the April 2024 CRD Board motion, would enable CRD staff to undertake the engagement work as outlined under Service Delivery Implications. The overall 2025 budget impact of this alternative would be \$100,000, which would appear in the Land Assembly, Housing and Land Banking Service and would exceed the 3.0% target as set by the CRD Board. This alternative is being advanced by staff as the recommendation as the additional work undertaken will support the CRD in looking at how it could better support regional supportive housing and sheltering objectives.

Alternative Two would result in an additional CRD budget impact of \$145,000 annually from 2025 to 2030 with adjustment for inflation 2026 to 2030 to support the AEHCR, plus a one-time impact of \$100,000 in 2025 that will support CRD-led engagement work. This would result in an overall impact of \$245,000 in the CRD's 2025 Financial Plan. As noted under Alternative One, staff will work to advance annual renewal of the Service Agreement with quarterly disbursement clauses that are based on provided deliverables.

Intergovernmental Implications

When the AEHCR was first formed in 2008, there was a considerable need for community organizations, governments, businesses, and individuals to work in partnership with each other and the broader community to lead and drive the commitment to end homelessness. However, it is important to note that regional work to address homelessness predated the formation of the AEHCR and has its roots in the *Victoria Community Plan for Homelessness* (published in 2000 and updated in 2003). This municipally led effort established the basis for the CRD to begin advancing homelessness intervention activities through the RHAS (2007). The City of Victoria's *Mayor's Task Force on Breaking the Cycle of Mental Illness, Addictions, and Homelessness* (2007) then provided the context and framework for the AEHCR to begin its efforts in 2008. The AEHCR was initially established to provide tactical leadership to putting systems and processes in place that address the underlying causes of homelessness and enable a wide range of housing and support services to work together more effectively.

However, since the AEHCR was formed, the homelessness intervention landscape has shifted significantly with the Government of Canada's *National Housing Strategy* (NHS) being released in 2017 and the RHP being launched in 2018. The RHP provides direct funding through a CE model and provides the CRD, as CE, with specific resources and deliverables related to streamlining access to housing and supports for people who are experiencing homelessness or at-risk of homelessness, by coordinating local services to achieve community-wide outcomes using real-time data. This includes significant efforts in support of CA and HIFIS which, when implemented, will enable a broad range of housing and support service organizations to collaborate more effectively and report on regional data and outcomes.

Within the Province of British Columbia, the CRD delivering its obligations under the RHP is not possible without working collaboratively with the provincial government and, most critically, BC Housing. To this end, *Belonging in BC: A collaborative plan to prevent and reduce homelessness* seeks to transform housing and health systems, strengthen community partnerships, ensuring programming and service delivery includes input for those impacted, and apply better data on drivers and impacts of homelessness. This document sets out a phase one, which is to focus on those with the highest and most complex needs first. Phase two will provide for targeted interventions for priority populations. And phase three will then support system transformation efforts. There is considerable shared intent underpinning the CRD's obligations to the Government of Canada through the RHP as related to CA and HIFIS and the provincial plan, particularly in support system transformation.

Over time the role of the CRD has grown through programs such as the RHP and Regional Housing First Program and the infrastructure being built related to CA and HIFIS. The expansion of the role the CRD plays along with the advancement of federal programs in 2018, and increased efforts through the provincial government in 2023, and the ongoing work happening at the community-level, which has been underway since 2000, all contribute to a vastly different homelessness intervention landscape when compared to 2007 and 2008.

Therefore, it would be appropriate for the CRD to undertake regional engagement to determine the most effective role for it to play in supporting the delivery of senior order government programs that is built on local community need and opportunities. The landscape is now far more complex with multiple orders of government each driving efforts to better address homelessness and there is an opportunity for the CRD to engage with member municipalities, electoral areas, senior orders of government, service delivery organizations, and others, to further explore how it can better advance and/or support regional homelessness intervention and prevention activities in a way that meets local needs within the context of the federal and provincial programs and strategies.

CONCLUSION

Due to the complexity in the homelessness intervention landscape, a collaborative and community-based approach, tailored to the specific needs of individuals and households is the most effective path to providing long-term solutions and ongoing housing stability. In support of addressing homelessness, the CRD has been active in advancing a range of initiatives since 2007 through the Community Health and Land Assembly, Housing and Land Banking Services. Under the authority of these services, the CRD has provided ongoing operational funding to two non-profit societies, the ACEH and AEHCR, and has administered several programs on behalf of senior orders of government.

Specific to the April 2024 motion approved by the CRD Board, parts one and two were integrated in the 2024/25 service agreement with the AEHCR and part three is currently being advanced within the scope of the RHP. Through the administration of the RHP, the CRD is playing an expanded role in working to support the deployment of HIFIS and will continue working with senior orders of government and other stakeholders to advance work related to CA. CRD staff note that there is a risk that the RHP will not extend beyond March 31, 2026, which could undermine the efforts currently being advanced by the CRD.

In terms of increase funding to the AEHCR, the provided materials suggest a going concern related to the short, medium-and long-term financial position of the society. The letter received from the AEHCR further notes that the society is expecting a deficit budget in 2025 and is also forecasting a deficit budget in subsequent years. It is not clear that the AEHCR will remain viable without additional funding from the CRD and other partners. The AEHCR does note that they are seeking to diversify revenues through grants and other fund development activities.

Due to significant changes to how all orders of government are working together to address homelessness, there is an opportunity for the CRD to undertake regional engagement to determine the potential role it can play in advancing regional supportive housing and sheltering objectives. Staff are therefore recommending that funding to the AEHCR be continued at the current level of \$225,000 per year until the end of 2026 and that a further \$100,000 be budgeted in support of CRD-initiated engagement activities. The engagement will build on the CRD's role as CE under the RHP and would seek to support enhanced efforts to advance a coordinated, regional, and collaborative response to homelessness as outlined in the CRD's *2023-2026 Corporate Plan*.

RECOMMENDATION

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

1. That the Capital Regional District (CRD) commits to continue funding the Alliance to End Homelessness in the Capital Region through annually negotiated service agreements at their core service level of \$225,000 to the end of 2026; and
2. That the CRD includes a one-time increase of \$100,000 in the CRD’s 2025 Financial Plan for CRD staff to undertake regional engagement to determine the CRD’s potential role in advancing regional supportive housing and sheltering objectives.

Submitted by:	James Proctor, BSS, MA, Manager, Housing Planning, Policy, and Programs
Concurrence:	Don Elliott, BA, MUP, Acting General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, Acting Chief Administrative Officer

ATTACHMENTS:

- Appendix A: Motion with Notice from Director Caradonna, dated April 10, 2024
Appendix B: Alliance to End Homelessness in the Capital Region Funding Request
Appendix C: Service Delivery Background and Highlights
Appendix D: CRD-AEHCR: 2024-25 Service Agreement Deliverables
Appendix E: Reaching Home Program Staff Report and Appendices, February 2024
Appendix F: AEHCR 2023-2024 Funding Increase Staff Report, October 2023

Motion with Notice from Director Caradonna, dated April 10, 2024:

To refer the following motion to staff to report back on the approach that would be taken and that a report come back to the Hospitals and Housing Committee:

“1. That the Board direct staff to work with the Reaching Home Program’s Community Advisory Board and/or the Alliance to End Homelessness in Greater Victoria to undertake studies, reports, or analyses on the following topics related to supportive housing across the Capital Region:

- a) A high-level regional resource inventory on services and supports within each jurisdiction that aid unhoused people (e.g., food banks, support services, indoor shelters, and so on.)*
- b) An analysis of the parks, public spaces, or campgrounds available for overnight sheltering for unhoused people across the region;*
- c) In light of the Province handing down supportive housing targets for all jurisdictions over a certain population, an assessment of the potential role for the CRD to play, in collaboration with local governments and BC Housing, in advancing regional supportive housing and sheltering objectives.”*



August 15, 2024

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

SENT VIA EMAIL

Re: Alliance to End Homelessness in the Capital Region - 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 AEHCR. The AEHCR is formally requesting an annual increase of \$145,000.

The CRD has been and continues to be a crucial partner supporting the activities of the AEHCR and its member societies since 2008. The AEHCR convenes and supports the work of the regional homelessness and adjacent social serving sectors. At the time of this writing, we have 29 local and regional member organizations who primarily provide services in the homelessness and social services sector, as well as 34 individual members. The organizations represented range from Cool Aid Society, Our Place Society, and Pacifica Housing Advisory Association to the Aboriginal Coalition to End Homelessness Society and the Victoria Native Friendship Centre, with sector adjacent members such as The Soup Kitchen and the Victoria Brain Injury Society.

The AEHCR convenes the following tables: AEHCR Health and Housing Steering Committee, System Transformation Working Group, Persons with Lived and Living Experience Council, Youth Task Force, Communications & Community Engagement Working Group, and the Community Data Dashboard. As well, the AEHCR has a seat at many community tables, such as Downtown Service Providers, Coordinated Access and Assessment Working Group, HIFIS Working Group, Sooke Homelessness Coalition, Seniors Housing Council Working Group, BC Coalition to End Youth Homelessness, Island Systems Community of Practice and has now been invited to join the Salt Spring Health Advancement Network (SSHAN).

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 by exploring and creating synergies and opportunities for partnerships and system-wide transformation. One of the significant achievements of this year has been the development of the 2025-2030 Community Plan to Functional-Zero. The Alliance consulted with all its members, partners, and the community and on April 29, 2024, the Plan was agreed upon by our community. The Plan was approved by our Board of Directors in May and in July the Board reviewed the 2025-2030 Action Plan.

The 2025-2030 Community Plan aligns with the principles of Housing First, Belonging in BC and other strategies that aim at making experiences of homelessness rare, brief and not recurring in our region by 2030. This ambitious vision is endorsed by our community and the support of the CRD becomes critical in its achievement.

As part of its work, 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, 2022, 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 progress toward Functional Zero homelessness and support evidence-based decisions regarding resource allocation and re-allocation.

In 2008, the CRD was integral in launching the AEHCR with core funding of \$150,000 per year for three years (2008 to 2010.) This core funding was increased to \$225,000 in 2011 and has not changed for 13 years. The CRD's Board generously approved an increase of \$120,000 for the fiscal year (April 01, 2024 – March 31, 2025), and is limited to our current fiscal year. AEHCR has had two other core funders since its inception. The City of Victoria provides \$100,000 annually and AEHCR has a Service Agreement with Island Health for \$70,000. However, the terms of the current agreement with Island Health will end on November 30th, 2024.

Each year the AEHCR enters into a Service Agreement with the CRD, which includes specific AEHCR deliverables. The AEHCR submits a report on the deliverables achieved to CRD staff each year prior to the negotiation and finalization of the next Service Agreement. This annual process for renewal of the service agreement makes it challenging to advance multi-year initiatives and creates instability in the organization. It is AEHCR's desire to enter into a multi-year service agreement, to advance the deliverables of the organization and support the CRD in delivering on its mandate.

The rationale for an increase in core funding is multi-faceted. While the impacts of inflation, the pandemic, and the challenges in addressing homelessness have increased over the past 13 years, as well as the corresponding AEHCR deliverables, our funding has remained stagnant. For the AEHCR to continue to convene, represent, advocate, support the sector with research and to provide overall support the CRD with its mandate, including as the Community Entity for Reaching Home funding, we need the requested increase in funding on a moving forward basis.

The Alliance is currently forecasting a deficit for fiscal 2025 and further deficits for subsequent years. We continue to seek diversification of revenues through grants and other fund development activities,

including fundraising. However, our costs continue to rise, especially around the implementation, monitoring, and evaluating the ambitious 2025-2030 Community Plan to Functional-Zero. We request the CRD continues to support the AEHCR with an increase of \$145,000 for 2025-2030 (a total investment of \$375,000 per year for each of five years plus an inflationary adjustment for each year after 2025) as we ensure service agreement deliverables while leveraging all funding for the enhancement of those deliverables and our promise to our community.

The work of the AEHCR is made possible thanks to the ongoing investment into community by the CRD. The positive impact of initiatives we have launched together focusing 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.

This request for an increase in funding will help support the aspiring vision of functional-zero by 2030 and we hope we can count on your support to achieve this lofty goal.

Thank you so much for your continued support, the consideration you give our request, and we look forward to your response.

Respectfully,

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Sean Dhillon, ICD.D
Community Co-Chair

A handwritten signature in black ink, featuring a series of overlapping loops and a long horizontal stroke extending to the right.

Sylvia Ceacero, MBA, MA, MCRM
CEO

Attachments:

- 2023-2024 Audited financial statements (draft) (Board approved)
- 2024-2025 Board Approved Budget
- Current member organizations
- Current Board of Directors
- AEHCR Staff
- 2023-2024 Schedule A CRD Report
- 2025-2030 Community Plan – Action Plan (Board reviewed)



Financial Statements

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

March 31, 2024

Contents

	Page
Independent Auditors' Report	1-2
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to the Financial Statements	7-12

Independent Auditors' Report

Grant Thornton LLP

Suite 650
1675 Douglas Street
Victoria, BC
V8W 2G5

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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, 2024, 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, 2024, 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 30, 2024



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 2024 2023

Assets

Current

Cash and cash equivalents	\$ 402,027	\$ 171,903
Accounts receivable	9,187	7,245
Prepaid expenses and deposits	8,925	10,078
Short term investments	-	26,000
	<u>420,139</u>	<u>215,226</u>

Tangible capital assets (Note 4)	<u>10,793</u>	<u>194,186</u>
	<u>\$ 430,932</u>	<u>\$ 409,412</u>

Liabilities

Current

Payables and accruals	\$ 91,146	\$ 39,367
Deferred contributions (Note 5)	77,383	126,696
Deferred capital contributions (Note 6)	-	188,516
	<u>168,529</u>	<u>354,579</u>

Net Assets

Invested in tangible capital assets	10,793	5,670
Internally restricted (Note 3)	120,000	-
Unrestricted	<u>131,610</u>	<u>49,163</u>
	<u>262,403</u>	<u>54,833</u>
	<u>\$ 430,932</u>	<u>\$ 409,412</u>

Commitments (Note 11)

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	2024				2023	
	Invested in tangible capital assets	Internally restricted	Unrestricted	Total	Total	
Balance, beginning of year	\$ 5,670	\$ -	\$ 49,163	\$ 54,833	\$	117,446
Excess (deficiency) of revenue over	5,123	-	202,447	207,570		(62,613)
Fund transfers	-	120,000	(120,000)	-		-
Balance, end of year	\$ <u>10,793</u>	\$ <u>120,000</u>	\$ <u>131,610</u>	\$ <u>262,403</u>	\$	<u>54,833</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	2024	2023
Revenue		
Government grants (Note 7)	\$ 610,317	\$ 1,114,104
Corporate donations	153,218	146,939
Contributions from other registered charities (Note 7)	83,962	101,155
Individual donations	22,873	199,728
Miscellaneous revenue	7,588	2,522
Membership fees	1,710	1,000
Interest	230	978
	<u>879,898</u>	<u>1,566,426</u>
Expenses		
Wages and benefits	414,525	452,720
Program expenses (Note 8)	202,649	615,932
Amortization	192,913	384,494
General administration	55,990	58,461
Rent	46,473	72,495
Professional fees	27,409	25,313
Communications and consultation	20,230	9,520
Council and committee meetings	10,220	10,104
	<u>970,409</u>	<u>1,629,039</u>
Deficiency of revenue over expenses before other income	<u>(90,511)</u>	<u>(62,613)</u>
Other income		
Gain on sale of tangible capital assets (Note 6)	298,081	-
Excess (deficiency) of revenue over expenses	\$ <u>207,570</u>	\$ <u>(62,613)</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

2024

2023

Increase (decrease) in cash and cash equivalents

Operating

Deficiency of revenue over expenses	\$ 207,570	\$ (62,613)
Amortization of deferred capital contributions	(188,516)	(377,032)
Amortization	192,913	384,494

211,967 (55,151)

Change in non-cash operating working capital

Accounts receivable	(1,942)	(3,701)
Government remittances receivable	-	3,120
Prepaid expenses and deposits	1,153	2,918
Payables and accruals	51,779	(63)
Deferred contributions	(49,313)	(96,858)

1,677 (94,584)

213,644 (149,735)

Investing

Purchase of short term investments	-	(26,000)
Sale of short term investments	26,000	-
Purchase of tangible capital assets	(9,520)	-

16,480 (26,000)

Net increase (decrease) in cash and cash equivalents **230,124** (175,735)

Cash and cash equivalents, beginning of year **171,903** 347,638

Cash and cash equivalents, end of year **\$ 402,027** \$ 171,903

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, 2024

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. The Society received status as a registered charity effective April 1, 2009. In September 2023 the Society's members agreed that the Coalition rebrand to The Alliance to End Homelessness in the Capital Region. The Society's mission is to ensure experiences of homelessness in the Capital Region by 2030 are rare, brief, and non-recurring.

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 ("ASNPO") and include the following significant accounting policies.

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.

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

March 31, 2024

2. Summary of significant accounting policies (continued)

Tangible capital assets

Tangible capital assets are initially recorded at cost and subsequently measured at cost less accumulated amortization. Tangible capital assets are amortized straight-line over its useful life at the following rates:

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

Impairment of long-lived assets

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value.

Use of estimates

The preparation of these financial statements in conformity with ASNPO requires management 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 the reported amounts of revenues and expenses during the reporting period. Significant estimates include the recoverability of accounts receivable, useful lives of tangible capital assets and the amount of accruals and deferred contributions. While management believes these estimates are reasonable, actual results could differ from those estimates and could impact future results of operations and cash flows.

Financial instruments

The Society initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The Society subsequently measures its financial assets and financial liabilities at amortized cost. Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and deferred contributions.

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, 2024

3. Internally restricted net assets

Internally restricted net assets include \$120,000 that was approved by the Board on March 26, 2024 for use as a contingency fund in the event of a future wind-down of the Society.

4. Tangible capital assets		2024		2023	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>		<u>Net book value</u>
Furniture and equipment	\$ 1,993	\$ 1,516	\$ 477	\$ -	
Computer equipment	27,969	17,653	10,316	5,753	
Leasehold improvements	-	-	-	1,089	
Temporary shelter	-	-	-	187,344	
	<u>\$ 29,962</u>	<u>\$ 19,169</u>	<u>\$ 10,793</u>	<u>\$ 194,186</u>	

5. Deferred contributions

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

	<u>CRD</u>	<u>City of Victoria</u>	<u>Island Health Authority</u>	<u>Non- Government</u>	<u>Total</u>
Balance, beginning of year	\$ 4,284	\$ 3,028	\$ -	\$ 119,384	\$ 126,696
Received / receivable during the year	368,252	100,000	108,333	30,600	607,185
	372,535	103,028	108,333	149,984	733,880
Less: amounts recognized as revenue	372,535	100,000	100,000	83,962	656,497
Balance, end of year	\$ -	\$ 3,028	\$ 8,333	\$ 66,022	\$ 77,383

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

March 31, 2024

6. Hey Neighbour Project

During previous fiscal years, the Society crowd-sourced funding from numerous individuals and local businesses and raised \$1,131,096 toward construction costs for the Hey Neighbour project. The useful life of the program was previously extended to 30 months and ended on September 30, 2023. The amount of deferred capital contributions recognized as revenue during the year is \$188,516 (2023: \$337,032). During the current fiscal period, the Society sold the remaining assets to BC Housing for \$300,000 and recognized a gain on sale of \$298,081 after the associated selling costs.

7. Grants

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

	<u>2024</u>	<u>2023</u>
Government grants		
Core Service Agreements:		
Capital Regional District (Note 5)	\$ 225,000	\$ 225,000
City of Victoria (Note 5)	100,000	100,000
Island Health (Note 5)	100,000	100,000
Project Funding:		
Capital Regional District - Community Entity (Note 5)	147,535	25,716
Capital Regional District - Deferred Capital Contributions	35,298	70,595
BC Housing	2,484	37,359
City of Victoria	-	505,816
Canadian Mortgage & Housing Corporation	-	49,418
Other	-	200
	<u>\$ 610,317</u>	<u>\$ 1,114,104</u>
Contributions from other registered charities (Note 5)		
Victoria Foundation	\$ 46,550	\$ 29,333
Catherine Donnelly Foundation	33,204	-
Other	4,208	16,660
Burnside Gorge Community Association	-	36,962
Second Harvest Food Bank	-	18,200
	<u>\$ 83,962</u>	<u>\$ 101,155</u>

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

March 31, 2024

8. Program expenses	2024	2023
Program expenses consist of the following:		
Sector Capacity Building	\$ 111,911	\$ 25,716
Face to Face with Stigma	39,732	151,634
Community Data Dashboard	28,166	-
Inclusion & Collaboration	21,411	8,607
Extreme Weather Response	1,429	6,941
Peer Housing Support	-	338,356
National Housing Solutions	-	37,359
Burnside Gorge Neighbourhood Engagement	-	36,962
Documentary: 940 Caledonia	-	6,250
Youth Hostel Pilot	-	4,107
	\$ 202,649	\$ 615,932

9. Risk management

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge its obligation.

The Society is exposed to credit risk with respect to its cash and cash equivalents and accounts receivable. Credit risk related to cash and cash equivalents is mitigated as the amounts are held with major Canadian financial institutions. Credit risk related to accounts receivable is mitigated as the Society enters into credit agreements with credit worthy customers.

(b) Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect to its accounts payable. Cash from operations provides a substantial portion of the Society's cash requirements.

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

March 31, 2024

10. Remuneration

The Societies Act (British Columbia) requires certain information to be reported with regard to remuneration of employees, contractors and directors.

During the year, the Society paid a total of \$105,000 (2023: \$107,827) to one employee (2023: one), whose remuneration, during the applicable period, was at least \$75,000.

11. Commitments

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

2025	18,405
2026	18,405
2027	4,601
	<u>\$ 41,411</u>

12. Economic dependence

The Society receives a significant portion of its funding (69%) from the government and related government agencies (2023: 71%). The ongoing operation of the Society in its present form is dependent on continuing to receive adequate levels of funding from these sources.

13. Comparative figures

Comparative figures have been adjusted to conform to changes in current year presentation.

Greater Victoria Coalition to End Homelessness
FISCAL 2025: BUDGET *APPROVED 3/26/2024*
CONFIDENTIAL

2025
BUDGET DRAFT

REVENUE

CRD	345,000
Island Health	100,000
City of Victoria	100,000
BC Government	-
Core Service Agreements	545,000
PROJECT Grants:	
Government	10,000
Non-Government	45,944
	55,944
DONATIONS	20,000
OTHER	3,000
TOTAL REVENUE	623,944

EXPENSE

Payroll - Core staff	448,333
Project Costs:	
Wages / Contractors	27,244
Stipends, Supplies & Misc	20,000
Total Project Costs	47,244
General & Admin	165,000
TOTAL EXPENSE	660,577
NET SURPLUS (DEFICIT)	(36,633)

Updated 2024.03.07

SERIAL NUMBER	DONOR FIRST NAME	DONOR LAST NAME	DONOR COMPANY NAME
1	████	██	████████████████████
2	██	██	██████████████
3			██████████
4	██████		██
5	████	██	██
6	█	████	██
7	██	██	█
8	██	██	█
9	██	████	██████
10			██████████████
11	██	██	██████████████████
12			██████████
13	█	██	██████████████
14	██	██	██████
15			██████
16	██	██	██
17	██	████	██████████████
18	██	████	██████████
19	██	████	██████
20	██	██	██████
21	████	██	██████
22	██	██	██████
23	████	████	██████████████████
24			██████████
25	██	█	██████████████
26			██████████
27	██	█	
28	██	████	

Greater Victoria Coalition to End Homelessness Society
Information for 2024 AGM

	Lastname	Firstname	Role
1	McNeil-Smith	Cliff	Co-Chair
2	Little	Marie-Térèse	Director
3	Murdoch	Kevin	Director
4	Reid	Kelly	Director
5	Stenson	Erika	Director
6	Fox	Jennifer	Director
7	Richardson	Sandra	Director
8	Kattler	Donald	Director
9	Dhillon	Sean	Community Co-Chair
10	Sluggett	Emily	Secretary / Treasurer
11	Position Vacant		Director PWLE
12	Tucker	Troy	Director PWLE
13	Kim	Susan	Director Youth Rep.



Alliance Permanent Staff – August 15 2024

Sylvia Ceacero, MBA, MA, MCRM
Chief Executive Officer (full-time)

Michelle Vanchu-Orosco, PhD
Director of Research and Data Analysis (full-time)

Andrew Holeton
Director of Collaborative Engagement and Impact (full-time)

Elizabeth Skillings, CPA
Director of Finance (part-time)

Michelle Pedersen
Administration and Business Coordinator (full-time)

Alliance to End Homelessness in the Capital Region (Greater Victoria Coalition to End Homelessness) CRD Service Agreement Report 2023/24

2023 – 2024 REPORT

SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO

Table of Contents

2023 – 2024 REPORT SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO	1
Core Functions & Objectives	3
1. Regional Planning and Coordination.....	3
2. Ongoing Research and System Monitoring.....	3
3. Communications and Engagement	3
4. General Administration	3
Deliverables	4
1. Regional Planning and Coordination (Collective Impact)	4
2. Ongoing Research and System Monitoring (Research and Data)	6
3. Communications and Engagement (Advocacy and Communications) (Collective Impact).....	8
4. General Administration (Organizational Strength)	10
5. Additional Activities	11
Appendices	14
Appendix A: Executive Director Reports.....	14
Appendix B: Community Data Dashboard (V1)	20
Appendix C: Community Data Dashboard Board Presentation	22
Appendix D: Community Data Dashboard H&HSC Update	35
Appendix E: GVCEH Community Data Dashboard Final Report	49
Appendix F: Report to the Ministry of Children and Family Development	66
Appendix G: Aging in Uncertainty: The Growing Housing Crisis for BC Seniors	75
Appendix H: Community Plan Consultation Event Agenda	142
Appendix I: Community Plan Consultation Event Presentation	143
Appendix J: 2022-23 Annual Report	149
Appendix K: 2023 Special General Meeting Minutes	187
Appendix L: Finding Housing for Displaced Ukrainians and Refugees on Vancouver Island: Regional Housing Report	189

Core Functions & Objectives

1. Regional Planning and Coordination

Objectives: (i) Develop Regional Plan of Action on addressing and preventing homelessness. (ii) 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 and 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.

3. Communications and Engagement

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

4. General Administration

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

Deliverables

1. Regional Planning and Coordination (Collective Impact)

i. Share GVCEH Executive Director reports that are delivered to the GVCEH Board quarterly.

1. Executive Director Reports delivered (see Appendix A)
Appendix A: Executive Director Report

ii. Report on the ongoing work of the Health and Housing Steering Committee (HHSC); coordinate and co- chair the HHSC leadership meetings.

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

Co-chair 6 HHSC leadership meetings/year (ongoing)

1. Health and Housing Steering Committee (Leadership meetings)
May 2023; July 2023; September 2023; November 2023; February 2024;
April 2024 (6 meetings)
2. Health and Housing Steering Committee (Full Committee meetings)
April 11, 2023; June 2022; August 2022; November 29, 2022; January 09,
2024; March 12, 2024 (6 meetings)

iii. 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. Attend and support the SHC Committee as required or as invited.
Member of the Advisory Committee as well.
2. Attend the SHC meetings and offer updates, as well as support for the
implementation of the Strategic Plan.
3. Review the Sooke Shelter Draft Service Agreement and provide guidance
to the SHC Executive Director for content and presentation to Sooke
Council.
4. Engage and consult with SHC for the 2025-2030 Community Plan.

iv. Engage with Salt Spring Island (SSI), homelessness serving sector organizations.

3 meetings/year (ongoing)

1. Initiatives to engage with SSI have been continuous but slow due to
changes in leadership in one of the key organizations. Outreach continues
to re-engage with the ED of IWAV.
2. Connected with SSI community leaders at April 2023 BCNPHA Rent event;
attended with Rob Grant, ED SI Community Services Society, May 24,
2023. Invite Rob to attend the HHSC.

v. Participate in and support Victoria Downtown Service Providers Meetings (DSP)

12 meetings/year (ongoing)

1. Downtown Service Providers (DSP) meetings:

April 25, 2023; May 23, 2023; June 27, 2023; July 2023 (no meeting, in lieu of Project Reconnect organizing); August 22, 2023 (Project Reconnect); September 26, 2023; October 24, 2023; November 29, 2022; December 12, 2023; January 23, 2024; February 27, 2024; March 26, 2024 (12 meetings/events)

i. **Supporting Work**

Continued engagement and meetings with Saanich and Sidney (ongoing)

- Met with Mayor of Saanich and will continue working to improve relationships.
- Met with Mayor of Sidney, Cliff McNeil-Smith, City staff and RCMP detachment to discuss homelessness in Sydney.

Seniors' Housing Council

- Member of the Seniors' Housing Council – meeting attendance, advice on seniors' housing report (Aging in Uncertainty) and spokesperson for the region (media engagement)

Community Plan Engagement

- March 2023 – November 2023: AEHCR meet with AEHCR Committees and working groups
AEHCR Board, Health & Housing Steering Committee, Lived & Living Experience Council, Sooke Homelessness Coalition, Downtown Service Providers, Youth Serving Organizations
- September 2023 – December 2023: Reviewed information collected for emerging themes and analysis
- January 30, 2024: Cross-sector Community Plan Engagement event
- March 2024: Community Plan follow-up questionnaire
- March 2024+: Continuing information collection with review for emerging themes and analysis

Core Area of Work: Work with Island Health partners to develop and initiate person-centered and needs based health and social supports in housing and in community.

- Service agreement in place with IH. Specific deliverables with them.

Core Area of Work: Work with key partners by participating and/or facilitating planning groups that support SSI with best practice knowledge to integrate SSI CAA model.

- (From 2022-2023) 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 Island Community Services

Core Area of Work: Priority given to communities/neighborhoods identified as locations for Rapid Housing Initiative's new or renovated supportive housing.

This deliverable was unclear and expectations around the supporting work were not established.

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

i. Support the 2023-2024 Point in Time Count.

- March 2023 PIT count: Supported in significant ways including questionnaire revision, attendance to all meetings, to volunteering the day of the count.

ii. Engage the community around the expanded required. This could include supporting the CRD Community Planner's work by facilitating connections and engagement with community partner working groups and people with lived/living experience. All stipend, food, and travel costs for people with lived/living experience attending meetings or portions of meetings specifically related to Coordinated Access and/or HIFIS, as well as the general costs of these meetings, will be provided by the CRD.

- Attend CAA, HIFIS, Built for Zero Webinars: July 28, 2022.
- Attend CAA WG, HIFIS WG, and CAA/HIFIS/CDD meetings.
- Attend Cowichan CA Engagement Planning meetings October 24, 2023, November 21, 2023.
- Ongoing meetings with CRD Community Planner for design and delivery of engagement with people with lived/living experience. Recruitment of supporting partners/sites.
- Review with Lived/Living Experience Council.

iii. Engage with community partners to coordinate system transformation processes that result from Coordinated Access process improvement through the System Transformation Working Group.

- STWG Meetings
9 meetings (ongoing)
May 25, 2023; June 26, 2023; July 27, 2023; September 20, 2024 (Co-chairs);
October 5, 2023; October 31, 2023; Nov 8, 2023 (Co-chairs).
Co-Chairs requested STWG hiatus August, December 2023. Feb 13, 2024;
Mar 12, 2024.

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

- CAA-WG Meetings: January 09, 2023
1 meeting
- CAA Event (including event planning): May 17, 2023; June 21, 2023; June 22, 2023 (all day workshop)
2 meetings/1 workshop

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

- HIFIS-WG Meetings: May 12, 2023; September 07, 2023; November 17, 2023 (missed December 05, 2023, meeting); February 08, 2024
Attended 4 meetings.
- Review of BC Housing Project Charter for HIFIS implementation
- Review of HIFIS consent forms for HIFIS implementation

vi. Quarterly meetings between director of research and data analysis (GVCEH) and the CRD Community Planner (HIFIS project)
(ongoing)

- CAA-WG Meetings: January 09, 2023
1 meeting
- CAA Event (including event planning): May 17, 2023; June 21, 2023; June 22, 2023 (all day workshop)
2 meetings/1 workshop
- HIFIS-WG Meetings: May 12, 2023; September 07, 2023; November 17, 2023 (missed December 05, 2023, meeting); February 08, 2024
Attended 4 meetings.
- Standup meetings: 1/2-hour meetings, with some discussion of Community Planner work
Approx. 10 meetings

vii. Work with Community Based HIFIS Lead - attend meetings as scheduled by the Community Planner.
(ongoing/until project completion)

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

Supporting Work

Community Data Dashboard

- CDD-WG bimonthly Meetings
6 meetings
May 03, 2023; July 05, 2023; September 06; November 01, 2023; January 10, 2024; March 06, 2023
- CAA, HIFIS, and Community Data Dashboard Collaboration
Monthly meeting to discuss CAA, HIFIS, and Community Data Dashboard collaboration efforts with CRD, BCH, AEHCR

1 meeting
May 11, 2023
- Phase 1: Version 1 completed.
[Appendix B](#): Community Data Dashboard (V1)

Community Data Dashboard Presentations

- Presentation to the Board of Directors: November 28, 2023
[Appendix C](#): Community Data Dashboard Board Presentation
- CDD Update Presentation to H&H Steering Committee (Full Committee): January 09, 2024
[Appendix D](#): Community Data Dashboard H&HSC Update

Community Data Dashboard Reporting

- Report to Catherine Donnelly Foundation
[Appendix E](#): GVCEH Community Data Dashboard Final Report
- BC Coalition to End Youth Homelessness
- Report to the Ministry of Children and Family Development
[Appendix F](#): January 2024 BCCEYH Report to the Ministry of Children and Family Development

Seniors' Housing Council

- [Appendix G](#): United Way report presented to the Seniors Housing Council
Aging in Uncertainty: The Growing Housing Crisis for BC Seniors

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

- 1. Convene and support the work of the Lived Experience Council**
6 meetings/year or as scheduled by the LEC (ongoing)
 - Lived and Living Experience Council
(12 meetings)
 - April 28, 2023; May 23, 2023; June 28, 2023; July 26, 2023; August 30, 2023; September 27, 2023; October 27, 2023; November 30, 2023; December 19, 2023; Jan 27, 2024, March 7, 2024; March 28, 2024.
- 2. Municipal engagement of the Communications, Education, and Awareness initiative, with an effort to engage all municipalities.**
 - The Communications Specialist position was vacant for approximately 5 months. A new person has now been hired and the communications plan is back on track: immediate response to media enquiries, redirection of enquiries, strategic communications plan revision, tactical communications plan development, social media management etc.
- 3. Meet with CRD to determine priority municipalities.**
 - Initial meetings with Mayors Sooke, Langford, and Saanich. Presentation at the City of Victoria Council October 26, 2023.
 - Langford Cross-sectoral event November 28, 2023.

4. Develop community- specific presentations.

The Communications Specialist position was vacant for approximately 5 months. The strategic communications plan deployment has begun with a digital campaign and will progress to municipal outreach.

5. Offer to present to Mayor and Council of at least 5 identified priority municipalities. CRD to support connections with municipalities, as required.
(ongoing)

1. District of Sooke Council: Presented Sooke Homelessness Awareness & Strategic Plan on January 16, 2023
2. Presentation to other municipalities (work in progress).

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

1. Attendance of all CAB meetings. Engagement with CAB Chair. Proposal evaluations.
2. Change in the role of Director of Engagement and Impact.
 - Recruitment process January-February 2023 and arrival of new director in March 2023.
 - Andrew Holeyton onboarded, orientation and community introductions/meetings.
 - Community Planning engagements executed and culminated on January 20, 2024, with the community consultation.
 - Refining objectives and setting priorities survey distributed March 2024.

Supporting Work

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)

Face 2 Face with Stigma (F2F) workshops conducted to educate, inspire empathy, and reduce fear toward people experiencing homelessness and/or substance use disorder.
(ongoing)

- From April 2023 to March 2024, F2F delivered 24 workshops with a total of 426 attendees.
- Since 2018, F2F delivered 89 workshops to more than 1400 attendees from various groups.

Community consultation and engagement for the development of the 2025-2030 Community Plan
(ongoing)

- Community Engagements
March – November 2023)

AEHCR Committees & Workgroups engaged: Board, Health & Housing Steering Committee, Lived & Living Experience Council, Sooke Homelessness Coalition, DSP, Youth Serving Organizations

September –December 2023
Emerging themes & analysis

- Community Plan Consultation Event
January 30, 2024
[Appendix H](#): Community Plan Consultation Event Agenda
[Appendix I](#): Community Plan Consultation Event Presentation

4. General Administration (Organizational Strength)

i. Annual Report (ongoing)

1. 2022-23 Annual Report
[Appendix J](#): 2022-23 Annual Report
 2. 2023-2024 Annual Report
- Production and development of 2023-24 Annual Report and distribution to all interested parties including members, municipalities, government partners, other partners.

ii. Annual General Meeting

1. 2023 AGM
 - AGM held September 28, 2023. Lack of quorum: meeting held to update members. No business conducted. SGM planned.
 - SGM held to comply with Society's Act. All filings done.
[Appendix K](#): 2023 Special General Meeting Minutes

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

1. Attempted to convene the meetings but there was unavailability for all suggested dates.

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

1. Executive Committee met on a regular basis ahead of the Board meetings and dealt with emerging issues.

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
 - Health and Housing Steering Committee (Leadership meetings)
May 2023; July 2023; September 2023; November 2023; January 2024; March 2024 (6 meetings)
 - Health and Housing Steering Committee (Full Committee meetings)
April 11, 2023; June 9, 2023; November 29, 2022; January 09, 2024; March 12, 2024 (6 meetings)
2. System Transformation Working Group: Review all partner tables with efficiency recommendations.
 - Adapt terms of reference as required (ongoing)
Ongoing; Initial review June 26, 2023; Amendments Oct 5, 2023; October 31, 2023, and development of Draft Framework
 - Facilitate 12 meetings/year (ongoing)
May 25, 2023; June 26, 2023; July 27, 2023; September 20, 2024 (Co-chairs); October 5, 2023; October 31, 2023; Nov 8, 2023 (Co-chairs) (7 meetings)
3. Community Engagement & Communications Working Group; facilitate quarterly meetings and establish working groups to address specific initiatives.
 - Committee is in hiatus pending governance review.
4. Youth Task Force (Prevention of Homelessness) – 6 to 12 meetings/year (ongoing)
 - Committee is being reviewed and redesigned at the request of the Youth Serving Sector members.
5. BC Coalition to End Youth Homelessness – attend meetings as scheduled by the BCCEYH (ongoing)
 - Attendance to all BCCEYH meetings.
 - Alliance Executive Director part of the Advocacy and Communications Committee.
 - Minutes are available through the BCCYEH.

Supporting Work

Core Areas of Work: Develop an annual Plan of Action for review by the Health & Housing Steering Committee and approval by the Board of Directors.

- Discussions with the HHSC ongoing as the governance review for the Alliance is underway.

5. Additional Activities

Fundamentals for the Homelessness Serving Sector (FHSS): A micro-credential.

- Collaboration between AEHCR and the University of Victoria to develop a set of courses that leads to a micro-credential for persons working in the homelessness serving sector.

- Development Relational Practice standards through micro-credential training

Refugee Readiness Team - Vancouver Island

RRT-VI meetings and Events

- Attending meetings as able.
- February 22, 2024: From Diversity to Prosperity: Employing Newcomers in the Capital Region event.

Collaboration on Finding Housing for Displaced Ukrainians and Refugees on Vancouver Island: Regional Housing Report (surveying Landlords and Ukraine Refugees on housing on Vancouver Island)

[Appendix L](#): Finding Housing for Displaced Ukrainians and Refugees on Vancouver Island: Regional Housing Report (report to be provided when released)

System Navigators and a Community Hub: Re-imagining Care, Support and Community-belonging for Older Women and Gender Diverse Persons Experiencing Housing Insecurity

- Collaboration with AEHCR and University of Victoria's Faculty of Social Sciences & IALH
- Continuation of the NHS Solutions Lab Peer Navigator prototype
- AEHCR role – co-co-principal investigator

SYNOPSIS

Overall Goal: To make a difference in the lives of OWGD who will receive support from the CCSNs and Hub interventions. Personalized guidance, information and opportunities for social interaction will help to support housing stability and permanent exits from homelessness.

Supporting Vulnerable and Marginalized Older Adults to be Cared for and to Die at Home.

- Collaboration with AEHCR and University of Victoria's interdisciplinary team
- Palliative Care for persons experiencing homelessness.
- AEHCR role – research: data interpretation, stakeholder identification and engagement, and dissemination, ensuring findings are translated to public housing decision and policy making audience.

SYNOPSIS

The overall goal of this study is to understand how we can facilitate dying-in-place for structurally vulnerable older adults. Objectives are to:

1. Identify and analyze published literature, and policy and regulatory guidelines that guide decision-making related to place of care and death for structurally vulnerable older adults;
2. Describe, from the perspective of older adults, their support persons, and housing and health service providers, the conditions that would enable older adults to be cared for and die-in-place;
3. Determine the required policy and regulatory changes and community-based health and social services that would be needed to promote older adults

experiencing structural vulnerability to be cared for and die-in-place if that was their wish to do so; and integrate findings to inform the co-development of a set of actionable recommendations to guide health and housing sector leaders to promote equity-oriented policies and services to enable older adults to be cared for and die-in-place or in locations consistent with their wishes.

Appendices

Appendix A: Executive Director Reports

ED Report – July 2023 – Summary report - first quarter

Advocacy and communications

- BC Coalition to End Youth Homelessness: attendance and support.
- BC Coalition to End Youth Homelessness Advocacy Committee: attendance and support advocacy and communications efforts.
- AMSAA Housing Committee: attendance inaugural meeting
- Seniors Housing Working Group: meeting attendance.
- Engage with City of Victoria Manager to obtain date for presentation.
- Attend Council to support BC Housing's Russell St Project
- Write letters of support for diverse housing developments (BC Housing, Greater Victoria Housing Society)
- Informal partner meetings to discuss ongoing files / issues.
- Meeting with BC Housing CEO and Executive team – advocacy and relationship building.

Collective Impact

- Community Plan consultations: done - Board, HHSC, PLLEC, STWG. Upcoming: DSP, SCEH, SSI, PLLEC, Community engagement
- Health and Housing Steering Committee Leadership and regular meetings: prepare, attend, and chair ongoing meetings.
- System Transformation Working Group – prepare, attend, and chair ongoing monthly meetings, review of terms of reference and priority issues of focus.
- Downtown Service Providers: attend monthly meetings.
- Sooke Coalition to End Homelessness: attend ongoing meetings.
- Regional Housing Advisory Committee: attended first meeting.
- WorkBC – Initiated partnership to design a WorkBC cohort program for Peer Workers 'Community Care Works 4 Me' to increase employment and employability. Focus groups and meetings held.

Research and Data

Data Dashboard – Michelle

- Hiring Research Associate to support work
- Engagement with housing providers (including bi-monthly meetings)
- Creation of snapshot 'dashboard' to include:
 - Aggregate numbers for housing (mat, bed, unit) by defined housing type (e.g., emergency shelter, transition house, transitional housing...),
 - Bylaw information on outdoor shelters, starting with City of Victoria by month,
 - Emergency Weather Response information, by month, and
 - Housing stock coming online, by expected date.

CAA / HIFIS Support – ongoing support: attendance at meetings and discussions with BC Housing

- Member of CAA working group,

- Member of HIFIS working group,
- Ongoing discussions with BC Housing, CRD Community Planner,
- Keeping current on Built for Zero communities, CA workshops/engagements, HIFIS workshops/engagements, and
- Attendance at Community Planner workshops, engagements, meetings.

Women+ Fleeing Violence and Herluma – Michelle

- App creation with INSPIRE group,
- Review of development plan,
- Presentations/meetings with BC Housing, and
- Possible future meetings with Tectoria (Viatech).

Sector Resiliency

Best practices / training / resource sharing Group (Best Practices Collective) – Michelle

- Monthly meetings to discuss best practices for HR, training resources for staff.

Micro-credentialing project with UVic- Michelle

- Organizing monthly Best Practices Collective meetings (includes agenda, minutes, additional documents as needed),
- Organizing presentations to different tables (e.g., DSP),
- Supporting/organizing Focus group engagements,
- Funds allocation, and
- Quarterly reports to CRD.

Organizational Strength

- Executive Committee: support and briefing: governance review, AGM
- Finance Committee: Audit 2022-2023, policy discussion, monthly financials.
- Governance Committee: review bylaws, meetings with all Board members and CRD Ex-Officio, conversations with partners
- Planning sessions: staff – Community Plan and organizational review and redesign
- Negotiating service agreements: IH and CRD
- HR matters: Organizational redesign
- Tiny town: Pursuing all avenues to realize sale by September 30th.
- Funding: Research all sources of funding, reports to funders for ongoing funding and service agreements
- IT project – Business analysis and continuity
- Relocation of offices

ED Report – February 20, 2023 – Summary report

Advocacy and communications

- BC Coalition to End Youth Homelessness: attendance and support.
- BC Coalition to End Youth Homelessness Advocacy Committee: attendance and support advocacy and communications efforts.
- AMSAA Housing Committee: attendance

- Seniors Housing Working Group: meeting attendance, report revision, media outreach/spokesperson, dissemination.
- Progress report: CRD January 31
- Meetings: City of Victoria – Manager, Community Services - Bylaw and Licensing Services
- Formal and Informal partner meetings to discuss ongoing files / issues / matters.
- Langford community collaboration: turning information to action session.

Collective Impact

- Community Plan consultations: done - Community engagement January 30, 2024
- Health and Housing Steering Committee Leadership and regular meetings: prepare, attend and co-chair ongoing meetings.
- System Transformation Working Group – Lead: Andrew – prepare, attend, and chair ongoing monthly meetings, review of terms of reference and priority issues of focus.
- Downtown Service Providers: attend monthly meetings.
- Sooke Coalition to End Homelessness: attend ongoing meetings, as invited.
- Regional Housing Advisory Committee: attend ongoing meetings.
- BC Seniors Housing Council: attend ongoing meetings.
- Reaching Home – CAB: attend ongoing meetings, evaluate and score funding proposals.
- EWR – continue to support to Salvation Army and partners for the 2023-2024 EWR deployment.
- Face2Face with Stigma – ongoing development – lead - Andrew

Research and Data

Data Dashboard – Lead: Michelle

- Research Associate supporting work.
- Engagement with housing providers (including bi-monthly meetings)
- Creation of snapshot ‘dashboard’ to include:
 - Aggregate numbers for housing (mat, bed, unit) by defined housing type (e.g., emergency shelter, transition house, transitional housing...),
 - Bylaw information on outdoor shelters, starting with City of Victoria by month,
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- Presentations/meetings with BC Housing, and
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- Organizing presentations to different tables (e.g., DSP),
- Supporting/organizing Focus group engagements,
- Funds allocation, and
- Quarterly reports to CRD.

Organizational Strength

- Lived Experience Council – support and consultation – Lead - Andrew
- Executive Committee: support and briefing: governance review, AGM
- Finance Committee: draft budget 2024-2025, finance policies discussion, monthly financials.
- Governance Committee: governance review, review bylaws, seek and obtain quotes for consultant to perform governance review, conversations with partners, reference to Deloitte – governance review pro-bono.
- Planning sessions: staff – Community Plan and organizational review and redesign
- Tiny town: meetings and site visits with several interested parties, negotiations of purchase / sale and securing legal advice to conclude sale at \$300,000, advising all interested parties of sale, supporting communications; chair last CAC meeting.
- HR matters: organizational redesign, contract preparation – P/T Communications Specialist
- Funding: research all sources of funding, reports to funders for ongoing funding and service agreements
- IT project – business analysis and continuity - ongoing
- Co-Chairs engagement and support – ongoing
- Oversight of all administrative matters: insurance, HR, departments, health benefits negotiations
- AGM and SGM: preparation and execution
- Communications: social media presence and website engagement
- IT: meeting with current service provider to clarify contract deliverables.

ED Report – February 20, 2023 – Summary report

Advocacy and communications

- BC Coalition to End Youth Homelessness: attendance and support.
- BC Coalition to End Youth Homelessness Advocacy Committee: attendance and support advocacy and communications efforts.
- AMSAA Housing Committee: attendance / participation
- Seniors Housing Working Group: meeting attendance, report revision, media outreach/spokesperson, dissemination of report.

- Schedule A progress report: meeting with CRD January 31 and upcoming meetings for final presentation and service agreement negotiation
- Meetings: City of Victoria – Manager, Community Services - Bylaw and Licensing Services and regular City Manager meetings
- Formal and Informal partner meetings to discuss ongoing files / issues / matters.
- Langford community collaboration: attend the “turning information to action” session.
- Presentations to high schools: École Intermédiaire Central Middle School, Reynold Secondary School, and Frances Kelsey Secondary School
- Participation as panelist: London - Homelessness Hub Model Webinar organized by the CSPC.
- Meeting with Grace Lore, Minister MCFD to discuss collaboration and potential funding.
- Screening of 940 Caledonia: attendance
- Review strategic communication plan tactics: digital campaign, events, website.

Collective Impact

- Community Plan consultations: done - Community engagement January 30, 2024
- Health and Housing Steering Committee Leadership and regular meetings: prepare, attend and co-chair ongoing meetings.
- System Transformation Working Group – Lead: Andrew – prepare, attend, and chair ongoing monthly meetings, review of terms of reference and priority issues of focus.
- Downtown Service Providers: attend monthly meetings.
- Sooke Coalition to End Homelessness: attend ongoing meetings, as invited.
- Regional Housing Advisory Committee: attend ongoing meetings.
- BC Seniors Housing Council: attend ongoing meetings.
- Reaching Home – CAB: attend ongoing meetings, evaluate, and score funding proposals.
- EWR – continue to support to Salvation Army and partners for the 2023-2024 EWR deployment.
- Face2Face with Stigma – ongoing development – lead – Andrew

Attend Grace Lore’s Holiday get together, attend Our Place Turkey Lunch

Research and Data

Data Dashboard – Lead: Michelle

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- Creation of snapshot ‘dashboard’ to include:
 - Aggregate numbers for housing (mat, bed, unit) by defined housing type (e.g., emergency shelter, transition house, transitional housing...),
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- Attendance at Community Planner workshops, engagements, meetings.

Women+ Fleeing Violence and Herluma – Michelle

- App creation with INSPIRE group,
- Review of development plan,
- Presentations/meetings with BC Housing, and
- Possible future meetings with Tectoria (Viatech)
- Meeting the team to assess next steps.

Sector Resiliency

- Best practices / training / resource sharing Group (Best Practices Collective) – Michelle - lead
- Monthly meetings to discuss best practices for HR, training resources for staff.

Micro-credentialing project with UVic – Michelle lead

- Organizing monthly Best Practices Collective meetings (includes agenda, minutes, additional documents as needed),
- Organizing presentations to different tables (e.g., DSP),
- Supporting/organizing Focus group engagements,
- Funds allocation, and
- Quarterly reports to CE - CRD

Organizational Strength

- Lived Experience Council – support and consultation – Lead - Andrew
- Executive Committee: support - ongoing meetings
- Finance Committee: support – agenda, draft budget 2024-2025, policies discussion, financials.
- Governance and Nominations Committee: governance review, bylaws review, continue to meet and liaise with Deloitte.
- Planning sessions: staff – Community Plan and organizational review and redesign
- Tiny town: file is concluded successfully. \$300,000 proceeds were deposited in our account early January.
- HR matters: organizational redesign, P/T Communications Specialist - hired, P/T Administrative and Business Coordinator - hired.
- Funding: research all sources of funding, preparation of reports to funders for ongoing funding and upcoming service agreements, write letter of request of increased funding from the CoV, follow-up Ministry of Housing funding request
- IT project: business analysis and continuity - ongoing
- Co-Chairs: engagement and support – ongoing
- Communications: social media presence and website engagement. interviews
- IT: search for optimal service provider
- Oversight of all administrative matters: all departments, insurance, HR, health benefits
- Chair: monthly staff meetings

The Community Data Dashboard

The first iteration of the internal data dashboard includes

- 👉 shelter/housing information
- 👉 extreme weather program information
- 👉 outdoor sheltering City of Victoria by-law information
- 👉 new housing stock information

Shelter/Housing

Type of Housing	September 01 - 30, 2022 (#)	October 01 - 31, 2022 (#)
Temporary Emergency Shelter (mats)	0	0
Temporary Emergency Shelter (beds)	20	20
Temporary Emergency Shelter (family units)	3	3
Year-round Emergency Shelter (mats)	0	0
Year-round Emergency Shelter (beds)	109	109
Transitional Housing (beds)	43	43
Transitional Housing (units)**	104	104
Supportive Housing (embedded supportive services)*	1014	746
Supported Housing (support services NOT embedded)*	43	43
Below market (unit - Residential Tenancy Agreement)*	63	63
Rental at Market Price with Rent Subsidy	0	0
	1399	1131

* Includes single room occupancy (shared amenities)

** (n+) beds may be distributed amongst (n) rooms, for women with and without children - families do not share rooms, but singles sometimes do

September/October 2022: One site - 33 individuals housed; 44 individuals waitlisted

Data reviewed by & aggregated over 7 housing organizations

Emergency Weather Program

Month	Date	Mats Available (co-ed)
September 01 - 30, 2022	September 01 - 30, 2022 ¹	
October 01 - 31, 2022	October 01 - 31, 2022 ¹	
November 01 - 30, 2022	Monday, November 7, 2022	25
	Tuesday, November 8, 2022	35
	Wednesday, November 9, 2022	35
	Friday, November 18, 2022	35
	Sunday, November 27, 2022	35
	Wednesday, November 30, 2022	65

¹ No activations for this month.

City of Victoria Weekly Bylaw data

2022	Mean (Weekly)	Median (Weekly)	Interactions with People Weekly totals
Aug 29 - Sep 04	24.7	24.0	363
Sep 05 - Sep 11	30.3	30.0	512
Sep 12 - Sep 18	27.7	29.0	441
Sep 19 - Sep 25	29.6	28.0	400
Sep 26 - Oct 02	27.1	27.0	276
Oct 02 - Oct 09	30.1	30.0	382
Oct 10 - Oct 16	32.0	32.0	62
Oct 17 - Oct 23	34.3	25.0	402
Oct 24 - Oct 30	29.0	25.0	441

New Housing Stock

Housing Name	Housing Type	Number of Units	Residents	Expected Date of Completion
Albina	supportive	52		Feb 01/2023
Juniper (PHS)	supportive	46		Feb 01/2023
House of Courage	supportive	45	Indigenous (ACEH)	Mar 01/2023
Prosser	supportive	39		May 01/2023
Prosser	RHFP	10		May 01/2023
Meares	supportive	52	Youth (Beacon)	Summer 2023
Balmoral (Cool Aid)	supportive	50		Summer 2023
Transition House	transition	7	Women (Anawin)	Spring 2023



We will cover...

- Community Data Dashboard Ecosystem
- Our Research Associate
- Community Data Dashboard Working Group members
- Housing Data
- 2023-2024 Timeline
- Summary
- Discussion & Questions



The Community Data Dashboard Ecosystem

The Community Data Dashboard (CDD)

Strategic use of data, the CDD is

- an **initial step** in creating baseline information for the Capital Region
- one **indicator**, a **snapshot**, demonstrating our progress toward Functional Zero
- a **system inventory** of housing for the Capital region

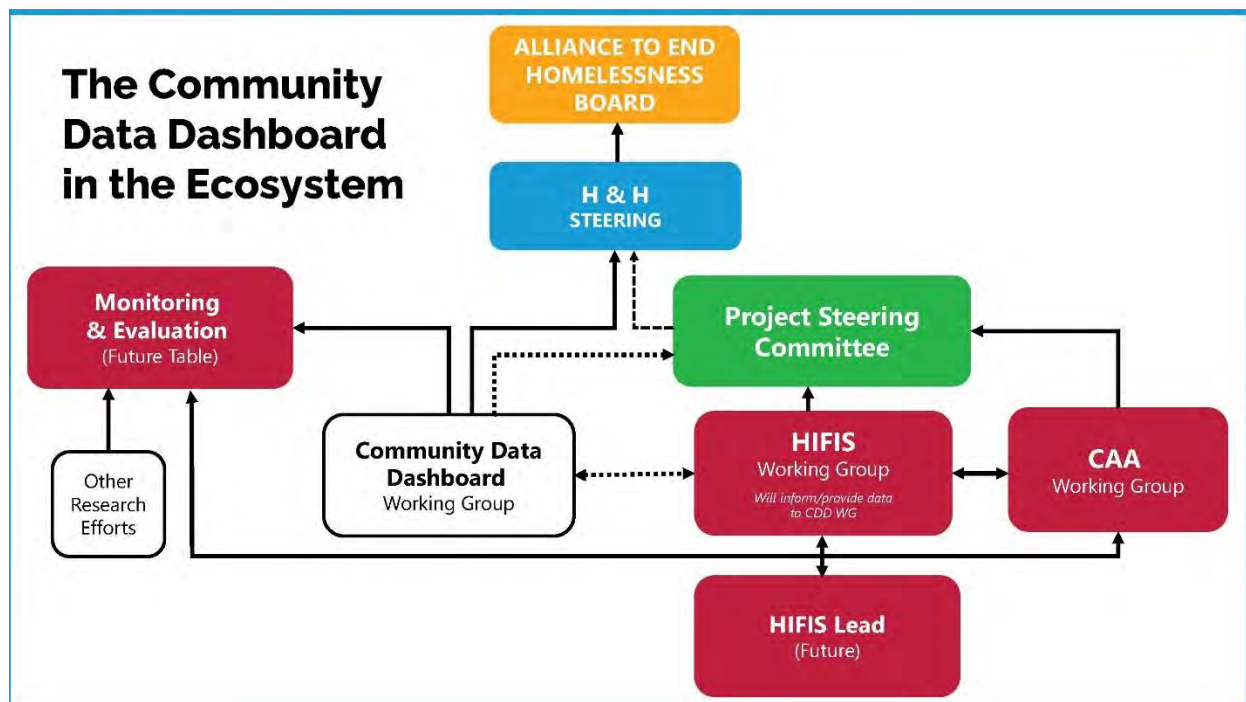
Allowing us to

- **share** information, in aggregate form, across **our partners and others in the region**

With aggregate data eventually shared

- across the **entire sector**
- with the **general public**





Our Research Associate

Using Catherine Donnelly Foundation funding...

Meet [Marc Rawson](#), our CDD Research Associate!

Started May 24, 2023, working until April 2024.

- Research, updating, & development of CDD
- Supporting organizations onboarding to CDD
- Aggregating and communicating data



Community Data Dashboard Working Group members

Community Data Dashboard Working Group members

We have engaged people working with data from the following organizations

Housing Providers/Operators

- Anawim Companion Society
- BC Housing
- Beacon Community Services
- Capital Region Housing Corporation
- Greater Victoria Housing Society
- Island Health
- John Howard Society
- Our Place Society
- Pacifica Housing Advisory Association
- PHS Community Services Society
- Salvation Army Victoria
- Society of Saint Vincent de Paul
- The Cridge Centre for the Family
- Threshold Housing Society
- Victoria Cool Aid Society
- Victoria Native Friendship Society
- Victoria Women's Transition House

Housing Providers/Operators

- Capital Regional District Community Planner



Housing Data

The Community Data Dashboard

This iteration of the internal data dashboard includes

- [Shelter/housing](#) information
- [Extreme Weather Response](#) (EWR) program information
- Outdoor [sheltering City of Victoria bylaw](#) information
- [New housing stock](#) information



Shelter and Housing Inventory

(August 1, 2023, to September 30, 2023)

Housing Type	August 01 - 31, 2023 (#)	September 01 - 30, 2023 (#)
Emergency Shelter Seasonal (temporary)	0	0
Emergency Shelter (temporary)	127	127
Safe Homes (temporary)	0	0
Transition Houses (temporary)	0	0
Transitional Housing (temporary)	431	438
Second-stage Housing (temporary)	7	7
Third-stage housing (semi-permanent)	19	19
Women-specific (permanent)	12	12
Supportive Housing (permanent)	382	382
Social/Subsidized Housing (permanent)	566	566
Unknown	1085	1085
Total	2629	2636

*** Data aggregated from 12 organizations*



Emergency Weather Response (EWR) Program

2022

Month	Date	Mins available (Co-ed)
September 01 - 30, 2022 ¹		0
October 01 - 31, 2022 ¹		0
November 01 - 30, 2022	Monday, November 7, 2022	25
	Tuesday, November 8, 2022	35
	Wednesday, November 9, 2022	35
	Friday, November 18, 2022	35
	Sunday, November 27, 2022	35
	Wednesday, November 30, 2022	65
	Sunday, December 4, 2022	35
December 01 - 31, 2022	Monday, December 5, 2022	50
	Thursday, December 15, 2022	80
	Friday, December 16, 2022	80
	Saturday, December 17, 2022	80
	Sunday, December 18, 2022	80
	Monday, December 19, 2022	80
	Tuesday, December 20, 2022	80
	Wednesday, December 21, 2022	80
	Thursday, December 22, 2022	80
	Friday, December 23, 2022	80
	Saturday, December 24, 2022	0
	Sunday, December 25, 2022	0

2023

Month	Date	Mins available (Co-ed)
January 01 - 31, 2023	Wednesday, January 11, 2023 ²	
	Wednesday, January 18, 2023	60
	Thursday, January 19, 2023	50
	Friday, January 20, 2023	50
	Saturday, January 21, 2023	50
	Sunday, January 22, 2023	50
	Friday, January 27, 2023	0
	Saturday, January 28, 2023 ¹	
	Sunday, January 29, 2023 ¹	
	Monday, January 30, 2023 ¹	
	Tuesday, January 31, 2023 ¹	
	Friday, February 3, 2023	80
	Monday, February 13, 2023	80
February 01 - 28, 2023	Tuesday, February 14, 2023	80
	Monday, February 20, 2023	50
	Tuesday, February 21, 2023	60
	Wednesday, February 22, 2023	60
	Thursday, February 23, 2023	30
	Friday, February 24, 2023	60
	Saturday, February 25, 2023	30
	Sunday, February 26, 2023	0
	Monday, February 27, 2023	60
	Tuesday, February 28, 2023	30
	March 01 - 31, 2023 ¹	0
	April 01 - 30, 2023 ²	0

1. No activations for this month.
2. No data.



HOPE HAS FOUND A HOME

City of Victoria Weekly Bylaw Data

(August 29, 2022 – October 30, 2022)

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Aug 29 - Sep 04	24.7	24.0	363
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Oct 10 - Oct 16	32.0	32.0	62
Oct 17 - Oct 23	34.3	25.0	402
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** Met with City of Victoria Bylaw Services, will get information for 2023 and moving forward



HOPE HAS FOUND A HOME

New Housing Stock

2023 New Housing Opening Status

Name	Housing Type	Units	Residents	Expected Date of Completion	Status
Albina (OPS)	Supportive Housing (permanent)	52		1/2/2023	Completed
House of Courage (ACEH)	Supportive Housing (permanent)	43	Indigenous	1/3/2023	Completed
Prosser Place (CRHC)	Social/Subsidized Housing (permanent)	41		1/5/2023	Completed
Prosser Place (CRHC)	Regional Housing First Program	10		1/5/2023	Completed
Meares (Beacon)	Supportive Housing (permanent)	48	Youth (19-27)	Summer 2023	Completed
Transition House (Anawim)	Transitional Housing (temporary)	7	Women	1/9/2023	Completed
Juniper (PHS)	Supportive Housing (permanent)	46		Late Fall 2023	In Progress
Balmoral (Cool Aid)	Supportive Housing (permanent)	56		Spring 2024	In Progress



City of Ottawa Dashboards

The Temporary Emergency Accommodations Dashboard provides information about people experiencing homelessness in Ottawa. It includes people who have stayed in a City of Ottawa funded shelter, transitional housing program, and overflow sites which include hotels/motels and post-secondary institutions.

The Temporary Emergency Accommodations Dashboard provides information about people experiencing homelessness in Ottawa.

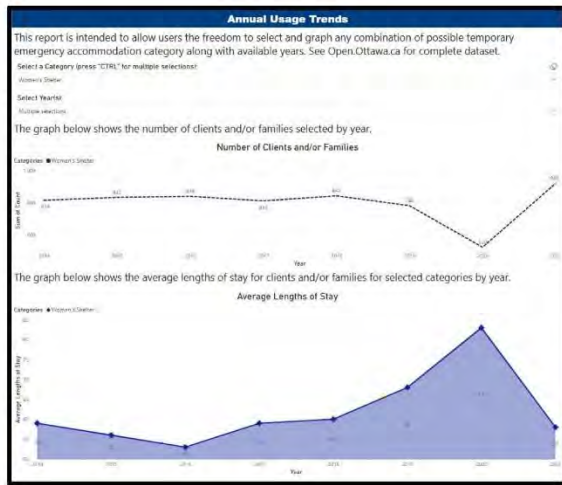
Expand all
Collapse all

- + Housing data and analysis
- + Dashboard
- + All clients dashboard
- + Single sector dashboard
- + Single demographics dashboard
- + Temporary emergency accommodation for families dashboard
- + Families, households, and members housed
- + Annual usage trends

City of Ottawa Temporary Emergency Accommodations Dashboard (PowerBI)
ottawa.ca/en/family-and-social-services/housing/temporary-emergency-accommodations-dashboard



City of Ottawa Dashboards



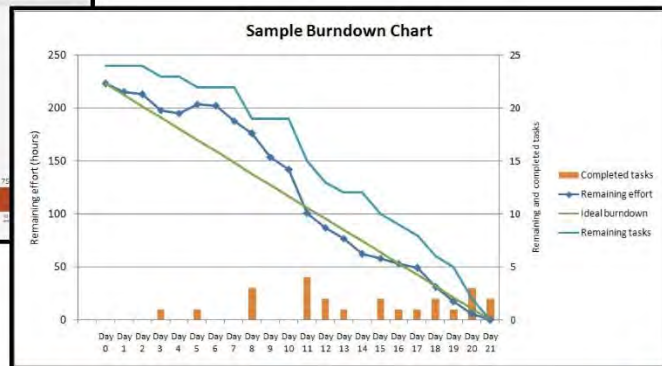
City of Ottawa: Temporary Emergency Accommodations Dashboard (PowerBI)
ottawa.ca/en/family-and-social-services/housing/temporary-emergency-accommodations-dashboard



Power BI Examples



Community Data Dashboard Homeless Management Information System | Santa Barbara County, CA - Official Website (countyofsb.org)



Burndown Chart - Sprint, Release and Product Tracking - Tech Agilist



2023 - 2024 Timeline

Timeline

Milestone	Date	Progress
Initial internal data dashboard for housing services	April 2023	Completed
All organizations in the housing homelessness serving sector will be onboarded and data provided for the internal dashboard	August 2023	Completed
Onboarding of a select group of organizations that provide supports and services in the homelessness sector in the CRD to the Community Data Dashboard Working Group	February 2024	In progress
An external public-facing dashboard with aggregate housing data will be released	March 2024	In progress
Initial internal release of the CDD with shelter, housing, and services/supports information	May 2024	In progress



Who are we onboarding next?

Onboarding...

- Aboriginal Coalition to End Homelessness Society
- Islanders Working Against Violence
- M'akola Housing Society
- Sooke Shelter Society



Summary

In order to influence decision making and policy in the Capital Region, **all voices must be present**, collaborating on decisions on data to collect and interpretation of the data we collect.



We Covered...

- Community Data Dashboard Ecosystem
- Our Research Associate
- Community Data Dashboard Working Group members
- Housing Data
- 2023-2024 Timeline
- Summary
- Discussion & Questions



Discussion & Questions

Learn more

www.victoriahomelessness.ca

Contact us

admin@victoriahomelessness.ca



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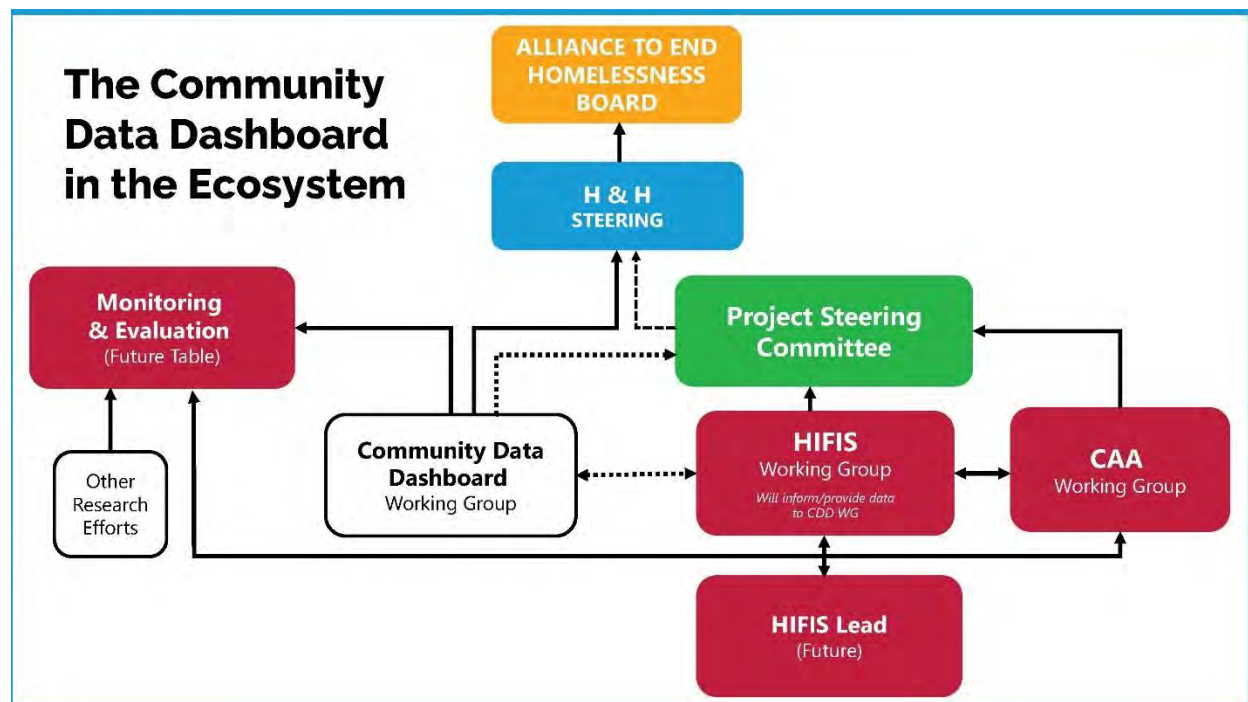
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HOPE HAS FOUND A HOME

Housing Data

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- [New housing stock](#) information



HOPE HAS FOUND A HOME

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Unknown	1085	1085
Total	2629	2636

*** Data aggregated from 12 organizations*



HOPE HAS FOUND A HOME

Emergency Weather Response (EWR) Program

2023

Month	Date	Mets Available (Go-eds)
January 01 - 31, 2023	Wednesday, January 11, 2023 ¹	
	Wednesday, January 18, 2023	60
	Thursday, January 19, 2023	50
	Friday, January 20, 2023	50
	Saturday, January 21, 2023	50
	Sunday, January 22, 2023	50
	Friday, January 27, 2023	0
	Saturday, January 28, 2023 ²	
	Sunday, January 29, 2023 ²	
	Monday, January 30, 2023 ²	
	Tuesday, January 31, 2023 ²	
February 01 - 28, 2023	Friday, February 3, 2023	80
	Monday, February 13, 2023	80
	Tuesday, February 14, 2023	80
	Monday, February 20, 2023	50
	Tuesday, February 21, 2023	60
	Wednesday, February 22, 2023	60
	Thursday, February 23, 2023	30
	Friday, February 24, 2023	60
	Saturday, February 25, 2023	30
	Sunday, February 26, 2023	0
	Monday, February 27, 2023	60
	Tuesday, February 28, 2023	30
	March 01 - 31, 2023 ¹	0
	April 01 - 30, 2023 ²	0

Month	Date	Mets Available (Go-eds)
September 01 - 30, 2023 ¹		0
October 01 - 31, 2023 ¹		0
November 01 - 30, 2023	Thursday, November 23, 2023	80
	Monday, December 4, 2023	80
	Saturday, December 23, 2023	80
	Sunday, December 24, 2023	-
December 01 - 31, 2023	Monday, December 25, 2023	-
	Saturday, January 6, 2024	80
	Sunday, January 7, 2024	80
January 01 - 31, 2024	Monday, January 8, 2024	80
	Tuesday, January 9, 2024	80

1. No activations for this month.
2. No data.



HOPE HAS FOUND A HOME

City of Victoria Weekly Bylaw Data

(September 19, 2022 – October 30, 2022 \ December 3, 2023 – December 30, 2023)

Date	Mean (Weekly)	Median (Weekly)	Interactions with People Weekly Totals
Sep 19 - Sep 25, 2022	29.6	28.0	400
Sep 26 - Oct 02, 2022	27.1	27.0	276
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Oct 24 - Oct 30, 2022	29.0	25.0	441
\			
Dec 3 - Dec 9, 2023	38.1	39.0	
Dec 10 - Dec 16, 2023	33.1	30.0	
Dec 17 - Dec 23, 2023	31.3	1	
Dec 24 - Dec 30, 2023	16.0	10.0	

1. No data.

** No longer collecting data regarding interactions with people

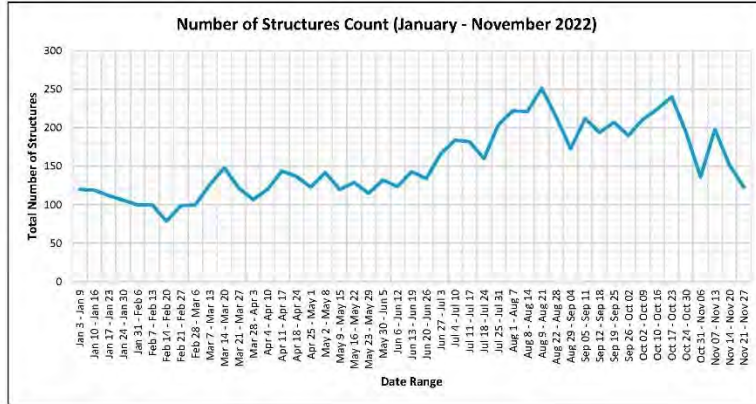
Disclaimer: Please note the number of structures is not an accurate number. The number is a representation of what Bylaw Officers have observed at given dates/times/locations. Factors that affect the counts include daily staffing levels, the assignment of other duties that do not include involvement with structures, and various factors involving the structures themselves.



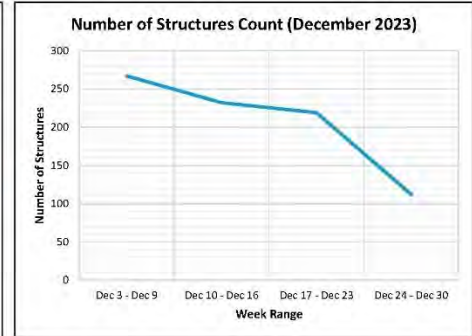
HOPE HAS FOUND A HOME

City of Victoria Weekly Bylaw Data Graphics

(September 19, 2022 – October 30, 2022)



December 3, 2023 – December 30, 2023)



Disclaimer: Please note the number of structures is not an accurate number. The number is a representation of what Bylaw Officers have observed at given dates/times/locations. Factors that affect the counts include daily staffing levels, the assignment of other duties that do not include involvement with structures, and various factors involving the structures themselves.



HOPE HAS FOUND A HOME

New Housing Stock

2023 New Housing Opening Status

Name	Housing Type	Units	Residents	Expected Date of Completion	Status
Albina (OPS)	Supportive Housing (permanent)	52		1/2/2023	Completed
House of Courage/Kwum Kwum Lelum (ACEH)	Supportive Housing (permanent)	45	Indigenous	1/3/2023	Completed
Prosser Place (CRHC)	Social/Subsidized Housing (permanent)	41		1/5/2023	Completed
Prosser Place (CRHC)	Regional Housing First Program	10		1/5/2023	Completed
Meares (Beacon)	Supportive Housing (permanent)	48	Youth (19-27)	Summer 2023	Completed
Women's Transition House (Anawim)	Transitional Housing (temporary)	7	Women	1/9/2023	Completed
Juniper (PHS)	Supportive Housing (permanent)	46		27/11/2023	Completed
Balmoral (Cool Aid)	Supportive Housing (permanent)	56		Spring 2024	In Progress



HOPE HAS FOUND A HOME

City of Ottawa Dashboards

The Temporary Emergency Accommodations Dashboard provides information about people experiencing homelessness in Ottawa. It includes people who have stayed in a City of Ottawa funded shelter, transitional housing program, and overflow sites which include hotels/motels and post-secondary institutions.

The Temporary Emergency Accommodations Dashboard provides information about people experiencing homelessness in Ottawa.

Expand all Collapse all

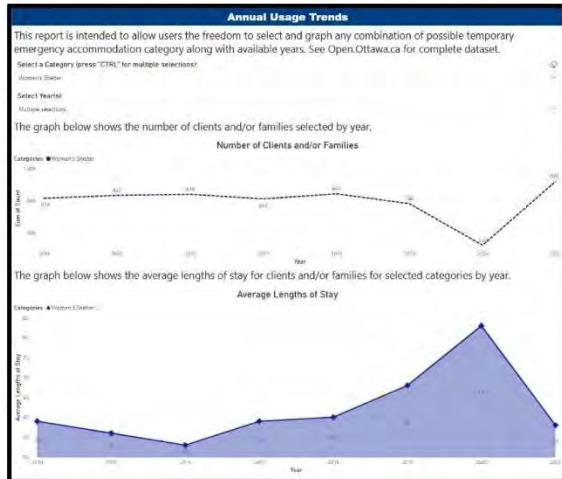
- + Housing data and analysis
- + Dashboard
- + All clients dashboard
- + Single sector dashboard
- + Single demographics dashboard
- + Temporary emergency accommodation for families dashboard
- + Families, households, and members housed
- + Annual usage trends

City of Ottawa Temporary Emergency Accommodations Dashboard (PowerBI)
ottawa.ca/en/family-and-social-services/housing/temporary-emergency-accommodations-dashboard



HOPE HAS FOUND A HOME

City of Ottawa Dashboards



City of Ottawa Temporary Emergency Accommodations Dashboard (PowerBI)
ottawa.ca/en/family-and-social-services/housing/temporary-emergency-accommodations-dashboard

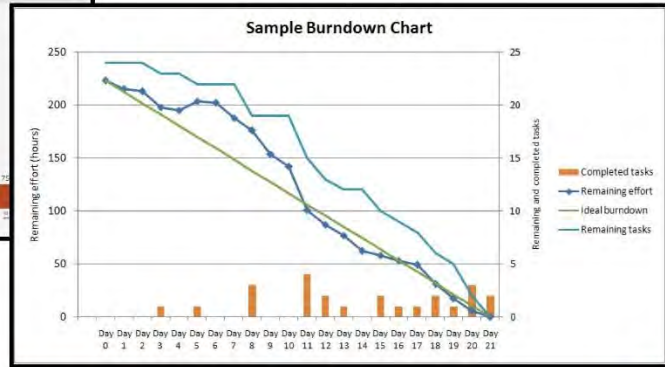


HOPE HAS FOUND A HOME

Power BI Examples



[Community Data Dashboard Homeless Management Information System | Santa Barbara County, CA - Official Website \(countyofsb.org\)](#)



[Burndown Chart - Sprint, Release and Product Tracking - Tech Agilist](#)



2023 - 2024 Timeline

Timeline

Milestone	Date	Progress
Initial internal data dashboard for housing services	April 2023	Completed
All organizations in the housing homelessness serving sector will be onboarded and data provided for the internal dashboard	August 2023	Completed
Onboarding of a select group of organizations that provide supports and services in the homelessness sector in the CRD to the Community Data Dashboard Working Group	February 2024	In progress
An external public-facing dashboard with aggregate housing data will be released	March 2024	In progress
Initial internal release of the CDD with shelter, housing, and services/supports information	May 2024	In progress



Who are we onboarding next?

Onboarding...

- Aboriginal Coalition to End Homelessness Society
- Islanders Working Against Violence
- M'akola Housing Society
- Sooke Shelter Society



Summary

In order to influence decision making and policy in the Capital Region, **all voices must be present**, collaborating on decisions on data to collect and interpretation of the data we collect.

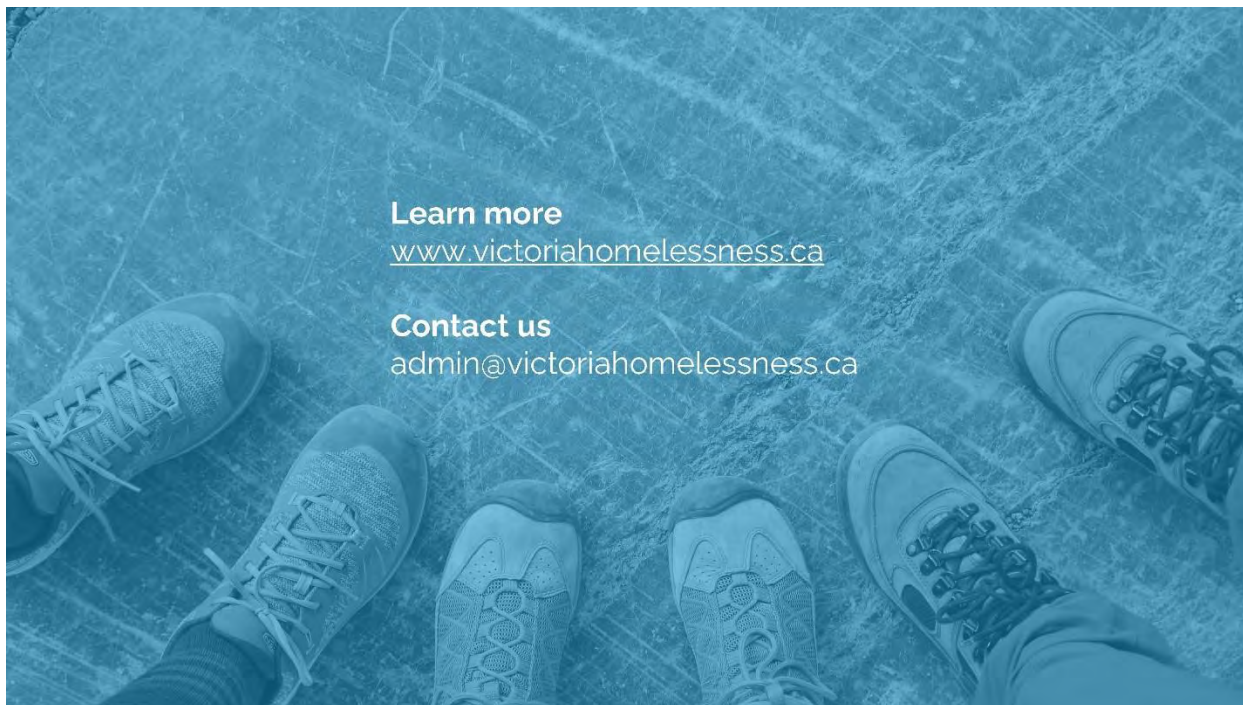


We Covered...

- Community Data Dashboard Ecosystem
- Our Research Associate
- Community Data Dashboard Working Group members
- Housing Data
- 2023-2024 Timeline
- Summary
- Discussion & Questions



Discussion & Questions





Community Data Dashboard

Final Report

February 23, 2024

Prepared by:

Alliance to End Homelessness in the Capital Region

Table of Contents

Introduction	3
Timeline	3
Ecosystem	5
Research Associate	6
Working Group Members	6
Housing Data	7
Housing and Shelter	7
Extreme Weather Response Program	8
Outdoor Sheltering	9
Program Data	9
Connections	9
Presentations	10
Dashboard Example	10
Future Onboarding and Outreach	11
Appendices	13
Appendix A: Housing Definitions	13
Appendix B: Youth Definitions	16
Appendix C: Visual Basic Excel Automation Processes	17

Introduction

The Community Data Dashboard (CDD) supports the mission of the Alliance to End Homelessness in the Capital Region (the Alliance, AEHCR) by providing a monthly updated snapshot that will be used to inform our progress toward achieving Functional Zero in the Capital Regional of Vancouver Island. The CDD is an initial step in creating baseline housing, services, and supports information for the Capital Region.

The CDD is one indicator, a snapshot, that is being used to illustrate our progress towards Functional Zero, where experiences of homelessness are rare, brief, and non-recurring. Two questions that are addressed by the CDD are:

- Is there enough housing supply to house all persons identified as experiencing homelessness?
- Are there enough services and supports for all persons identified as experiencing homelessness?

Additionally, the CDD acts as a system inventory for housing and services for the Capital Region. The CDD allows us to share information, in aggregate form, across our partners and others in the region. Aggregate data will eventually be shared across the entire sector and with the general public.

The Community Data Dashboard Working Group (CDD-WG) is the primary community engagement mechanism to provide support for the development, implementation, maintenance, and socialization of the CDD. This requires a multi-stage process, beginning with the collection of shelter and housing baseline data.

Timeline

As part of the initial planning for the CDD project, a timeline for the implementation and initial release of the data dashboard was developed in the fall of 2022 (see Table 1).

Milestone	Expected date for completion
Initial internal data dashboard for housing services	December 2022
All organizations in the housing homelessness serving sector will be onboarded and data provided for the internal dashboard	March 2023
An external public-facing dashboard with aggregate housing data will be released	May 2023
Onboarding of organizations that provide supports and services in the homelessness sector in the CRD to the Community Data Dashboard Working Group	May 2023

3

Community Data Dashboard Final Report

Milestone	Expected date for completion
Initial internal release of the CDD with shelter, housing, and services/supports information	August 2023
Posting external agreed upon aggregated information for shelter, housing, services and supports for the homelessness serving sector	December 2023

Table 1: CDD Project Initial Timeline

However, the project evolved the timeline revisited and revisions were made April 2023. To start, although a Community Data Dashboard Working Group (CDD-WG) had been stuck in July of 2022, there was a delay in hiring a Research Associate and kicking off the CDD project. Projections for the delayed April 2023 start pushed each stage of the project forward (see Table 2).

Milestone	Expected date for completion
Initial internal data dashboard for housing services	April 2023
All organizations in the housing homelessness serving sector will be onboarded and data provided for the internal dashboard	August 2023
An external public-facing dashboard with aggregate housing data will be released	October 2023
Onboarding of organizations that provide supports and services in the homelessness sector in the CRD to the Community Data Dashboard Working Group	October 2023/November 2023
Initial internal release of the CDD with shelter, housing, and services/supports information	January 2024/February 2024
Posting external agreed upon aggregated information for shelter, housing, services and supports for the homelessness serving sector	April 2024/May 2024

Table 2: CDD Project Timeline (Revision 1)

As we began to work through the different milestones on the project timeline, we found that we, again, needed to make revisions. A revised version of the timeline, together with some changes to the milestones, was created late 2023. We noted that the length of time required to collect relevant data exceeded our initial estimates as building relationships with community members is a timely process, requiring consistent engagement, trust-building, and ongoing efforts to maintain meaningful connections, impacting the data acquisition phase. Additionally, the iterative development processes involved in refining housing and other definitions, as well as the other project components introduced complexities, necessitating more time for analysis, reevaluation, and adjustments. The challenges that emerged during the implementation phase, contributed to the overall slippage in the project timeline. Thus, the the timeline was revised to

better reflect these challenges to ensure a more accurate projection for the successful implementation and release of the data dashboard.

Milestone	Date	Progress
Initial internal data dashboard for housing services	April 2023	Completed
All organizations in the housing homelessness serving sector will be onboarded and data provided for the internal dashboard	August 2023	Completed
Onboarding of a select group of organizations that provide supports and services in the homelessness sector in the CRD to the Community Data Dashboard Working Group, starting with rent supports (e.g., rent supplements, rent bank)	February 2024	In progress
Initial internal release of the CDD with shelter, housing, and initial services/supports information	March 2024	In progress
External public-facing dashboard release with aggregate housing data	May 2024	In progress

Table 3: CDD Project Timeline (Revision 2)

Ecosystem

The CDD project sits in a complex ecosystem that compliments current Reaching Home, Canada's Homeless Strategy¹ project efforts in the Capital Region.

The coordinated access (CA) process is designed to prioritize those most in need of assistance in a community, matching them to appropriate housing and services. The community CA process supports fairness in access to housing and services, as well as streamlining access. These efforts also include design and use of a homelessness management information system (HMIS). The HMIS requires an understanding of the organizations in the sector, as well as those organizations that are sector adjacent, which is being completed through a systems mapping process. These two aspects of the Reaching Home strategy are managed by a project steering committee. The CDD project lies adjacent to the Reaching Home project, complimenting the project through the creation of the housing systems inventory for the Capital Region. Future work cataloguing the services and supports in the Capital Region will further support and compliment the Reaching Home project.

¹ See <https://www.infrastructure.gc.ca/homelessness-sana-abb/index-eng.html> for more information regarding Canada's Homelessness Strategy.

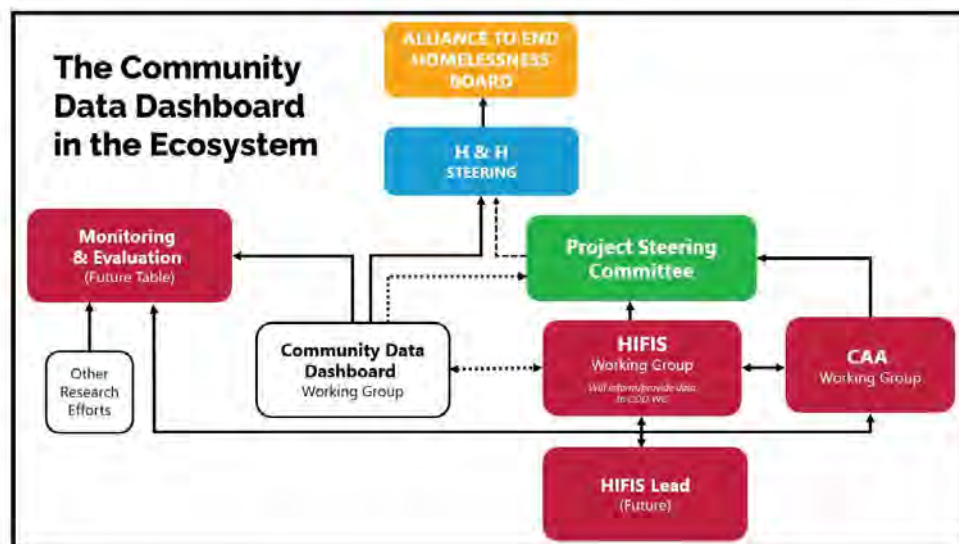


Figure 1: CDD Ecosystem

Research Associate

To support the work necessary to create the initial CDD, the AEHCR hired Research Associate co-op student, Marc Rawson on May 24, 2023. Marc is a Computer Science student attending the University of Victoria. He is assisting with research, updating, and development of the CDD. Marc supports housing provider organizations onboard their housing inventory to the CDD. Additionally, he supports aggregation of data and communication of findings.

Working Group Members

The CDD-WG consists of representatives working in data from the community (homelessness serving sector and homelessness serving sector adjacent organizations) and various levels of government. Starting with the development of the housing inventory, the Alliance engages people from the following housing provider and operator organizations:

- Anawim Companion Society
- Beacon Community Services
- Capital Region Housing Corporation
- Greater Victoria Housing Society
- Island Health
- PHS Community Services Society
- Salvation Army Victoria
- Society of Saint Vincent de Paul
- The Cridge Centre for the Family
- Threshold Housing Society

- John Howard Society
- Our Place Society
- Pacifica Housing Advisory Association
- Victoria Cool Aid Society
- Victoria Native Friendship Centre
- Victoria Women’s Transition House

The Alliance also engages individuals working in data from service provider organizations including:

- Victoria Brain Injury Society
- Victoria Brain Injury Society

As well as government entities including:

- BC Housing
- BC Housing
- City of Victoria Bylaw Services

Engaging with these diverse community partners allows for sharing knowledge that enables us collaboratively build a CDD that reflects the evolving needs of community.

Housing Data

Housing and Shelter

The current version of the CDD includes data aggregated from 12 organizations operating a total of 81 sites/locations. These include: Anawim Companion Society, Capital Region Housing Corporation, The Cridge Centre for the Family, Greater Victoria Housing Society, Island Health, John Howard Society, Our Place Society, Pacifica Housing Society, PHS Community Services Society, Salvation Army, Victoria Cool Aid Society, and Victoria Women’s Transition House. In order to ensure that we are aggregating similar housing information, the CDD-WG have created a shared understanding of housing definitions (see Appendix A). As we move forward, we are looking to ensure that housing designed specifically for youth, as well as services and supports, are included and have created a definition for youth (see Appendix B). See Appendix C for information on data aggregation methods.

Housing Type	August 01 - 31, 2023 (#)	September 01 - 30, 2023 (#)
Emergency Shelter Seasonal (temporary)	0	0
Emergency Shelter (temporary)	127	127
Safe Homes (temporary)	0	0
Transition Houses (temporary)	0	0
Transitional Housing (temporary)	431	438
Second-stage Housing (temporary)	7	7
Third-stage housing (semi-permanent)	19	19
Women-specific (permanent)	12	12

Housing Type	August 01 - 31, 2023 (#)	September 01 - 30, 2023 (#)
Supportive Housing (permanent)	382	382
Social/Subsidized Housing (permanent)	566	566
Unknown	1085	1085
Total	2629	2636

Table 4: Shelter and Housing Inventory as of September 30, 2023

Extreme Weather Response Program

During days of extreme weather, the City of Victoria triggers the Emergency Weather Response (EWR), allowing for shelter openings to provide additional mats for people experiencing homelessness. The EWR is activated when the temperature reaches under 0°C or reaches under 2°C combined with another weather implication such as snow, rain, or wind².

Month	Date	Mats Available (Co-ed)
September 01 - 30, 2023¹		0
October 01 - 31, 2023¹		0
November 01 - 30, 2023	Thursday, November 23, 2023	80
	Friday, November 24, 2023	²
December 01 - 31, 2023	Monday, December 4, 2023	80
	Saturday, January 6, 2024	30
January 01 - 31, 2024	Sunday, January 7, 2024	30
	Monday, January 8, 2024	30
	Tuesday, January 9, 2024	30
	Wednesday, January 10, 2024	30
	Thursday, January 11, 2024	30
	Friday, January 12, 2024	80
	Saturday, January 13, 2024	80
	Sunday, January 14, 2024	80
	Monday, January 15, 2024	80
	Tuesday, January 16, 2024	80
	Wednesday, January 17, 2024	80
	Thursday, January 18, 2024	80
February 01 - 09, 2024¹		0

1. No activations for this month.

2. No data.

Table 5: EWR 2023-2024 Season Activations

² See Salvation Army Shelter in Victoria Expands Capacity During Extreme Weather – The Salvation Army in Canada for more information.

Outdoor Sheltering

The City of Victoria Bylaw Services Department provides daily counts of structures observed by bylaw officers on a weekly basis. This data is aggregated, by week, with mean and median number of structures reported³.

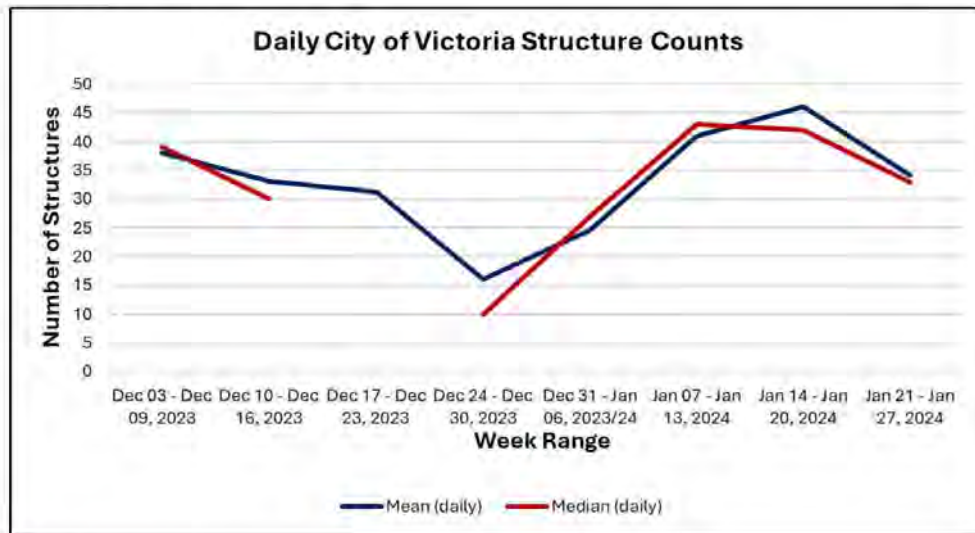


Figure 2: Weekly City of Victoria Structure Counts, Daily Mean and Median

Program Data

We have recently engaged with the Victoria Brain Injury Society, Community Social Planning Council, and BC Housing to learn more about, and capture data that is used to supplement an individual or family's ability to maintain housing (i.e., rent supplement, rent bank). Through continued discussion and collaboration, this information will be incorporated as part of the CDD.

Connections

In our pursuit to enhance the effectiveness of our data dashboard, we established connections with an Assistant Teaching Professor at the school of Health Information Science, University of

³ **Disclaimer:** Please note the number of structures is not an accurate number. The number is a representation of what Bylaw Officers have observed at given dates/times/locations. Factors that affect the counts include daily staffing levels, the assignment of other duties that do not include involvement with structures, and various factors involving the structures themselves.

Victoria, BC, Dillon Chrimes. Professor Chrimes has a wealth of experience building databases, data pipelines, and dashboards. Through this collaboration, we are ensuring a robust and evidence-based approach to understanding and addressing homelessness through data. Additionally, we established connections with the senior statistics and data consultant at the City of Ottawa, Boun Inthavong. The City of Ottawa has implemented the Temporary Emergency Accommodations data dashboard, a similar initiative with notable success, using the same tool that we will be using for our CDD. Our engagement with the City of Ottawa provided us with practical insights into the challenges they encountered during the implementation phase and the strategies they used to overcome them.

This collaborative effort helped us gain expertise and practical experience and it has significantly strengthened our plan and informed our progress to creating a robust dashboard, positioning it as a valuable tool in the regional homelessness serving sector.

Presentations

The CDD has been formally presented to community four times, three times as an initial presentation and once as an update. Firstly, the CDD was presented to the Downtown Service Providers (DSP) committee during their spring 2023 meeting. The DSP meet monthly to discuss ways to better serve the complex needs of community through collaboration across organizations. The CDD concept was presented to the Health and Housing Steering Committee (HHSC) June of 2022. The HHSC provide leadership to ensure approved activities are carried out through the working and/or community service organizations and produce results desired by the community. The HHSC was updated on CDD progress in January of 2024. Additionally, the CDD update presentation has been presented to the Alliance's Board of Directors, this past November of 2023.

Dashboard Example

While we are not there yet, we are working towards creating a fully-fledged CDD using PowerBI⁴, a Microsoft collection of software services, apps, and connectors used to visual information. The City of Ottawa uses PowerBI to turn the information from their HMIS into a visually powerful data dashboard.

⁴ See <https://learn.microsoft.com/en-us/power-bi/fundamentals/power-bi-overview> for more information.



Figure 3: City of Ottawa Temporary Accommodations All Clients Dashboard

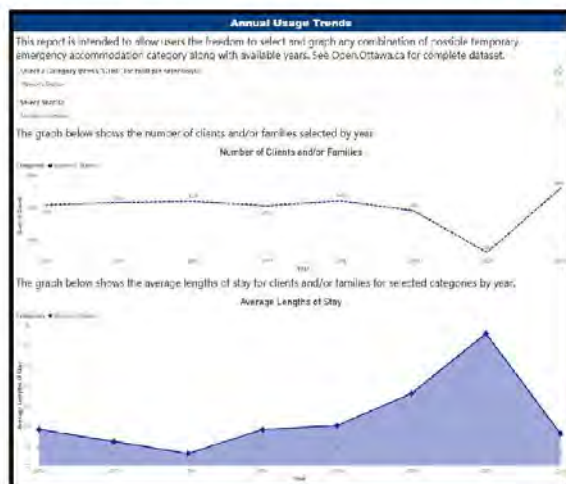


Figure 4: City of Ottawa Temporary Accommodations Annual Usage Trends Dashboard

Future Onboarding and Outreach

To broaden the scope and impact of our data-driven approach to addressing homelessness, we have successfully expanded our working group by onboarding key organizations and stakeholders. These include renowned non-profit organizations such as

Shelter Solutions and Community Aid Network, as well as governmental bodies like the Department of Housing and Urban Development. The inclusion of these diverse entities brings a wealth of expertise, resources, and perspectives to our collaborative efforts. Shelter Solutions, with its extensive experience in providing housing solutions, contributes valuable on-the-ground insights, while Community Aid Network's focus on community engagement enhances our ability to implement grassroots initiatives. The Department of Housing and Urban Development's involvement ensures alignment with broader policy frameworks and facilitates seamless coordination with governmental initiatives. By fostering a collaborative network of such esteemed organizations, our working group not only gains access to a wealth of knowledge and resources but also enhances the overall efficacy and sustainability of our homelessness intervention strategies. This inclusive approach strengthens our collective commitment to creating meaningful and lasting solutions for individuals experiencing homelessness.

We look to continually expand of our working group to incorporate additional organizations that can further enrich our collaborative approach to information sharing leading to a comprehensive CDD. We are actively seeking partnerships with diverse community organizations and to build relationships and partnerships to diversify our perspective and strengthen our impact. As we continue to cultivate these partnerships, we anticipate dynamic and inclusive partnerships that enhance the collective impact of our shared mission. We are currently in the process of building relationships with the Aboriginal Coalition to End Homelessness Society, Islanders Working Against Violence, M'akola Housing Society, and Sooke Shelter Society.

Appendices

Appendix A: Housing Definitions

Housing Categories¹

Emergency Shelter (temporary)

- Primary response to homelessness, providing temporary shelter.
- Mats; single, shared, or multi- bedrooms.
- Offers short-term crisis support to those who are experiencing homelessness.
- May provide basic needs such as food and health services.
- Specialized shelter services exist for certain subgroups of the homeless population, and other individuals who use shelters (e.g., shelters designed for women fleeing violence).

Seasonal Emergency Shelter (temporary)

- Temporary emergency shelters that operate for a fixed length of time (generally November 1 through March 31).

Safe Homes (temporary)

- Specifically for women fleeing violence, especially in rural or remote communities.
- Single bedrooms or units.
- A variety of housing types are provided, depending on the community (e.g., apartment or townhouse unit, hotel or motel room, or secure room in a private home or rental unit).
- Individual stay is typically no longer than 10 days.

Transition Houses (temporary)

- Safe, temporary, 24/7 staffed shelter; primarily for women fleeing violence.
- Single bedrooms or units.
- Most transition houses are residential homes in confidential locations where women and families live communally.
- Support workers are available to provide emotional support, crisis intervention, and safety planning.

Transitional Housing (temporary)²

- Intermediate step between emergency crisis shelters and permanent housing, providing a safe and secure environment.
- Single bedrooms or units.
- Residents are encouraged to rebuild their lives.
- Temporary solution that aims to bridge the gap, moving from homelessness to permanent housing.
- Often used as a form of supportive housing for treatment and mental health.
- Individual stay is typically 3 months to 3 years.

Second-stage Housing (temporary)

13

Community Data Dashboard Final Report

- Temporary housing for women & children fleeing violence who have completed a stay in transition housing or safe housing.
- Single bedrooms or units.
- Residents are encouraged to make plans for independent living.
- Individual stay is typically 6 to 24 months before transitioning to more permanent housing³.

Third-stage Housing (semi-permanent)

- Safe and affordable housing for women and children who are ready to live more independently.
- Single bedrooms or units.
- Offers less support than second stage housing.
- Focus is on building life skills.
- Transition to permanent housing; affordable or market rent.
- Individual stay is typically 3 to 5 years.

Women-specific (permanent)

- Affordable housing specifically designed to assist women, may include women fleeing violence.
- Unit or home; rented.
- Permanent housing with Residential Tenancy Agreement (RTA).
- Includes some support.

Supportive Housing (permanent)

- Subsidized housing with on-site support for people who need assistance to live independently.
- Units.
- Groups supported include single adults, seniors, and people with disabilities at risk of or experiencing homelessness.
- 24/7 staff on-site to provide non-clinical support such as: life skills training, connections to health care, mental health, and/or substance-use services.
- Support is linked to housing, not the individual.

Social/Subsidized Housing (permanent)

- Rents are usually calculated using the Rent Geared to Income (RGI) model and are reviewed annually.
- Includes purpose-built low-income housing developments.
- Subsidized units in market-rate buildings, or market-rate apartments paid for in part by provincial rent subsidies.

Co-op Housing (permanent)

- Housing cooperative or "co-op" is a type of residential housing option.

- Housing co-ops are consumer co-operatives, entirely owned by their members.
- Co-op housing may be a non-profit organization.
- Co-ops are mixed income communities.
- Members set policies, make decisions, and elect leaders who report to them together.
- Presents individuals with greater autonomy over their housing.

Market Housing (permanent)

- Rental Rooms/Suites
- Rental Apartments
- Rental Townhouse/Duplex/House
- Condominiums (Condos)
- Townhouse/Duplex
- Single family houses

Affordable Housing (permanent)

- Rental or ownership
 - Ownership costs should be less than 30 percent of the homeowner's pre-tax income⁴ ([BC Gov](#)).
 - Affordable rental units are available to individuals with low-to-moderate income (based on BC Housing-specified [Housing Income Limits](#), updated periodically).
- Government programs and non-profit organizations offer low-income homeowners' subsidies and financing.

Glossary

Affordable Housing is created with the support of government financing and funding strategies.

Bed: A bed in a room with 2 or more occupants who are not related.

Island Health housing includes complex care units.

Market Affordability is created by a variety of potential causes, like age, neglect, or location—whatever the reason, the rents and prices are affordable to a broader cross section of the population.

RTA: Residential Tenancy Agreement (e.g., lease)

RGI: Rent Geared to Income (Subsidized housing with housing provider matching rent to tenants' income.)

Unit: Self-contained units, or private rooms, with doors

¹ Supported Housing, found in some documentation regarding housing types, is not included in this list of housing as it is considered supportive housing for some organizations and social housing by other organizations.

² Does not include recovery programs.

³ Some organizations may extend the length of stay to up to 5 years. This may be as a result of availability of third stage housing for women.

⁴ The median pre-tax total income for the CRD in 2019 - \$40,000 and 2020 - \$43,200 ([2021 Census](#)).

Appendix B: Youth Definitions

Definitions for youth

Encompass all youth housing, programs, services, and supports in the Capital Regional District.

- a) Housing – for the purpose of housing/rent, an individual between the ages of 15 and 24 is considered a youth.
- b) Programs, Services, and Supports – for the purpose of programs/services/supports, an individual between the ages of 15 and 29 is considered a youth.

Appendix C: Visual Basic Excel Automation Processes

Currently, data is being stored on a secure site, with each partner organization only having access to their own data. The following is the initial method we are using to aggregate data across these disparate housing data sources.

Unit Type Summation:

1. Create/update spreadsheet with "date", "organization name", "co-ed", "family", "men-only", "women-only", "youth", and "senior" fields.
2. Loop through each organization's spreadsheet within housing provider spreadsheets folder. For each:
 - a. Find the row with sums.
 - b. Write "date accessed", "housing provider", and the sums of "co-ed", "family", "men-only", "women-only", "youth", and "senior" to aggregate spreadsheet.
3. Repeat step 2 until all organizations are looped through.
4. Sum aggregate info, leaving a total for "co-ed", "family", "men-only", "women-only", "youth", and "senior".
5. Done



Report to the Ministry of Children & Family Development

February 2024

Introduction

In 2021, MCFD announced exciting expansions and a re-imagining of youth transitions services. The multi-year plan spanning from 2019 - 2024 is creating changes both at a policy level and legislative level. Now in the plan's final year, the *BC Coalition to End Youth Homelessness* (BCCEYH) has created this report to provide feedback and input to highlight youth in care's experiences with the expansion of these transition services over the last three years.

With the Province investing nearly \$35 million over three years, including increases of \$4.6 million in 2022 - 2023, \$10 million in 2023 - 2024 and \$19.8 million in 2024 - 2025, there is tremendous opportunity for improvement and continued expansion. We are heartened by the intentions expressed in the changes being made and we would like to serve as allies in creating further change. We are particularly impressed by the great work being done to empower delegated agencies to support their Indigenous and Metis youth. We have seen some great results from these changes.

The changes MCFD is building are monumental and such large projects cannot be implemented without the need for iteration and revisions. In our collective experience as service providers, the implementation of the programs and supports offered in this expansion have not been smooth sailing, revealing gaps which create barriers for youth. We've seen these gaps in the service system to have detrimental effects on youth who are currently transitioning out of care, especially youth in the 17 - 20 age bracket.

It is exciting that BC is being held up as a national leader in creating new standards of care and we are grateful for the hard work that has gone into making steps forward. It is vital we remain diligent and follow through on those commitments to ensure promises of action and policy changes are being implemented as intended. This report hopes to shine a light on the gaps youth have identified in the following program areas:

- Temporary Housing Agreements & Temporary Service Agreements
- Rental Subsidy Program
- Transition Planning (SAJE)
- Agreements with Young Adults (AYA)

- Capacity & Communication

1. Temporary Housing Agreements & Temporary Service Agreements

a) What was Announced

Eligible young adults on a Temporary Housing Agreement (THA) can now access a Temporary Support Agreement (TSA) on their 19th birthday regardless of their living arrangement; There is now a two-year time-frame in effect for accessing a THA and TSA which are available to young adults between the ages of 19 and 21. (MCFD Transitions RoadMap)

b) Gaps in Implementation

Both agreements are complicated and hard to understand, and there appear to be loopholes that mean access is inconsistent. It has been explained that a young person can age out in their MCFD placement, yet frontline workers have not observed this to be the case.

c) Young People's Experience

One of the BCCEYH organizations has only observed one young person offered the option to remain in their placement after aging out. This youth was told by their MCFD worker that the only support they would receive is financial and other supports would stop as they aged out. The young person was also told that while they would not be kicked out, that they should try to leave as soon as possible because MCFD did not have enough placements. As a result, this young person felt compelled to move out of their placement with a poorly designed transition plan due to the pressure to leave quickly. This transition plan did not include a plan for permanent housing, only a 6-month rental agreement through a landlord network without providing any additional supports. This left the young person to struggle on their own and was detrimental to their well-being. The service provider voiced strongly their concern for this young person to MCFD, making it clear the most supportive response and intervention would be to have this young person move onto a THA and remain in their placement. Unfortunately, this request was denied, with no clarity as to why such a decision was made.

This is one of many examples shared with the BCCEYH where attempts to advocate for a young person to remain on a THA were denied, and where the young person and the service organization were not provided clear reasons for the decision. It appears information about THAs is not clear to the MCFD workers who we have been in touch with. Many youth who are aging out without adequate transition planning or THAs have

complex needs which require an array of interconnected supports that unfortunately are not made available to them.

d) Recommendations

- Allow contracts within Specialized Homes and Support Services (SHSS) within MCFD to provide housing support and housing for youth past the age of 19.
- Provide clear and consistent direction across BC to MCFD workers and community supports about how and when to access these supports.

2. MCFD Rent Subsidy

a) What was Announced

Through this program, eligible young adults can access a \$600-a-month rent supplement for up to two years. All eligible young adults are encouraged to apply. 50% of the rent supplements are available to Indigenous young adults. The rent supplement program aims to prioritize the most vulnerable young adults and applications are assessed based on income criteria. (MCFD rent supplement faq https://www2.gov.bc.ca/assets/gov/family-and-social-supports/faq_rent_supplements.pdf)

We appreciate the announcement stating that this would be seamless and would like to know what date this level of integration can be expected to be made available to the youth who so desperately need it.

<https://www2.gov.bc.ca/gov/content/family-social-supports/youth-and-family-services/youth-transitions>

b) Gaps in Implementation

Currently, the MCFD rent supplement program announcements appear to be unpredictable and the window for applications is quite short. There isn't a timeline of when supplements are available, very short notice is given when they are, and there is no transparency on the quantity available. This causes an unnecessary panic for youth and those who support them in the service sector, who are often given less than 2 weeks to get all the necessary documentation ready for the release date. Workers have long queues of priorities that cannot be set aside on such short notice. Without the necessary lead time to notify youth, or help youth apply, many applications that could have been made will not be coming through and the need for these rent supplements may be under represented.

c) Young People's Experience

We have met youth who expected to transition out of their programs or placements before the age of 19 but were not yet age-eligible for the rent supplement. There was then a gap between when the youth moved out and when the next announcement for applications came out, leaving them in a vulnerable position unable to pay market rent. Many youth are pressured to apply for PWD, and while this can sometimes mean a higher level of monthly income, it also means a completely severed connection to MCFD, which can then result in no supports that are readily accessible to these vulnerable young adults.

d) Recommendations

- We recommend that all youth aging out of care are automatically enrolled onto the rent subsidy, if they need it, and that it is a seamless process for them.
- We recommend MCFD provides a full calendar-year or more of regular dates when the Rent Supplement Applications will be accepted or change the program to have applications open year-round. This could be implemented following the well-established SAFER model available to seniors in BC.
- We also recommend guaranteed rent supplements for all youth from government care who need it, and increases to the amount available to keep pace with the rising costs of rent across the Province.
- We would also like to see practices around moving youth to PWD be examined, the financial supports are important but the connections to ongoing supports can be more important for many vulnerable young adults.

3. MCFD Transition Planning, Navigator Role

a) What Was Announced

(MCFD Standards

https://www2.gov.bc.ca/assets/gov/family-and-social-supports/policies/cf_5_children_youth_in_care.pdf)

5.10(1) Transition planning is initiated with the youth and their Care Circle or Team when the youth is 14, or for youth who are over the age of 14, upon coming into care. This occurs by including goal setting and planning to support their transition into adulthood in their Care Plan and

reviewing it at least annually with the youth.

5.10(2) A comprehensive Care Plan for youth in care, aged 14 and older, identifies transition planning goals and activities to support such goals across the Care Plan domains.

5.10(3) Concurrent permanency planning and family finding processes are continued throughout transition planning.

Note: these standards must be met, regardless of whether a SAJE Navigator or SAJE Guide is involved with the youth.

b) Gaps in Implementation

Youth Transition Plans are being requested by young people and organization's but MCFD currently does not provide these to everyone consistently. One service organization within the BCCEYH has requested these for all of the young people receiving their services but only 2 have been provided since the beginning of 2019. A regional inequity of transition planning has also become apparent to us, with planning meetings more likely to happen in one region versus another region in the Province. When transition planning is provided by MCFD, it has been positive for the youth, and we request similar helpful planning to be provided consistently.

We understand that changes take time to implement however, there is a current lack of transparency surrounding transition planning policies where BCCEYH members have been trying to piecemeal information together and determine how it connects with the new Navigator role. It would appear that current policy is not in line with the Navigator role as described in the MCFD Standards. Additionally, observations of the Navigators currently in place show they may be overwhelmed, unable to provide extensive outreach, and as a result are reverting to triaging their planning very close to transition dates.

c) Young People's Experience

One youth was told that there's no Navigator who would be available to help her. The Navigator role was delegated to a youth worker from a contracted organization until the program coordinator notified MCFD that the youth worker's role was to focus on the youth's mental health/court date/physical wellness and not coordinating an appropriate transition plan. From there, the Child & Youth Mental Health CYMH (MCFD) counselor took on the Navigator role. From this we can only assume was that there were not enough staff within MCFD to complete this role. The youth also struggled with responding to messages and missing appointments with Social Workers. Social Workers would not do outreach when they would not hear back from the youth. On top of these complications, the youth's Social Workers kept changing which also made it difficult to create an appropriate transition plan.

d) Recommendations

- We recommend that staffing levels are increased further across BC to make transition planning and support a priority. This preventative measure will save many youth great hardship while also saving the Province an even greater amount of spending that would be required in the future should youth not be supported to become independent and thriving adults.
- Community supports require more clarity on all of the steps and timelines for the creation of transition plans. We also need these plans to be consistently created, administered, and monitored for all youth across BC. We request that youth are connected to staff dedicated to the appropriate roles who themselves are well supported within MCFD to reduce turnover and provide consistent, transparent support to all youth.

4. Agreements with Young Adults & SAJE

a) What Was Announced

"Expanded eligibility for post-19 supports and services." (MCFD Transitions Roadmap)

b) Gaps in Implementation

The extension of care is desperately needed for all youth who have had experiences in care, regardless of the type of care agreement they were associated with. This announcement is prudent and urgently needed to be implemented. Ideally, we would like to see temporary measures put in place while we await Legislative changes in 2024 to ensure no youth falls through the cracks. Unfortunately, some of the most vulnerable youth are still left to fend for themselves at the age of transition when complex supports are needed that could be better administered with an AYA in place than without one.

Unfortunately, we have seen youth who were on Voluntary Care Agreements or Special Needs Agreements left to completely fend for themselves. Without adequate housing or supports, their options for housing often put them at greater risk of abuse, violence, and sometimes increased their risk of exposure to active substance use. All of these influences can compound existing trauma, creating even greater difficulty in breaking cycles of abuse and poverty they may have been subjected to in their short lives.

c) Young People's Experience

Some of the youth we work with are approaching the age of transition, or have recently transitioned out of care before SAJE services have rolled out. Several youth will be moving out of care without adequate supports before the new Legislation rolls out and/or before the SAJE programming is consistently administered across BC.

One youth we work with was told by their worker that if there is a possibility that they can move home they will not qualify for SAJE. This issue applies to many services for the youth we work with, and while we understand that reunification is always the best-case scenario, there are many young people who will not be going home even if they technically could. From our perspective, the homes that the youth could technically return do not always offer a consistently safe environment. The care-givers may be able to present a safe environment during a home visit, or series of home visits, but when the worker is not present a different environment that is not supportive is the reality for that youth. The sentiments of the youth about their own safety do not always outweigh the brief encounters that workers have with the home environment and we believe more weight should be given to the youth's experience.

d) Recommendations

- Improved communication to all organizations who serve youth in or from the government care system and to the young people themselves around access to SAJE.
- A retroactive consideration for youth who are on TCA or VCA and currently not eligible for SAJE.
- Given the rate of inflation since the amount of the monthly income supplement was first set at \$1,250/month, we recommend increasing the monthly amount to be announced in the 2024 provincial budget and considering building in annual indexing.
- Greater emphasis on youth's voices when assessing home or resource safety.

5. Issues with Capacity & Communication Gaps

a) What Was Announced

"Expanded eligibility for post-19 supports and services." (MCFD Transitions Roadmap)

b) Gaps in Implementation

Social workers within MCFD appear to be facing overwhelming workloads and juggling numerous cases and responsibilities. The demands placed on them seem to exceed manageable levels, impacting their ability to provide quality consistent support to transitioning youth while also having a work-life balance.

MCFD workers across BC also appear to be receiving different information at different times on how best to support youth. Community support workers report that workers within MCFD seem to be left in the dark not knowing what services and programs are available through MCFD and community agencies. We know of examples where community workers save emails from MCFD about policy/process changes to share with MCFD workers when they are not aware of policy changes announced, or the worker changes and the next worker has a different understanding of how the programs work.

Turn-over in youth workers appear to be becoming more common. Many program staff do not know who to connect with for youth's supports when workers leave MCFD, there is sometimes a delay in a new worker being assigned and the lack of consistent support is quite detrimental to the youth. The BCCEYH and its members have nothing but empathy for this situation and recognize that it's an issue commonly shared within the sector and arguably in all sectors of the province. What we know is that the sector-wide capacity issues that are happening both within MCFD and youth-serving organizations are having significant effects in the lives of youth and families.

c) Young People's Experience

One of the youth who is living in supportive housing was promised supports by their worker including access to a season pass to the local ski hill and support in finding their own market housing unit. That youth worker left MCFD and the new worker was not aware of these promises and was not able to follow through on providing the items that were promised to the youth. Other program staff had witnessed these verbal promises being made but nothing was put into writing, so no follow up was possible and the youth is left disillusioned and disappointed.

d) Recommendations

- Consider contracting or partnering with organizations for transition planning services and ongoing transition planning supports for youth aging out of care.
- Adopt the Equitable Standards for Transitions to Adulthood for Youth in Care Evaluation & Fidelity Model, created by the Child Welfare League of Canada
- Increased inter-ministerial collaboration that build on the great inroads being made already.
- Increase funding to prevention programming and family supports services. Grow support for existing programs that keep families together and create new programs to fill gaps.
- Partner with the BBCCEYH on a communication strategy to share our changes and updates on MCFD service delivery and to receive on the ground feedback on how these changes are impacting the lives of youth.

Closing

The BCCEYH has a strong and diverse membership and can provide critical information, feedback, and suggestions based on the immediate and long-term needs of youth. We would like to make our group available to you for ongoing communication particularly with our members who are youth with lived expertise. We believe our ongoing input can help MCFD initiatives and program changes be implemented in timely and appropriate ways that reflect the priority issues identified by frontline workers and youth.

As MCFD continues to make these important changes to its services that expand supports for youth past the age of 19, the BCCEYH would like to support this work and encourage further collaboration and communication. Changing systems is challenging and hard. We are hugely supportive of the changes so far and want to be a partner in this continued work.

We know that you, like the BCCEYH, want the best for youth who are in and from care in BC and we can all do better when we work together. We encourage your feedback on this report and would like to be a resource to you as your work evolves. Please include the BCCEYH in consultations and opportunities to provide feedback on MCFD programs. We would very much welcome the attendance of MCFD staff at our meetings and events, and we look forward to working together!

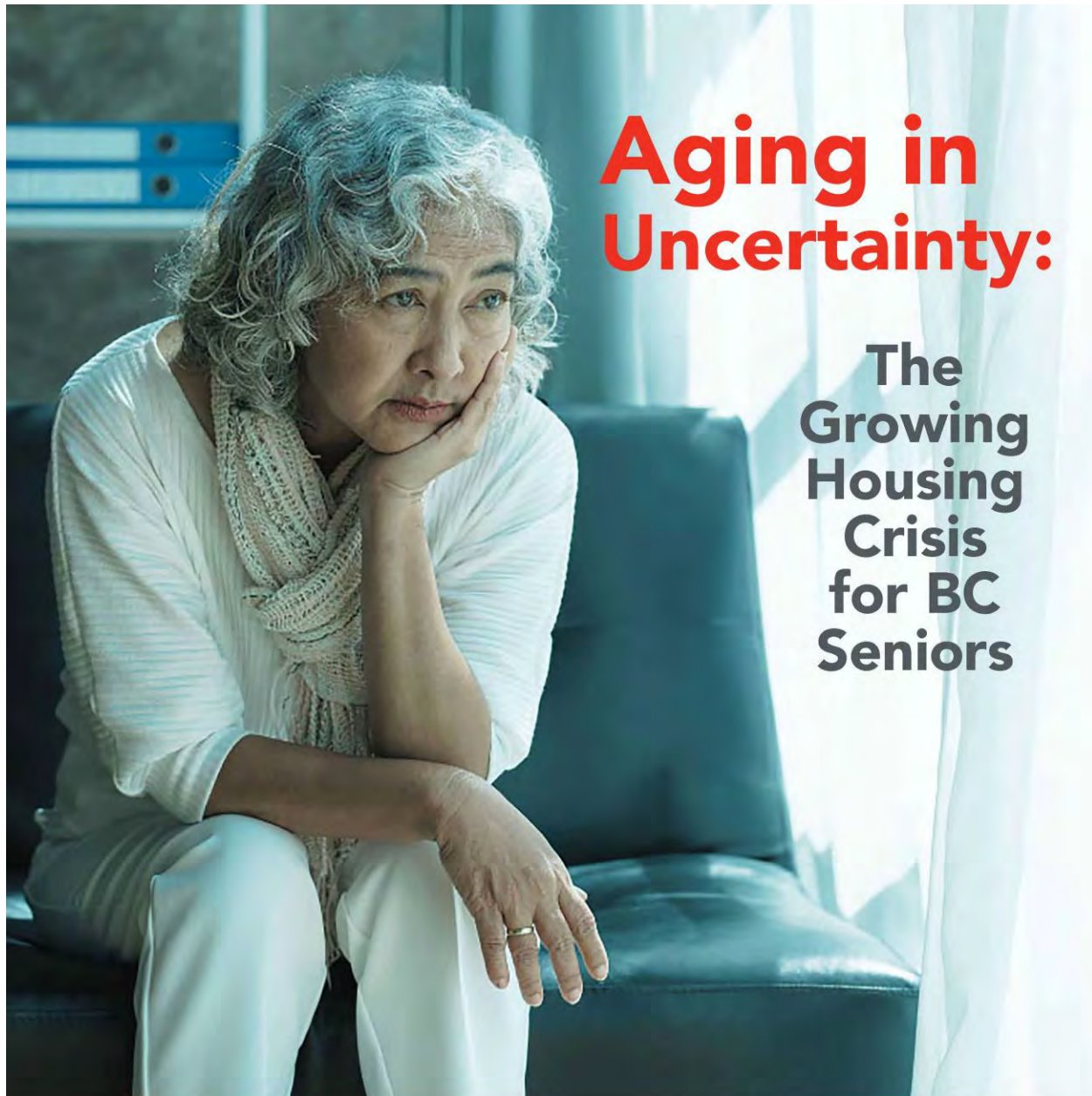
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Aging in Uncertainty:

The Growing Housing Crisis for BC Seniors

November 2023

Laura Kadowaki, Gemma Bridgefoot, Marcy Cohen



United Way
British Columbia

Working with communities in
BC's North, Interior, Lower Mainland,
Central & Northern Vancouver Island

Report Background and Acknowledgements

This report was prepared by United Way British Columbia and the Housing Working Group, a committee of the Community Based Seniors' Services (CBSS) Leadership Council. The Leadership Council advises United Way BC's Healthy Aging Department and is a provincially-represented body of leaders working in the not-for-profit and municipal-based seniors' services sector, as well as older adults who are leaders in this sector.

The Housing Working Group was established by the Leadership Council in response to growing concerns raised by not-for-profit agencies and service providers across BC on two issues: the growing unaffordability of housing for seniors and the lack of social supports tied to housing that would make it possible for seniors to live well and remain in their own homes for longer.

The Housing Working Group includes members from urban and rural communities throughout BC who have an interest in, and knowledge of, seniors' housing needs, challenges, models, and/or solutions. We would like to thank the working group co-chairs, Deborah Hollins and Tim Rowe, as well as the other members of the working group for their insights and support on our journey to develop this report.

We would also like to thank 411 Seniors Centre, and the agencies that work with them, who raised the alarm bells about the growing crisis of housing insecurity (i.e., precarity) and homelessness within BC's seniors' population.

And a special thanks to all the seniors, volunteers, and housing and service providers who participated in interviews or shared their insights with us in other ways.



Contents

Key Messages	4
Executive Summary	5
1. Introduction	10
2. Report Methodology	11
3. Literature Review: Housing, Human Rights, and Health..	13
4. The Growing Affordability and Precarity Crisis in Seniors Housing	15
5. Interview Findings	23
6. Seniors Housing Precarity Goals and Recommendations.....	37
Appendix 1. Prevalence of Low-Income After Tax in British Columbia by Age Group, 1990-2021	52
Appendix 2. Government Retirement Income Benefits	53
Appendix 3. Average Monthly Rental Cost for a 1-Bedroom Apartment by Community	54
Appendix 4. Seniors Living in Unaffordable Housing or Precariously Housed, By Community.....	55
Appendix 5. 100 More Homes Penticton	58
Appendix 6. Alliance to End Homelessness in the Capital Region	60
Appendix 7. Whole Way House Model	61
Appendix 8. SRO Hub Program – Tenant Based Initiatives.....	63
Appendix 9. Seniors Housing Information and Navigation Ease.....	65
Appendix 10. Temporary Housing Program.....	66

Key Messages

- Low-income rates for seniors in BC (15.2%) are now the highest for any age group, which is a dramatic reversal from three decades ago when seniors had the lowest low-income rates of any age group.
- Population aging, coupled with rapidly rising costs of living and the inadequate incomes of seniors, is contributing to the seniors' housing precarity crisis.
- A 70-year-old senior who is dependent on government benefits (i.e., OAS, GIS, BC Seniors Supplement) would spend 78% of their income to rent an average one-bedroom apartment in BC (\$1,432), on average.
- Access to subsidized rent-geared-to-income seniors' housing has been declining in BC, while at the same time, low-cost private market options are being lost due to skyrocketing rents, evictions, renovations, and redevelopments; as well as seasonal and regional influxes of people into communities.
- Almost 1 in 5 senior-led renter households (18% or 21,565 households) are spending 50% or more of their income on housing and are considered to be precariously housed and at risk of homelessness.
- In our interviews we heard that:
 - There is a growing number of seniors who are unsheltered or living in substandard or unsafe housing situations (e.g., staying with abusive family members; living in cars or storage lockers; camping in the woods; housing without heat or electricity).
 - An increasing number of these seniors find themselves on the verge of homelessness for the first time in their 60s and 70s.
 - Housing precarity and homelessness takes a significant toll on the physical and mental health of seniors. For example, one frontline service provider stated that over half of their clients experiencing housing precarity talk openly about whether they want to live anymore.
 - The current continuum of housing and housing supports does not serve seniors well, due to gaps in the continuum as well as a lack of senior-specific supports and housing options.
- In our report recommendations, we have identified six goals and sixteen specific recommendations, including examples of positive actions that have been initiated by the BC Government, municipalities in various regions of the province, and community-based organizations. Expanding on these examples will help to achieve the goal of housing affordability for seniors and other low-income British Columbians. The first three goals address the need for more low-income rental housing stock in BC for all age groups, while the last three goals focus specifically on the needs of the senior population.



Executive Summary

Introduction

In British Columbia (BC), low- and moderate-income people of all ages and from all walks of life are being affected by the housing affordability crisis. Our report highlights the impact of the housing affordability crisis on one specific demographic: seniors. Over the past year and a half, community-based seniors' services (CBSS) have been sounding the alarm that the risk of homelessness among low-income seniors is reaching crisis proportions.

Population aging, coupled with rapidly rising living costs and inadequate retirement incomes, is contributing to a growing number of seniors experiencing housing precarity later in life. Historically, seniors have received limited policy attention in terms of their housing rights, as improvements to retirement income benefits in the 1970s dramatically reduced the low-income rates for seniors to levels lower than those of other age groups. However, today seniors' rates of low income in BC (15.2%) are nearly double that of any other age group. Furthermore, one in four seniors has an income below \$21,800.

In this report, we delve into the distinctive housing contexts, challenges, and needs that emerge later in life, as well as potential solutions for meeting the needs of precariously housed seniors. We synthesize data from various sources to illustrate the scope of the seniors' housing precarity crisis among seniors and present findings from interviews with seniors, volunteers, housing providers, and service providers. While our primary focus is on seniors, we acknowledge housing as a basic human right, and emphasize the significance of taking broader action to ensure that British Columbians at all stages of life have access to affordable housing.

The Growing Affordability and Precarity Crisis in Seniors Housing

In BC, the cost of housing has been skyrocketing, making it nearly impossible to find an affordable rental unit in many communities. The average monthly rental cost for a 1-bedroom apartment in a purpose-built rental building has surged from \$871 in 2010 to \$1,432 in 2022, marking a 64% increase. In comparison, the monthly income available to seniors through OAS/GIS/BC Seniors Supplement for seniors aged 65-74 was only \$1,841.35 in 2023. While rental supplements are available for seniors through the Shelter Aid for Elderly Renters (SAFER) program, these subsidies are inadequate to make housing affordable for seniors, with the average monthly SAFER subsidy amounting to only \$195.

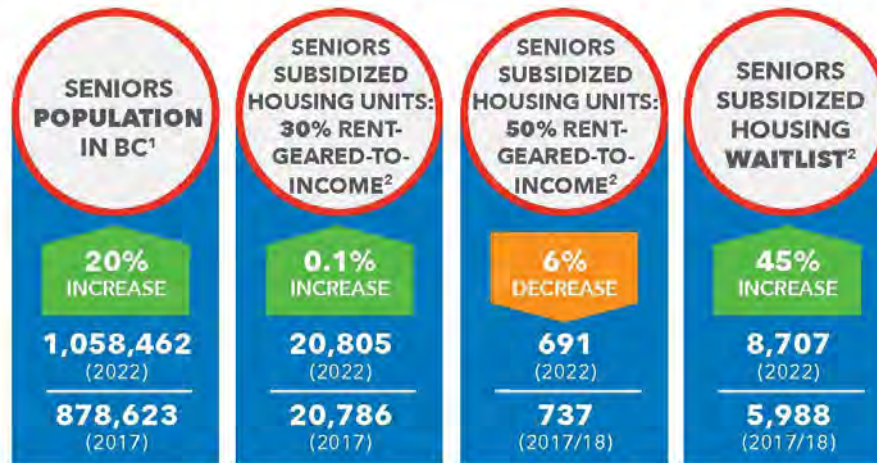
Furthermore, evictions for personal or family use, renovations, and redevelopments have displaced many longstanding senior tenants. Seasonal and

regional influxes of people into communities (e.g., tourists, migrant and remote workers, etc.) have added extra pressure to housing markets. One study estimated that from 2016-2021, approximately 6.1% of BC's non-subsidized low-cost units (units with rents below \$750) were lost.

Subsidized housing with rent-geared-to-income, where renters pay 30% of their income for housing, is an effective way to ensure that housing is affordable to low-income seniors. However, despite a 20% increase in the senior population from 2017-2022, access to subsidized rent-geared-to-income housing remained stagnant over this period (0.1% increase was observed) ([see figure 1](#)). Close to 30,000 units of subsidized rent-geared-to-income housing will be lost in BC by 2033 and 51% of these will be seniors' units. This loss is due to the expiration of operating agreements with the provincial and/or federal governments that provided funding for these subsidized rent-geared-to-income housing units.



Figure 1. Declining Access to Subsidized Rent-Geared-To-Income Housing in BC, 2017-2021/22



¹ Statistics Canada, Table 17-10-0005-01 Population estimates on July 1st, by age and sex [Data table], 2023. Accessed September 21, 2023. <https://doi.org/10.25318/1710000501-eng>

² Data request from BC Housing

The housing situations of senior renters are extremely precarious. The loss of subsidized units, rising rents, evictions for personal or family use, renovations and redevelopments are pushing more senior renters to the brink of homelessness. In 2020, almost 1 in 5 senior-led renter households (18% or 21,565 households) spent 50% or more of their income on housing, rendering them precariously housed and at risk of homelessness. In 2023, in Greater Vancouver, seniors made up 22% of the homeless population.

Interview Findings

In the interviews, we learned about the significant toll that the housing affordability crisis is taking on low-income seniors. There is a growing number of seniors who are unsheltered or living in substandard or unsafe housing situations (e.g., staying with abusive family members; living in cars or storage lockers; camping in the woods;

housing without heat or electricity). The housing affordability crisis has been reported to affect seniors residing in large urban communities and small rural and remote areas. Most shockingly, an increasing number of seniors, who have worked all their lives, are finding themselves on the verge of homelessness or experiencing homelessness for the first time in their 60s and 70s.

Housing precarity and homelessness significantly impact the physical and mental health of seniors. In addition, the high costs of housing often leave seniors in impossible situations, where they must choose between paying for housing and meeting other essential needs such as food or medications.

The interviewees also reported that the staff and volunteers supporting these seniors are experiencing significant moral distress because there are no affordable housing options available in their communities. Burnout is a concern for

many organizations, due to heavy workloads and insufficient resources, as well as the difficult nature of the work. Several interviewees noted that their organizations had staff members currently on mental health leave or who had left their positions due to the stress of their work.

The lack of coordination with and support from the healthcare system, particularly to address mental health needs, further exacerbates the challenges for both the seniors and the staff who assist them. The interviews also emphasized that seniors, and particularly those who are homeless and precariously housed, need access to a continuum of housing options based on their housing situation and level of support need – including access to housing navigation services, homeless shelters, transitional and temporary housing, subsidized rent-geared-to-income and other low-income rental housing units, supportive housing, assisted living facilities and long-term care facilities. The most persistent concern expressed by interviewees was that the current continuum of housing supports does not adequately serve seniors due to gaps in the continuum as well as a lack of senior-specific supports and housing options.

“

And I would say, well, over half of our clients talk openly about the question of whether or not they want to live anymore, and the burden that they feel like in the current system.

Service Provider

”

“

And so, we just see this influx of people that are in absolute crisis because they know that they have a very limited time and that their application for BC Housing, or their going into BC Housing, probably won't be realistic and so [they're] looking to us and are coming to us and just saying, "what are our options?" And unfortunately, we don't say this to people, but on our side, we know that there are none. And I've said this multiple times on my team before, I honestly cringe whenever these kinds of things happen, because we have a very limited ability, if anything, to respond.

Service Provider

”



Recommendations

Moving forward, there is an urgent need for multigovernmental and intersectoral collaboration to address the housing affordability crisis in BC. In this report, we have identified six goals and sixteen specific recommendations, along with examples of positive actions initiated by the BC Government, municipalities in various regions of the province, and community-based organizations. Expanding upon these examples would significantly contribute to achieving the goal of housing affordability for seniors and other low-income British Columbians.

The first three goals target the necessity for more low-income rental housing options in BC for all age groups:

- **Goal 1.** To increase access to subsidized rent-geared-to-income housing for low-income people of all ages (i.e., where tenants pay no more than 30 percent of their income on housing).
- **Goal 2.** To retain the existing stock of low-income rental housing for all age groups.
- **Goal 3.** To develop multisectoral community tables, coalitions, or alliances to identify common housing issues and develop community-driven solutions.

Furthermore, we propose eight recommendations detailing specific steps that can be taken to accomplish these three goals - such as increasing investments in non-profit housing developments, utilizing local government policy levers to encourage the development of low-income rental housing,

strengthening protections for renters in the private market, implementing a home repairs grant program, and more.

The last three goals are specifically tailored to the needs of the senior population:

- **Goal 4.** To increase financial assistance for low and moderate-income seniors living in private market rental housing by introducing needed changes in the SAFER program.
- **Goal 5.** To increase access to housing with supports (both social and health supports) to ensure low-income seniors can maintain their housing tenancy and improve their health and well-being.
- **Goal 6.** To ensure that housing navigation supports, the shelter system, and transitional and low-income rental housing are, not only adequately funded, but also accessible, safe, and appropriate for seniors who are homeless or precariously housed.

The report presents eight recommendations outlining specific steps that can be taken to achieve these senior-focused goals. These steps include increasing SAFER amounts to better align with the rental market, developing funding streams to support community-based organizations providing on-site tenant and social connection supports, increasing access to multidisciplinary mental health services, supporting and expanding access to the Seniors Housing Information and Navigation Ease program, investing in transitional housing models for seniors, and more.



1. Introduction

In British Columbia (BC), there is a growing number of reports and news stories focused on the housing affordability crisis and the increasing numbers of individuals who are homeless or at risk of homelessness. Young couples wanting to buy their first home and start a family, older renters who are living on fixed incomes, students who are despairing if they will ever be able to move out from their parents' home, recent immigrants who have moved to BC to start a new life – low and moderate income British Columbians of all ages and across all walks of life are being impacted by the housing affordability crisis. While BC has been widely recognized as one of the provinces that has been most severely impacted by the housing affordability crisis, we are not alone. Housing affordability and increased homelessness is a challenge across our country. In 2023, the Canadian Human Rights Commission released a scathing report, stating:

Thousands of people across the country are having their human right to adequate housing violated. Affordability for those who need it most is being eroded. Housing insecurity is worsening. People are at risk of falling through the growing cracks of the safety net into homelessness. Encampments are more visible than they have ever been.¹

Our report focuses specifically on seniors, a population that has traditionally received little policy attention when it comes to the right to housing and issues of housing precarity and homelessness. This is because of improvements to retirement income benefits in the 1970s that dramatically reduced the low-income rates for seniors to the point that they were lower than for other age groups in the population. This began to change in the mid-1990s. Today, the

incomes of many seniors are not keeping pace with the rapidly rising costs of living and the percentage of seniors with low incomes has been rising. In fact, seniors' rates of low-income in BC (15.2%) are now almost double that of any other age group (see Appendix 1).² In 2020, in BC, half of all seniors had an after-tax income below \$32,000, and one in four seniors had an income below \$21,800, an amount that is about \$10,000 below the minimum wage.³

In addition, over the past decade, the proportion of the BC population that is over 65 has significantly increased, from 15% of the population in 2010 (667,472 seniors) to 20% in 2022 (1,058,462 seniors).⁴ The combination of population aging, rapidly rising costs of living, and inadequate retirement incomes means that many more seniors are experiencing the effects of the housing affordability and homelessness crisis.^{5,6,7}

In this report, we explore the unique housing contexts, challenges, and needs that arise later

in life, along with some of the solutions for addressing the needs of precariously housed seniors. At the same time, we recognize housing as a fundamental human right, and stress the importance of taking broader action to ensure that British Columbians in all stages of life have access to affordable housing. Our perspective aligns closely with a 2023 position paper from the Health Officers' Council of BC, where they argue that homelessness is an urgent public health crisis,⁸ and highlight the need for multisectoral, upstream approaches to prevent homelessness. This includes options for seniors, people living with complex chronic health needs, young adults, and people in need of transitional or emergency housing. While the primary focus of this report is on seniors, we identify goals and recommendations at the end of the report to both increase the affordability of housing for British Columbians of all ages and specifically address the unique needs of low-income seniors.

2. Report Methodology

Over the last year and a half, community-based seniors' services (CBSS) have been sounding the alarm that the risk of homelessness among low-income seniors is reaching crisis proportions. The goal of this report is to draw both the public's and governments' attention to this crisis. The report begins with a review of the relevant literature that establishes housing as a human right and a social determinant of health. It then summarizes recent data from numerous sources to illustrate the scope and reasons why the housing affordability crisis for seniors is so dire. Lastly, and most importantly, it includes findings from interviews with seniors, volunteers, housing providers, and service providers, to better understand what

this crisis looks like on the ground, including the impact on the seniors, the community-based agencies supporting these seniors and the health system.

A total of 16 interviews were conducted, and we received one response to our questions over email. The interviewees are from communities across the province, with all five health regions and both urban and rural communities represented. In addition, we also include the lived experience of two seniors who have direct experience with housing precarity and/or homelessness. The names of the seniors and some details of their stories have been altered to protect their identities.

Box.1 Report Terminology

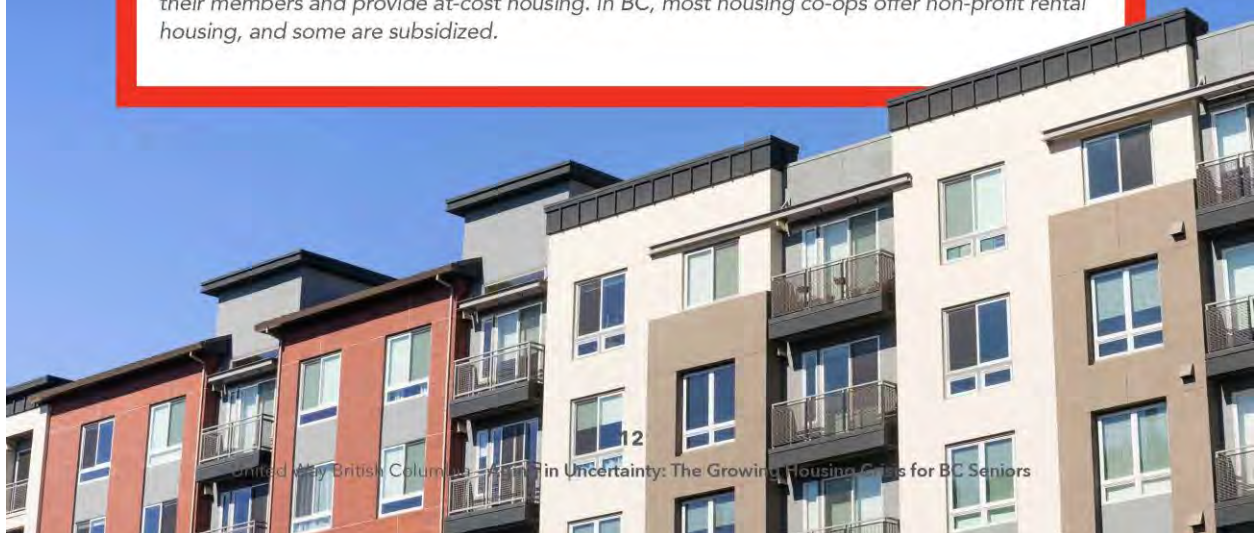
Defining affordable housing

In Canada, housing has traditionally been considered affordable when the cost of rental housing or housing ownership is less than 30% of a person's income. Unfortunately, today, many people use the term "affordable housing" in various ways, making it more misleading than helpful. For example, "affordable rental housing" is often used to refer to lower-end-of-market housing or below market housing where there may be some level of subsidy, but the cost of rent is still often unaffordable for seniors and those with low incomes. That's why, in this report, and especially in the recommendations, when we discuss rental housing that is affordable for everyone, we use the term "rent-geared-to-income" (i.e., housing that costs no more than 30% of a person's income). Subsidized rent-geared-to-income housing may be available through BC Housing, co-operative housing providers, or non-profit housing providers.⁹

Defining homelessness and housing precarity

The Canadian Observatory on Homelessness defines homelessness to include a range of living situations. This encompasses situations where an individual is unhoused and living on the streets, in emergency shelters, or in other locations unsuitable for habitation. Additionally, it covers temporary living situations (e.g., couchsurfing, transitional housing). Individuals are also considered at risk of homelessness if their current financial or housing situation is precarious or does not meet public health and safety standards.¹⁰ In this report, we use the term "housing precarity" to refer to individuals at risk of homelessness. Housing is commonly considered precarious, and an individual is at risk of homelessness if they are spending 50% or more of their income on housing.

Note: Housing co-operatives (co-ops) are a unique form of housing that are controlled by their members and provide at-cost housing. In BC, most housing co-ops offer non-profit rental housing, and some are subsidized.





3. Literature Review: Housing, Human Rights, and Health

3.1 Housing as a Human Right

The right to adequate housing has been recognized as a basic human right internationally since the United Nations' 1948 *Universal Declaration of Human Rights*.¹¹ Key elements of adequate housing include:¹²

- **affordability** (i.e., the cost should not comprise other basic human rights);
- **security of tenure** (i.e., protection from unjust evictions, harassment, and threats);
- **habitability** (i.e., providing physical safety and adequate space);
- **availability of services and infrastructure** (i.e., having access to sanitation, electricity, safe drinking water, etc.);
- **location** (i.e., living in a safe location with access to needed services and amenities);
- **accessibility** (i.e., ensuring vulnerable and marginalized groups have access to housing)
- **cultural adequacy** (i.e., respecting your cultural identity).

Canada is a signatory to the *Universal Declaration of Human Rights*, and the right to housing has been enshrined in federal housing policy through the 2019 *National Housing Strategy Act*, which states, "It is declared to be the housing policy of the Government of Canada to (a) recognize that the right to adequate housing is a fundamental human right affirmed in international law."¹³

Housing as a human rights issue was also reaffirmed in a 2023 op-ed by BC's Human Rights Commissioner, which emphasized the need for all levels of government to collaborate in meeting the housing needs of British Columbians.¹⁴

3.2 Housing as a Social Determinant of Health

Housing precarity is both a human right concern and a public health concern. Housing is widely recognized in Canada as a key social determinant of health. Social determinants of health are the living and working conditions that impact the health and well-being of individuals and communities.¹⁵

There are several different ways through which housing can impact health outcomes.¹⁶ First, research suggests a relationship between housing instability (i.e., housing insecurity and

homelessness) and poor physical and mental health. Second, individuals typically spend a significant amount of time at home, and a poor quality or unsafe home environment (e.g., moldy, overcrowded) can negatively impact health. Third, when the costs of housing are too high, this can lead to a lack of funds to cover other expenses such as food and medications. Fourth, the neighbourhood and built environment surrounding our home (e.g., public transportation, access to grocery stores, safety) have an impact on our health.

The Health Impacts of Housing Precarity and Homelessness

There is a consistent body of evidence linking housing precarity with mortality. One extensive study examined the relationship between housing affordability and mortality rates in 27 countries, including Canada, and found that high housing costs were associated with higher levels of avoidable mortality and suicides. The study also revealed that the impacts of housing costs on health were mitigated in countries with greater social spending on pensions and unemployment benefits, more social housing, and rent control policies. This suggests that these are effective interventions for addressing the negative health impacts of housing precarity.¹⁷

A second study, which analyzed mortality rates in a sample of 881,220 Canadians aged 65 and over, showed a clear gradient between mortality and both housing assets and income. Individuals who were renters (housing asset poor) had higher mortality rates than homeowners, while people who owned the most expensive houses had the lowest rates of mortality. Having a lower income was also associated with higher rates of mortality.¹⁸ Additional research suggests that for seniors, being a renter or facing high housing costs or difficulties paying for housing is associated with greater odds of experiencing:

- an activity limitation,¹⁹
- cardiovascular risk factors and conditions^{20,21}
- poor self-rated health^{22,23}
- chronic conditions²²
- symptoms of depression,^{23,24}
- poorer respiratory health.²⁵

Unsurprisingly, homelessness is also associated with significant negative health outcomes. Analyses of the health needs of homeless seniors aged 50 and up in the United States have found that the prevalence of age-related conditions (e.g., activity limitations, cognitive impairments, visual impairments, falls) is much higher among homeless seniors than the general population of seniors.^{26,27} In fact, one of these studies found that homeless seniors experienced worse health than housed seniors who were, on average, 20 years older.²⁶

The Health Care Costs of Housing Precarity and Homelessness

Researchers from the United States have studied the impacts of housing homeless seniors on their health care utilization and costs. One study conducted in San Francisco followed a group of 51 homeless seniors who were placed in supportive housing for 7.5 years. In the year prior to supportive housing placement, the total health care costs of the seniors were \$1.7 million. After being placed in supportive housing, the total annual cost of provide housing, day health services, and hospital care for the group was only \$1.2 million per year.²⁸ Another study from the United States that followed 250 homeless seniors (50+) in Boston for 12 months found that at follow-up, participants who obtained housing had a rate of acute care visits of 2.5 per year compared to 5.3 per year for participants who remained homeless.²⁹

4. The Growing Affordability and Precarity Crisis in Seniors Housing

4.1 BC's Growing Seniors Population

The seniors' population in BC has been rapidly growing, and in 2022, one in five British Columbians were seniors.⁴ The vast majority of seniors in BC (95%) live independently in the community, while about 5% live in assisted living or long-term care. Among seniors living in the community, approximately 50% reside in detached houses, 22% in an apartment or condominium, and 23% in a townhouse, duplex or other type of home.³⁰ Most seniors in BC are homeowners (80%), while 20% are renters.³¹

4.2 Many Seniors are Low-Income

While some seniors have comfortable retirement incomes, a large proportion are low-income. Half of seniors in BC have an after-tax income below \$32,000, and one in four seniors have an income below \$21,800.³ Most low-income seniors rely solely on government retirement income benefits, including Old Age Security (OAS), Guaranteed Income Supplement (GIS), and the BC Seniors Supplement, for their income. The income seniors receive from these government benefits (\$22,096.20 annually for seniors aged 65-74 and \$22,934.52 annually for seniors 75+) is about \$10,000 less than the income a person would make at minimum wage in BC.* (See Appendix 2 for more information about Government Income Retirement Benefits).

* Annual income from minimum wage (\$34,840) was calculated by assuming a 40 hour work week, 52 weeks of the year. Minimum wage in September 2023 was \$16.75. Annual income from OAS/GIS/BC Seniors Supplement is based on maximum amounts for a single senior in September 2023 and was \$1,841.35 per month for seniors aged 65-74 and \$1,911.21 per month for seniors 75+.

Box 2. Spotlight on the Income of Older Women

The median after-tax income for senior women in BC (\$27,600) is approximately \$10,000 less than the median income of senior men (\$37,600).³ Senior women typically have lower incomes than senior men due to financial disadvantages that accumulate over the life course. Traditionally, married women with children did not work outside of the home. Unfortunately, these women were not eligible for their own pension under the Canada Pension Plan. The married women who worked outside of the home usually had different work patterns than men. Women are more likely to engage in part-time work or experience work disruptions due to child-rearing and caregiving responsibilities, which also have implications for the receipt of pensions. Finally, there is a gender pay gap which still exists. In 2022, women in Canada earned approximately \$0.88 for every dollar a man earns.³²



Box 3. Spotlight on the Income of Pre retirement (55-64) Seniors

In BC, subsidized rent-geared-to-income seniors' housing units are available for people aged 55 and above. Overall, the 55-64 age group has higher incomes than seniors aged 65 and older, with a median after-tax income of \$40,800 in BC.³ However, extreme cases of poverty can still be found within this age group. If a person aged 55-64 is unable to work due to disability, health, or other reasons, they are unable to access OAS and GIS Benefits.[†] In September 2023, the maximum annual income available for a single person through disability assistance was \$17,802,³³ and for income assistance for an employable individual, \$12,720, or for a person with persistent multiple barriers to employment, \$13,320.³⁴ These incomes are lower than the income available to a senior on OAS/GIS/BC Seniors Supplement.

“
[This] is exactly that
population [pre-retirement
seniors] that tends to end
up in the shelter or the
hospital because they just
get to the point where
their money has run out,
they can no longer afford
their rental, and there's
nowhere else for them to
go. And they can't even
apply for CPP, or they
don't know how to apply
for CPP because that
application process is a
nightmare too.”

(Service Provider)

† Some individuals may be eligible though for a GIS spousal or survivors allowance at age 60. The earliest age a person can access the Canada Pension Plan (CPP) is 60.

4.3 The Cost of Rental Housing is Growing Faster than Seniors' Income

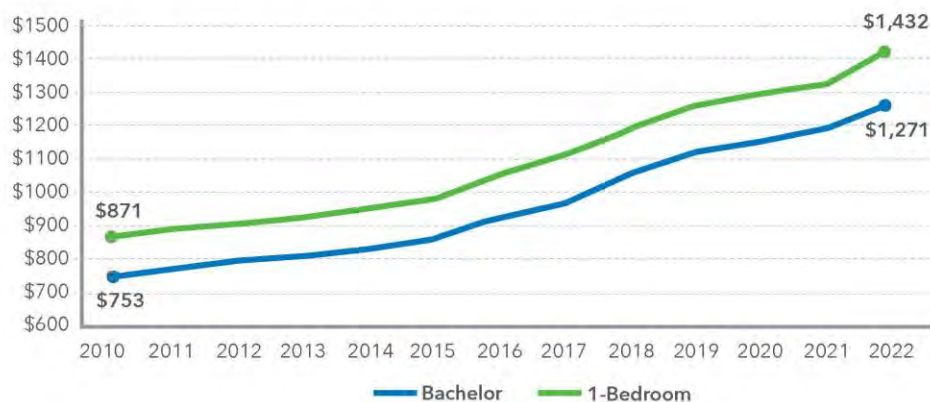
The cost of rentals has been skyrocketing in recent years, making it nearly impossible to find an affordable rental unit in many communities. For example, in Greater Vancouver, only 1 in 200 units are affordable for renters with the lowest 20% of incomes.³⁵

As shown in [Figure 2](#), particularly since 2016, average monthly rental costs have been rapidly increasing in the primary rental market. The average monthly rental cost of a 1-bedroom apartment increased from \$871 in 2010 to \$1,432 in 2022 (a 64% increase). In comparison, the monthly income available to seniors through OAS/GIS/BC Seniors Supplement for seniors aged 65-74 is only \$1,841.35 in 2023. [Appendix 3](#) shows the current average rental cost of a 1-bedroom apartment in different communities, ranging from a low of \$651 in Quesnel to a high of \$1,643 in North Vancouver.



Almost half of older renters live alone.³⁶ If a senior is living alone and fully reliant on government retirement income benefits (i.e., OAS/GIS/BC Seniors Supplement), it would be practically impossible to rent a bachelor or one-bedroom apartment. For example, a 70-year-old senior would spend 69% of their income to rent an average bachelor apartment (\$1,271) and be left with \$570.35 to cover the costs of food, utilities, transportation, medications, internet and phone, clothes, and basic necessities. A one-bedroom apartment (\$1,432) would be essentially out of the question, with 78% of the senior's income spent on housing and only \$409.35 left.

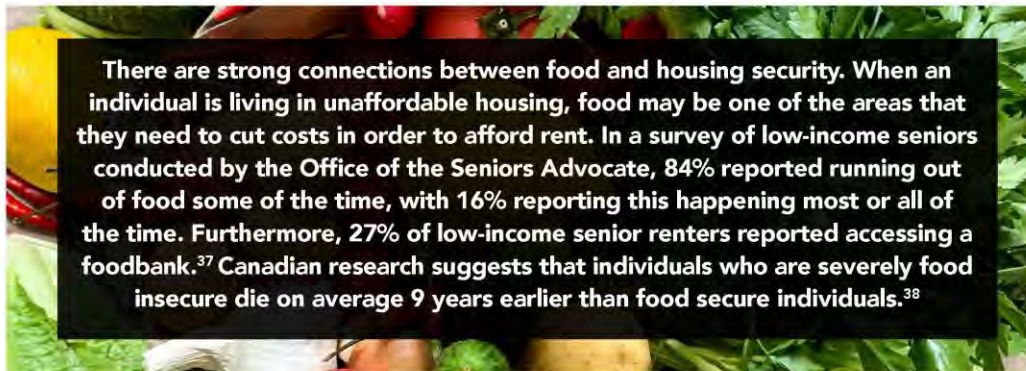
Figure 2. Average Monthly Rental Cost (\$) of Apartment in BC, 2010-2022



Data Source: CMHC Housing Market Information Portal, Primary Rental Market Statistics.

Note: The Primary Rental Market refers to rental housing units in apartments that were purpose-built as rental housing.

Box 4. Spotlight on Food and Housing Security



There are strong connections between food and housing security. When an individual is living in unaffordable housing, food may be one of the areas that they need to cut costs in order to afford rent. In a survey of low-income seniors conducted by the Office of the Seniors Advocate, 84% reported running out of food some of the time, with 16% reporting this happening most or all of the time. Furthermore, 27% of low-income senior renters reported accessing a foodbank.³⁷ Canadian research suggests that individuals who are severely food insecure die on average 9 years earlier than food secure individuals.³⁸

The provincial government regulates rent increases and places a limit on the amount a landlord can increase the rent each year (e.g., for 2023 the limit was 2%). However, there are no limits on the increases that can occur when a unit is vacant (i.e., if the renter moves out of the unit, the landlord can increase the rent as much as they want for the next tenant). As a result of this loophole, landlords can circumvent the caps on rent increases, and in the current housing market, they have significant incentives to evict long-standing tenants. For example, in Greater Vancouver in 2022, the average rent for a newly vacant unit is a staggering 43% higher than for occupied units. This is a dramatic increase from the year before (i.e., 2021) when the average rent increase for a newly vacant unit was only 10%.³⁵

Landlords and property developers use multiple strategies to force tenants to leave so they can take advantage of this loophole, including repossessing a property for “personal or family” use, renovating their tenants, or redeveloping the property. Seniors are particularly vulnerable as they often have been long-term tenants and therefore are paying low rents. In many communities, the old three and four-storey rental housing buildings that house low-income seniors are being torn down to build high-rise condominiums. Other traditional low-cost

housing options, such as motels and trailer parks, are also being lost to redevelopment.

Particularly in communities outside of the Lower Mainland, there are often additional regional and seasonal factors contributing to the loss of existing rental housing options for low-income residents, causing them to be priced out of the market. These factors include:

- Increased tourism and visitors to resort towns (primarily during the summer, but also during the winter in some communities);
- Seasonal and migrant workers who temporarily move into communities for work;
- The transformation of rental housing stock into Airbnbs;
- Influxes of workers into industry and resource communities to work on large-scale projects;
- Remote workers moving into smaller communities; and
- Residents of other communities being displaced due to emergencies or disasters.

Box 5. Shelter Aid for Elderly Renters

For renters in the private market, Shelter Aid for Elderly Renters (SAFER) is a government program that provides rental supplements to seniors 60+ with low to moderate incomes. Older renters do not automatically receive SAFER and must apply each year to receive the benefit. The income ceilings for SAFER (maximum income you can have to be eligible) range from \$29,352 to \$30,600 for an individual depending on the region you live in.³⁷

The amount an individual receives from SAFER is dependent on their income, rent (rent ceilings are currently set at \$734 to \$803 per month), and where they live.³⁹

From 2017/18 to 2021/22, the number of seniors receiving SAFER increased from 22,956 to 23,774.³⁰

While landlords are allowed to annually increase rents, SAFER is not annually adjusted based on rising costs of rents. The last time the rent ceilings were increased for SAFER was in 2018³⁷ and the average cost of a 1-bedroom apartment was \$1,193 compared to \$1,432 in 2022.

In 2021/22, the average monthly SAFER subsidy an individual received was only \$195,³⁷ and with the rising costs of housing, SAFER subsidies are inadequate to make housing affordable for older adults. For example, a 70-year-old senior living alone in Greater Vancouver on OAS/GIS/BC Seniors Supplement would only receive a \$225.54 monthly subsidy towards their rent (average rent \$1,543 for a 1-bedroom) and would end up spending 72% of their income towards their housing, therefore they would still be at high risk of homelessness.

Notes: SAFER subsidy amount calculated in September 2023 using BC Housing's Rental Assistance Program (RAP)/SAFER Calculator.

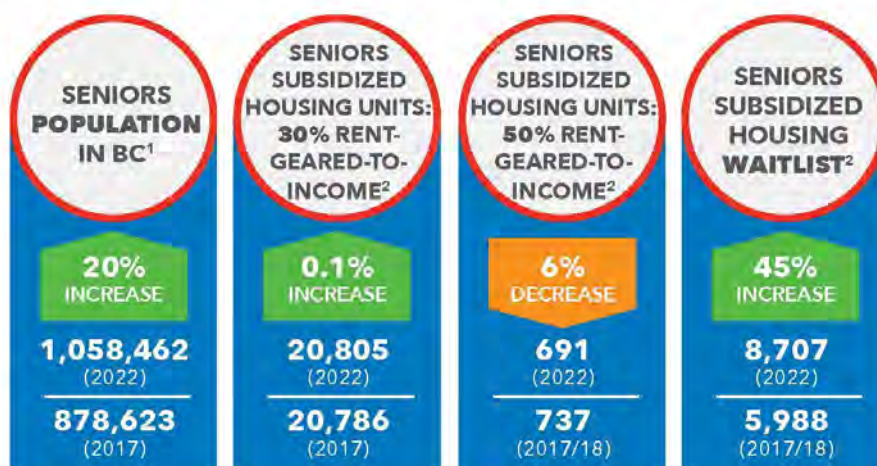
4.4 Declining Access to Seniors' Rent-Geared-To-Income Housing

As noted earlier, subsidized housing with rent-geared-to-income is an effective way of ensuring that housing is affordable to low-income seniors (i.e., when the senior renter pays 30% of their income for their housing). In BC, most of this housing is subsidized through BC Housing's Seniors Subsidized Housing program. There is also a type of subsidized housing known as Seniors Supportive Housing where a senior pays 50% of their income and receives housing and some hospitality services (e.g., meals, housekeeping, recreational activities, etc.). However, there is a significant lack of subsidized rent-geared-to-income housing in BC. While the senior's population has increased by 20% over 2017-2022, access to subsidized rent-geared-to-income housing has stagnated. And at the same

time, the waitlist for subsidized rent-geared-to-income housing has increased by 45% for seniors (see [figure 3](#)).

While there have been new investments in subsidized rent-geared-to-income housing in some communities in recent years, a significant number of units are also being lost due to expiring operating agreements. Operating agreements are agreements between the provincial and/or federal governments to provide funding for subsidized rent-geared-to-income housing, and when these expire, the non-profit providers, who deliver much of this housing for BC Housing, become fully responsible for the financial costs. In BC, it is estimated that the operating agreements for almost 30,000 units of subsidized rent-geared-to-income housing will expire by 2033, and 51% of these will be seniors' units.⁴⁰ When operating agreements expire, many of the non-profit housing providers are no longer

Figure 3. Declining Access to Subsidized Rent-Geared-To-Income Housing in BC, 2017-2021/22



Data Sources: (1) Statistics Canada. Table 17-10-0005-01 Population estimates on July 1st, by age and sex [Data table], 2023. Accessed September 21, 2023. <https://doi.org/10.25318/1710000501-eng> (2) Data request from BC Housing.

Notes: There are some subsidized rent-geared-to-income housing units that are subsidized through sources other than BC Housing (e.g., housing providers, donors) and therefore are not included in these figures.

able to provide rent-geared-to-income units and instead need to convert the units to more expensive below-market or market-priced units. The same thing is happening in the co-op housing sector in BC, where many of the operating agreements are also expiring, and individual co-ops, who are now fully responsible for the costs, are becoming less able to provide co-op members with rent geared-to-income subsidies.

At the same time we are losing these subsidized rent-geared-to-income housing units, we are also losing low-cost market rental housing units (see [Section 4.3](#)). In fact, it has been estimated that from 2016-2021, approximately 6.1% of BC's non-subsidized low-cost units (units with rents below \$750) were lost.⁴¹ It is difficult to quantify exactly how many low-income rental housing units are being built and lost in BC over time, but the numbers are likely significant, and there is a need for better tracking of these changes.

“

“There’s just not enough housing out there. There’s kind of this, screaming into the void kind of thing, that’s how I would put it. You’re filling out these applications for BC Housing units, and there’s no BC Housing units, and there’s just no way that there’s going to be enough units that are going to be built. So, you know, where are people going to go?”

(Service Provider)

”

4.5 Measuring Housing Precarity and Homelessness

The housing situations of senior renters are particularly precarious, and an increase in rent, eviction for personal or family use, renovation or redevelopment can tip a senior renter into homelessness. For example in [Section 4.3](#), the 70-year-old living alone on government benefits, who would have to pay on average, 78% of their income to cover the cost of a 1-bedroom apartment, is a case in point.

Data from the 2021 Census shows that half (49%) of senior-led renter households in BC (56,930) live in housing that is unaffordable. Furthermore, almost 1 in 5 senior-led renter households (18% or 21,565 households) are precariously housed and at risk of homelessness.⁴² [Appendix 4](#) shows the number of senior-led renter households at risk of homelessness in communities across the province.

Unfortunately, because these statistics were collected during the height of the COVID-19 pandemic, they under-estimate the situation we are facing in 2023/24. In 2020, when the census income data was collected, some seniors may have been receiving the Canada Emergency Response Benefit (CERB) or other pandemic-related payments, which meant that their incomes were temporarily higher than they are in 2023.

Furthermore, policies put in place by the BC Government to freeze rents and ban evictions, very likely prevented some seniors from becoming homeless. Given the significant increase in the cost of living in 2022 (annual inflation was 7%),⁴³ and continuing increases in 2023, this underestimation is likely quite significant.

The other key source of information on seniors' homelessness and housing precarity are homeless counts, and homeless counts conducted across BC over the past decade suggest that in many regions, senior homeless populations are

Box 6. Homeless Counts are Important Resources but Have Limitations

Homeless counts usually include both homeless individuals who are unsheltered (i.e., people living on the streets or in abandoned buildings) and sheltered (i.e., staying in homeless shelters or other temporary accommodations). In many homeless counts, people aged 55+ are considered to be seniors, but some use other age cut-offs. It is important to recognize that homeless counts are underestimates and do not represent the full picture of homeless populations for a number of reasons, including: a) counts only represent the homeless population during a single point of time within a year, b) homeless counts usually miss the hidden homeless (e.g., individuals who are homeless but temporarily staying in another household) and individuals at risk of homelessness, and c) homeless individuals may prefer not to be counted or prefer not to disclose their age and other demographic data.

increasing. However, they also underestimate the scope and extent of homelessness among seniors (Box 6 provides more information on what is included and excluded in the homeless counts).

Combined data from homeless counts conducted over 2020/21 in 25 different communities across BC suggest that approximately 21% of homeless individuals are seniors aged 55 and up (a total of 1,165 homeless seniors).⁴⁴ The proportion of homeless individuals who are seniors has been increasing in many regions where historical data is available. For example, in Greater Vancouver the proportion of homeless seniors (55+) more than doubled from 9% of the homeless population in 2008 to 22% in 2023 (568 seniors). A total

of 216 seniors (38%) reported experiencing homelessness for the first time as a senior.⁴⁵

With the data currently available, the most we can say is that for every senior that is homeless, there are approximately 19 more who are precariously housed. However, because both statistics underestimate the scope and size of the problem, homelessness and housing precarity among seniors in 2023 are likely to be considerably higher.

4.6 Housing Precarity in the Rural and Remote Context

It is important to recognize that experiences of housing precarity in rural and remote communities may differ from those in urban communities. Generally, there are higher rates of home ownership in these communities; however, while having a house is a significant asset, the costs of home maintenance and modifications can prevent seniors from remaining in their own homes. In BC, about 4% of senior homeowners (35,075) and 28% (950) of Elders in housing provided by a First Nation band are living in housing that is inadequate and requires major repairs.⁴⁶ Furthermore, while the costs of rents tend to be lower outside of the Lower Mainland and other major metropolitan areas, the costs of food, gas, and utilities are usually higher in rural and remote communities.

Downsizing or moving into housing that is closer to family or services may not be possible due to the lack of housing options in the community and the low values of many rural properties. A recent analysis of data from the 2021 Census found that there is a lack of diversity of housing stock in non-metropolitan areas in BC. Mismatches frequently exist between the size of households and the types of housing that are available, which are often larger and more expensive than required (e.g., a single senior may be living in a detached house due to the lack of smaller housing options).⁴⁷



5. Interview Findings

5.1 The Significant Toll of the Housing Crisis on Seniors in BC

Living in unsheltered, substandard, or unsafe housing situations

“We’re seeing seniors who are living in their cars, seniors who are living in their storage lockers... seniors who were going out to the airport, and because they were dressed kind of nice, they could spend a night out there.”

(Senior Volunteer)

Most of the interviewees talked at length about the growing number of seniors who are unsheltered or living in substandard or unsafe housing situations because they have no other housing options available to them.

They provided examples of seniors who are:

- Staying with abusive family members or roommates;

- Living in rodent-infested buildings;
- Living in housing without heat, electricity, or plumbing;
- Staying in cars, moving trucks, or storage lockers;
- Living unsheltered on the streets or in homeless shelters; and
- Camping in the woods, even during the middle of winter.

Several of the interviewees spoke about how in the current housing market, senior renters are often afraid to make complaints, which allows landlords to take advantage of them and get away with offering terrible living conditions. Seniors, particularly senior women, who are staying with family or friends, are vulnerable to abuse due to the lack of any other housing options.

Substandard housing was also a concern for homeowners, particularly for rural, remote, and Indigenous communities. Multiple examples were provided of seniors living without heating, plumbing and/or electricity, either because their housing lacks access to the infrastructure, or because they cannot afford them. An example was provided of an older man living in a trailer who had lost his job, and as a result, he went through a winter of minus 40-degree weather with no electricity or heat. Declines in health and

physical abilities that can occur with age make it more difficult for seniors to cope with such conditions (e.g., physical frailty can lead seniors to no longer be able to chop wood).

"I've had people that we've just had to move into emergency housing because their circumstances are so bad. And, you know, for instance, they have inadequate insulation, a broken window, no heat except for a woodstove. And as they get more and more frail, they're not capable of managing the woodstove."

(Service Provider)

Homeless for the first time in their lives at the age of 60 or 70

"We are in a housing crisis. But we're also in an income disparity crisis. And so, it is important to emphasize, these are folks that worked, and worked hard all their lives and provided for themselves, and are now finding themselves in a place where they can't manage."

(Service Provider)

For some seniors, housing precarity and homelessness are chronic issues that have impacted them over the life course. Interviewees noted that, as our population ages, the homeless population is aging as well.

There are also, however, a growing number of seniors who are finding themselves homeless, or on the verge of homelessness, for the first time in their 60s or 70s. The lived experience story in Box 7 highlights this point. A range of factors can tip a precariously housed senior into homelessness, including eviction or renovictions, death of a partner, loss of income, and mental health or physical health issues. Multiple interviewees highlighted that they are seeing more and more seniors who were steadily employed for most of their lives, and they never imagined they would be unable to afford housing later in life. Interviewees described how seniors are shocked when they end up on the verge of homelessness for the first time late in life, as they believed the housing and retirement income systems would take care of them in their old age.

"The emotional outlook of our clients is overwhelmingly dark. It's, there's a lot of language around: I failed, I didn't want a handout, I thought I did everything right. Yeah, so there was a belief that there was a support structure in place. And I find that for seniors the shock of like, what do you mean, there's no housing? What do you mean, there's no support?"

(Service Provider)

Box 7. Lived Experience Story: Lucy

Lucy became homeless at the age of 73 when, due to the pandemic, she was unable to retain her long-time job. After a year of burning through her savings to keep her \$1,100 per month housing, she was given two months' eviction notice. She struggled to reach out to family and friends because of the shame she felt and the concern of being a burden.

When it was time for Lucy to move out of her apartment, she went to a homeless shelter, but upon arrival she felt unsafe and uncomfortable due to the substance abuse and other activities taking place at the shelter. When Lucy could no longer stay at the shelter, her last option was to sleep in her car. She didn't sleep very much during these times as she was aware of her vulnerability and the men nearby also sleeping in their cars. Three weeks after moving into her car she was taken to the hospital after a blood clot formed in her legs that nearly took her life. Following this experience, she was brought to a different shelter operated out of a motel and she was treated very poorly there.

These experiences had huge impacts on Lucy's mental, spiritual and emotional health. She felt anxious, she didn't have energy and was losing weight. Lucy felt embarrassed and ashamed. She often wondered how she had landed in her situation, having raised 3 children as a single mother and worked full-time for many years. The stress took a huge toll on her body, *"It made me think I aged 10 years. I just looked in the mirror. I didn't recognize that woman."*

Thanks to a few non-profits, Lucy was able to get some support for gas cards and food. Today, she lives in a low-cost housing facility for women. She is inspired and determined to make a difference in her community in the little ways she can, by sharing love and encouragement with the people around her. Even with her limited income, she still finds ways to bless others, whether it is surprising a stranger by paying for their Tim Hortons bill or giving someone a compliment.

While Lucy is grateful to have secured affordable housing, she knows that many other seniors are still struggling and are forced to make enormous health sacrifices to maintain or acquire their housing. *"When I'm thinking of housing for seniors, you know, when you have to make a decision whether you want to get your medications or eat that month, or if you're paying rent, that's pretty, pretty scary."*

Compromised access to other basic necessities

Interviewees described how the high cost of housing often leaves seniors in impossible situations where they must choose between paying for housing and other essential needs. Even though an individual may be housed, this can occur at the expense of meeting other health and safety needs.

“But we do hear a lot of the time people say, you know, I’m prioritizing my rent over food. And that’s why there’s now such a need for Meals on Wheels and subsidized food for seniors, because when they’re on fixed incomes, they can’t afford both. So even if they are housed, I think it’s important to kind of highlight that, those essential needs of shelter, and warmth, as well as like sustenance are kind of pitted against each other.”

(Service Provider)

Food security was a particular concern, with some interviewees reporting increased use of food banks, Meals on Wheels, and other low-cost and free food programs by seniors due to the rising cost of living. However, the interviewees also noted the limitations of currently available food security supports, including a lack of low-cost and free food, food that is not culturally appropriate, and lack of cooking and meal preparation support. For example, an interviewee stated that while their community’s food bank is supposed

to be open four days a week, usually they offer information and referral services on the fourth day because they run out of food by then.

The inability to afford prescription medications was also a key concern. An example was provided by an interviewee of an older gentleman who has been experiencing chronic pain for many years, but is unable to afford his prescribed pain medications due to the high costs of housing. Multiple interviewees also stated that when clients are unable to afford medications for pain or mental health conditions, this can lead them to turn to alcohol or street drugs to address their unmet needs.

The physical, mental, and emotional toll of housing precarity

The interviewees said housing precarity and homelessness have significant negative impacts on the physical, mental, and emotional health of seniors. One interviewee succinctly summed this up by stating that “homelessness is healthlessness.” Multiple interviewees described the physical, mental, and emotional toll that housing precarity was having on their clients.

“So, they really are quite a bit more vulnerable, not just income wise, but medically, they’ve often lived harder lives. Like more transient lives. There’s a lot of people who maybe have been close to being homeless before. But there’s also a lot of women who’ve never been homeless that we’ve been seeing too. And they’re facing the streets

for the first time at the age of like 68, or 70, which is very terrifying for them, rightfully so. And just living with the stress of the housing insecurity, it plays a huge toll, especially if they're not eating. And then their physical health goes downhill. And of course, it compounds with their mental health."

(Service Provider)



Seniors who are experiencing housing precarity are often already experiencing other forms of vulnerability (e.g., poverty, mental health problems, chronic medical conditions, addictions) that housing precarity further exacerbates. Interviewees particularly emphasized the mental health impacts, including stress, anxiety, shame, fear, anger, and depression. Self-neglect and unhealthy coping mechanisms, such as turning to alcohol or drugs, were reported as common among clients.

Disturbingly, it was also reported that some seniors were considering suicide or medical assistance in dying due to their feelings of hopelessness about their situation. One interviewee stated her team had been referring so many seniors to their organization's mental health and counselling services that they had introduced new training for staff on the mental health needs of seniors.

"And I would say, well, over half of our clients talk openly about the question of whether or not they want to live anymore, and the burden that they feel like in the current system."

(Service Provider)

Loss of community and social supports

The housing crisis has caused seniors to be displaced from their long-standing communities due to evictions, renovictions, redevelopments, and rising rents. The displacement of seniors was reported to be occurring in both urban and rural communities. Examples were provided of seniors forced to move multiple times in the same year. Interviewees described how the loss of their community (e.g., friends, social activities, health services) can be devastating for seniors.

"The issue for us is really, that these older folks who have lived in our community for decades, who are being renovicted, are not going to be able to stay in their own communities. And what we know about that is that as people get pushed out of their communities, that those protective relationships that have kind of helped them through, get severed. And it causes additional issues in people's lives."

(Service Provider)

In particular, seniors who live alone or lack family support may struggle to build social support networks if they are forced to relocate to a new community. An interviewee described how they have some clients who no longer live in their community but continue to travel one or two hours by public transportation in order to access their services and connect with their friends.

The impacts of intersecting vulnerabilities

Interviewees highlighted how intersecting vulnerabilities and sources of discrimination can influence and intensify the housing challenges faced by seniors.

Gender influences experiences of housing precarity, with older men and women reported to have different housing experiences. Several interviewees observed that older men were more likely to be living unsheltered on the streets or camping, while older women were more likely to be able to couch surf with family and friends or live with roommates. It was highlighted that women are more vulnerable to violence and abuse and may stay in abusive relationships or trade sex to maintain their housing. Income was particularly emphasized as a factor contributing to the housing precarity experiences of women. Additionally, a couple interviewees raised the concern about the lack of safe and inclusive temporary and transitional housing options for 2SLGBTQIA+ seniors, and in particular transgender seniors.

Interviewees also identified that there is lack of culturally and linguistically appropriate housing and support services for immigrant and ethnocultural seniors. For immigrant seniors with limited English language skills, language barriers can be a significant challenge. Furthermore, seniors who have come to Canada as sponsored immigrants are fully reliant on their sponsors (i.e., do have access to most government benefits) and have few options for alternative housing, which can put them at risk for abuse.



28

United Way British Columbia – Aging in Uncertainty: The Growing Housing Crisis for BC Seniors

Similar concerns were also raised about services for Indigenous Elders, with an interviewee noting available housing and supports may not be culturally safe. Furthermore, the interviewee emphasized the need to recognize the enduring impacts of colonialism and how residential schools, the 60s scoop, the cultural genocide of Indigenous peoples, and other injustices of colonialism contribute to Indigenous Elders' experiences of housing precarity today.

Other interviewees highlighted the unique context of housing precarity experiences within rural, remote, and Indigenous reserve communities and reinforced the concerns that were previously discussed in [Section 4.6](#) about rising costs of living for both renters and homeowners, home maintenance and repair needs, and the lack of diversity in housing options available. For example, one interviewee noted that they recently had several senior clients who had to sell their homes and move into rentals. Interviewees also talked about the need for more funding for homeowners in order to address home maintenance issues that compromise their health and safety. While there are programs available for home improvements and modifications, these programs are not appropriate for small repairs or low-income seniors who cannot afford to pay upfront and wait to be reimbursed.



“When I’m trying to find help for some of these people, it’s that we have these programs that are designed to assist people who are basically middle class who can afford to pay, you know, 10 grand, even if it’s with a temporary loan, to get a heat pump put in and then get reimbursed for it. But if someone has no money, they can’t even get their window that’s broken fixed.”

(Service Provider)

Overall, it was reported that these communities have fewer health, housing, and support services available. There also can be significant financial and time costs associated with accessing needed services. For example, it was observed that for Elders from remote reserve communities, it can cost \$30 just to drive into town to buy groceries, attend medical appointments, or access social services.

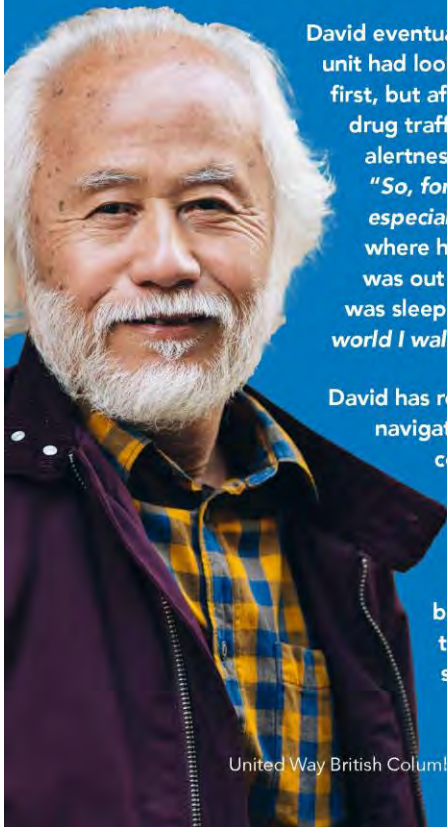
The lack of accessible and affordable rental housing also significantly disadvantages seniors living with disabilities, who usually have lower incomes and more limited housing options than other individuals. Older apartment buildings, which are often the most affordable, tend to lack elevators and other accessibility features. Stairs can be a significant barrier for people who use mobility devices (e.g., wheelchairs, walkers). The lived experience story in Box 8 highlights the impacts that intersecting vulnerabilities can have on housing precarity experiences.

Box 8. Lived Experience Story: David

David's story highlights the experience of an older person with a disability trying to navigate the housing affordability crisis. David enjoyed his well-paying career for many years until he noticed he was developing a visual impairment. Unfortunately, this unexpected disability led to David losing his long-term job which he had been planning to continue for several years before retiring.

Around this time, David almost became homeless, not because he couldn't afford a place, but because his visual impairment meant he could not search for and attain a rental unit at the competitive pace that the market requires. *"I was almost homeless looking for a place. And with visual impairment, I had a heck of a time tracking down vacancies, getting support to help me track down vacancies and then getting to appointments to meet if there was one. And I was finding that there were so few places available. I was running around trying my best catching buses and by the time I get to a place and meet the landlord, it was basically gone."*

With affordable housing being so sparse and competition for units high, David was aware that his age, disability, and involuntary retirement made his chances of finding housing low. *"The fact that I could no longer work and in my age -- given the choice of 20 candidates for a vacant apartment, I was not in the top five. Ever. So, the housing shortage just completely throws a curveball at anybody who doesn't fit the bill."*



David eventually found a rental unit, but things took another turn downhill. The unit had looked very promising; it was a clean building and seemed fine at first, but after a little time, David realized that the building was riddled with drug trafficking, theft, and violence. There was a steady level of fear and alertness he had to maintain because people knew he was partially blind. *"So, for some reason, if you have a disability that's visible, it makes you especially vulnerable. You are a target."* There were several occasions where his money, keys, and other small belongings were stolen while he was out of his unit. Even his own security was not safe. Once, while he was sleeping in his home, his belongings were stolen. *"And so, it was the world I walked into, it was unbelievable. Nothing safe, nothing was secure."*

David has received valuable aid from local non-profit organizations in navigating the housing system and securing safer accommodation compared to his previous home. Unfortunately, his visual disability makes him a target for break-ins, posing ongoing challenges. While local non-profit organizations have been supportive, their extensive client bases restrict their ability to offer intensive individual assistance. David wishes additional resources could be allocated to local non-profit organizations, thereby enhancing their capacity to ensure that seniors like him can live safely and be supported in affordable housing environments.

30

United Way British Columbia – Aging in Uncertainty: The Growing Housing Crisis for BC Seniors

5.2 The Moral Distress and Burnout of Housing and Service Providers

Staff and Volunteers are Burning Out

Due to the lack of low-income rental housing available, interviewees reported that staff and volunteers experience significant moral distress when a senior comes to them and there are no housing options. Homeless shelters were reported to regularly operate at capacity, therefore even finding a shelter bed can be very difficult. While staff and volunteers can try and help by making phone calls, getting people on waitlists, providing information, etc., it is deeply frustrating and distressing when they know the reality is that the senior is probably going to end up homeless. Multiple interviewees commented that our housing and health care systems are broken.

"I was just so distressed by it. Some seniors or volunteers were close to tears. And also, I would say it's very hard because it makes you feel helpless, because I can get people to fill out SAFER, I can do that in a minute, but I know at the end of the day, that person still is going to be homeless."

(Senior Volunteer)

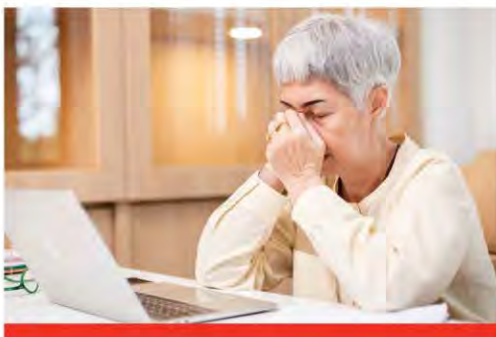
Burnout was a concern for many organizations, due to heavy workloads and inadequate resources, as well as the difficult nature of the work. Several interviewees noted that their organizations had staff members currently on mental health leave or who had left their

positions due to the stress and trauma of their work. At a homeless shelter in a rural community, it was reported that they have 50 beds, but can only use 30 beds due to lack of staffing. This interviewee raised the point that we can build more beds and housing, but we also need to be able to staff it. Multiple interviewees identified the importance of organizations having adequate funding so they can provide more mental health and wellness supports for staff. Organizations that rely on volunteers also noted that while there are many amazing volunteers, it can be difficult to retain them due to the intense nature of the work (and in some cases using volunteers may be inappropriate for high needs clients).

One interviewee spoke about the lasting impacts burnout has, and how while you may be able to eventually return to work, once you have experienced burnout there are lasting changes to the lens through which you view the world. Staff and volunteers also may experience direct or vicarious trauma due to the difficult situations they deal with, which can involve seniors experiencing abuse, mental health crises, and violence. Multiple interviewees stated that working with precariously housed and vulnerable seniors has increased their anxiety around their own housing security and aging experience.

"I would say we're like, myself, but I'm beyond the state of burnout. I'm operating in some alternate reality. And at this point, the last seven months have been the most challenging I've had in all of my career. And I've been working with this population for 15 years or so."

(Housing Provider)



Lack of Support from the Health System to Address Mental Health Needs

Interviewees from communities across the province decried the gaps in services to address the mental health needs of seniors, including addictions, cognitive impairments and dementia, and psychiatric conditions. The gaps in mental health services in rural communities were especially dire. For example, in one rural community, it was reported people needed to travel 5-6 hours by bus in order to access addictions detox and treatment services.

“Two of [my clients in a shared rental house] are schizophrenic, and they need more care than they’re getting. But they’re falling through the cracks in the mental health system, because they’re not getting mental health support because they’re housed... But just because you’re housed doesn’t mean you don’t need supports to help you live well.”

(Service Provider)

“And there are really not any mental health services in the community. We have a mental health department, but I know a woman, one of my clients who’s supposed to be a client of mental health, and she can’t even get them to call her back... So, she calls me. And she’s suicidal for cripesakes.”

(Service Provider)

In rental housing, individuals with unmanaged mental health concerns can be a serious safety concern to themselves, as well as the other tenants and staff in the building. When CBSS or housing providers try to seek help for these seniors, interviewees reported there is often a lack of responsiveness from the health care system – either due to lack of capacity, the mental health issues not being deemed serious enough, or poor coordination between services. Examples were provided of tenants who had assaulted other tenants and staff, destroyed property, or caused fires due to unmanaged mental health issues. Unfortunately, housing providers sometimes find themselves with no other option but to evict the tenant.

“But as a landlord, we occupy a very small space in terms of what we can action on behalf of the tenant, or in support of other tenants, when a tenant’s behavior is increasingly adverse. We cannot remove someone from a building, we rely on health,

law enforcement and the RTB. And when those three systems don't work, or are not open to working with us, it creates untenable situations and leaves people at risk, greater risk, not just tenants or their family members or contractors who are going into the buildings but also our staff."

(Housing Provider)

Hoarding was also raised in several interviews as very difficult to address, due to the complex and cross-sectoral nature of the issue (i.e., behaviour is a mental health concern, but also can be a municipal bylaw issue, pet issue, fire safety issue, etc.) and there is a lack of integrated support services.

Enhanced Collaboration is Required Between the Health, Housing, and CBSS Sectors

Interviewees recognized that clients of the health, housing and CBSS sectors often overlap, and in order to support seniors to age in place, coordination and supports are required from all sectors. However, there are often no mechanisms in place for collaboration or for streamlined communications between the CBSS, health, and housing sectors.

In addition to the mental health service concerns described previously, a key concern raised by multiple interviewees was around hospital discharges, with examples provided of seniors being:

- Discharged back into the community only to find out they had no housing (e.g., landlord

had evicted them because they had been in the hospital for so long);

- Sent directly to homeless shelters because they were homeless; or
- Discharged back into their current housing when they clearly required a higher level of care.

These situations leave CBSS or housing providers scrambling to find ways to support extremely vulnerable seniors. In some communities, interviewees reported they had been successful in building relationships with health services so that they could effectively coordinate services with them and address issues such as inappropriate discharges, but in others, coordinating with health services was a persistent challenge.

Interviewees also raised concerns about seniors who clearly had care needs that exceeded their current housing situation. In several communities, it was reported that home support staff would not go into homeless shelters, leaving the untrained shelter staff with the responsibility of assisting frail seniors with bathing or other activities of daily living. Interviewees also raised concerns about inappropriate expectations around the role of rental housing staff (e.g., requests to be emergency contacts for seniors without family) and the lack of mechanisms to transition individuals from rental housing into assisted living or long-term care facilities when their needs increase.

5.3 A Continuum of Housing Supports Are Required

Seniors, and particularly those who are homeless and precariously housed, need access to a continuum of housing options depending on their housing situation and level of support need – including access to housing navigation services, homeless shelters, transitional and



temporary housing, subsidized rent-geared-to-income and other low-income rental housing units, supportive housing, assisted living facilities and long-term care facilities. The most persistent concern of interviewees was that the current continuum of housing supports do not serve seniors well, due to gaps in the continuum as well as a lack of senior-specific supports and housing options.

Growing need for housing navigation services for seniors

Interviewees highlighted how the needs of seniors experiencing housing precarity and homelessness can differ from other groups, therefore navigation and support services primarily targeting people with mental health and addictions needs or street-entrenched individuals may not be appropriate for seniors. The demand for housing navigation and related supports for seniors (e.g., applying for benefits, filling out forms, filing taxes, outreach, etc.) was observed to vastly exceed the current capacity of most CBSS organizations. The movement of services and information online in recent years has intensified the need for navigation supports for seniors, who have lower digital literacy levels than the rest of the population. Interviewees noted that it can take a couple of hours just to look up and communicate needed information to a client, and clients who have complex cases or require more intensive one-on-one supports may require multiple interactions over several weeks or months to address their needs.

"I would say I noticed quite a bit of moral distress, spiritual distress among staff -- like I feel it myself too. Because my job description isn't to be a housing navigator and I do it because the need's there and we're here to serve older adults, but my job is not to be really that frontline. And I'm still spending probably about 10 hours a week doing this on top of my other work."

(Service Provider)

The current shelter system is not serving seniors well

Multiple interviewees reported that homeless shelters in their community are regularly at capacity and it is difficult to place people in them. Furthermore, interviewees expressed concerns about the safety and accessibility of homeless shelters for seniors. Homeless shelters were not considered to be a safe place for frail seniors, particularly if they have a physical disability or cognitive impairment. One interviewee highlighted the accessibility issues at their homeless shelter (e.g., use of bunkbeds, no elevator or ramp access).

"I've advised strongly against sending any seniors [to our homeless shelter] that have not been [previously] involved with us, because they will be taken advantage of. It's not a safe place. It's a very dangerous place. And especially if you have any sort of mobility challenges, people will rob you, that has happened here. We had a senior who came to us a couple of years ago, and he was in a walker and people robbed him and would just take his stuff, and he couldn't do anything about it, unfortunately."

(Housing Provider)

Seniors need access to safe and supported low-income rental housing options

In communities across the province, interviewees highlighted the lack of low-income rental housing in BC, and in particular, the lack of subsidized rent-g geared-to-income units. Concerns were raised both about the insufficient number of new units being built and the loss of existing units. Long wait lists of two, three or four or more years for subsidized rent-g geared-to-income housing were common in many communities. While there are private rental market subsidies available (e.g., SAFER), the interviewees noted the amounts are inadequate to meet the needs of seniors.

"And so, we just see this influx of people that are in absolute crisis because they know that they have a very limited time and that their application for BC Housing, or their going into BC Housing, probably won't be realistic and so [they're] looking to us and are coming to us and just saying, "what are our options?" And unfortunately, we don't say this to people, but on our side, we know that there are none. And I've said this multiple times on my team before, I honestly cringe whenever these kinds of things happen, because we have a very limited ability, if anything, to respond."

(Service Provider)

While the limited availability of units was the primary concern, and has been well documented in [Section 4](#), interviewees also noted that the low-income rental housing options that are available are not necessarily appropriate for seniors. Multiple interviewees expressed concerns over the lack of senior-specific buildings, and the tendency to house vulnerable low-income seniors in places where many of the other residents struggle with mental health and addiction challenges.

"And finally we were able to find her some housing, but she had to move to another neighbourhood. There's a BC Housing site right there, which was incredibly frightening for her. She found the neighborhood to be such that she wasn't comfortable. The neighbourhood is a very interesting area, I'd love to live down there, but I have lots of resources. But for somebody who is living in supported housing in that area, there's a lot of drug use in that area, there's a lot of homelessness in that area. And she found it very, very anxiety provoking to be forced into that kind of an environment. And in fact, the building she's living in has a lot of drug users and mental health issues within the building. And so, we are still in touch with her, but it is very anxiety provoking for her - and I would say not appropriate, mixed housing for a senior."

(Service Provider)

Many of the interviewees also identified the need for more supports to help vulnerable seniors in low-income rental housing to maintain their tenancies and feel safe and supported. Seniors

within low-income rental housing buildings often have higher health and social needs. For example, one housing provider reported that one in five seniors in their rental buildings have no family or friends to call for support during an emergency.

Interviewees observed that there are some evictions or emergencies that could be prevented if a senior had more support (e.g., senior is in the hospital so fails to pay rent, housekeeping concerns). In many communities, there are only a small number of low-income rental housing providers, so once a senior has burned their bridges with one provider, it is difficult to find other housing options. Housing providers themselves are quite limited in regard to the supports they can provide, given their mandates and current legislation. In addition, tenants often are reluctant to seek help from their landlord given concerns that disclosing issues may affect their tenancy.

"The expectations placed on landlords by health workers, tenant family members, and tenants themselves are often beyond organizational and legislated capacity. We're also seeing fewer resources to refer tenants to for support or it's harder to access. We as landlords, we're not acting, we're not eligible for a lot of the program funding that social services agencies are, or community based senior service agencies are. Because our mandate isn't programming. Our mandate is housing."

(Housing Provider)



6. Seniors Housing Precarity Goals and Recommendations

There is an urgent need for multigovernmental and intersectoral collaboration to ensure that seniors have access to housing that is appropriate and affordable and are supported to navigate the housing system, maintain their health and tenancies in rental housing, and age in place. We have identified six goals, with specific recommendations for each of these goals. The first three goals address the need for more low-income rental housing stock in BC for all age groups, while the last three goals focus specifically on the needs of the seniors' population. Our hope is that governments at all levels, housing providers, the health care system, the CBSS sector, and other partners will begin working together towards these goals and recommendations.

We also want to acknowledge that inadequate income is an important root cause of housing precarity for low-income seniors, with one in four seniors having an income below \$21,800.³ While the focus of this report is housing, and it is beyond its scope to explore in-depth the financial security of seniors, we strongly support the recommendations that have been made by the Office of the Seniors Advocate in her report *BC Seniors: Falling Further Behind*³⁷ to improve the financial security of seniors at the Provincial level. We also recognize the need at the Federal level to enhance GIS and other income supports for seniors.

Goal 1: To increase access to subsidized rent-geared-to-income housing for low-income people of all ages (i.e., where tenants pay no more than 30 percent of their income on housing).

As outlined in this report, the vast majority of rental housing in BC is unaffordable for low-income seniors. Furthermore, the growth of subsidized rent-geared-to-income housing (which provides guaranteed affordability for all seniors) has stagnated and is not keeping pace with the growth of the seniors' population.

Recommendation 1.1: The Federal and Provincial Governments need to prioritize and significantly increase their investments in non-profit housing developments.

It is widely recognized that to increase the affordability of building rental housing, using non-profit developers creates the largest potential cost savings – between 20 to 30 percent of total construction costs.⁴⁸ This is due to non-profit developers having no expectations of developer profits, as well as the availability of preferential financing options.

The Office of the Federal Housing Advocate makes a similar point arguing that the financialization of housing is a key factor contributing to the loss of housing affordability in Canada.⁴⁹ Financialization refers to the growing dominance of private for-profit interests in housing markets, which leads to markets where maximizing profits takes precedence over government's role in ensuring access to affordable housing for low-income people.

If you look at the evidence, it is clear that we cannot count on for-profit developers to build the housing we need to support low-income renters.

In Metro Vancouver, it has been estimated that the 1-bedroom apartments in a new building would need to rent for between \$1,942 to \$2,970 per month depending on land costs and type of construction to be a worthwhile project for a private developer. On the other hand, a non-profit developer would require rentals of \$1,357 to \$1,995.⁵⁰ However, even with the provision of low or no-cost land, the lowest rents that non-profit developers can offer (\$1,357) are still unaffordable for many low-income seniors, illustrating the need for provincial and federal investments to further offset costs and allow for the provision of subsidized rent-geared-to-income units.

Since the Federal Government largely withdrew from its role in developing and funding rental housing in the early 1990s and downloaded these responsibilities onto the provinces and municipalities, there has been a severe lack of investment in building rental housing across Canada.⁴⁹

At the provincial government level, the end of a major program to fund new subsidized rent-geared-to-income housing in 2002 further decreased investments in subsidized housing in BC, though in recent years there have been some positive investments made, such as the development of the Community Housing Fund.⁵¹ The Community Housing Fund is intended to fund the development of 20,000 new affordable rental homes by 2031/32 in addition to funding for 6,000 units specifically targeted at seniors or families. Under the Community Housing Fund requirements, 70% of units will need to be rent-geared-to-income, while 30% will be market rents.⁵² While this is a positive step, further investments are still required from the Province of BC to keep pace with demand and population growth. In 2021 alone, the Community Housing Fund received applications to build 13,000 units, but was only able to fund 2,600.⁵³

Housing experts assert that there is a pressing need for greater investments from the Federal and Provincial Governments to support the

capital and operating costs of subsidized rent-geared-to-income housing.^{48,54}

Recommendation 1.2: Local governments develop and utilize all the tools that are available to them, building on best practices from local governments in BC and elsewhere, to support non-profit developers to build low-income rental housing.

While increased Federal and Provincial funding is essential for the development of low-income rental housing, there are multiple zoning, development, and financial policy levers that local governments can use to encourage the development of low-income rental housing.

Key challenges to building new housing include time, costs, and uncertainty,⁵⁵ so any steps local governments can take to address these challenges enhance the capacity of non-profit developers to build low-income rental housing.

The Community Social Planning Council recently released a toolkit of *Local Government Levers for Housing Affordability*⁵⁶ that outlines policy levers available to local governments to address housing affordability. Similar policy levers are also recommended in the Institute on Municipal Finance & Governance's *The Municipal Role in Housing* report.⁵⁶ Examples of key policy levers include rental only or inclusionary zoning, policies to fast-track developments, waiving and lowering development fees, and property tax exemptions (see Box 9).

Box 9. Examples of Local Government Policy Levers

Rental Only or Inclusionary Zoning: In BC, municipalities have the power to implement rental only zoning that requires an area, building, or portion of a building to be used for rentals only. Inclusionary zoning can also be used to encourage or require new developments or re-zoning projects to include low-income rental housing. New Westminster is an example of a municipality in BC that is using rental only zoning to protect and create new rental housing stock.

Fast-Tracking Developments: Changes to the Local Government Act in 2021 now allow municipalities in BC to fast-track housing developments by a) no longer requiring public hearings for changes to zoning if developments are consistent with the municipality's Official Community Plan and b) allowing municipal staff to approve permits and variances. The City of Victoria has passed legislation in accordance with

these changes to fast-track developments and estimates that this will reduce the time required to build new housing by 9 months.

Waiving or Reducing Development and Permit Fees: In some communities, permit and development fees can make up almost 20% of the costs of building housing, therefore if a municipality waives or reduces these fees, this can significantly reduce development costs. Penticton and Parksville are two municipalities that currently waive 100% of development fees for low-income rental housing.

Property Tax Exemptions: Municipalities have the option of waiving or reducing property taxes for a set period of time, which can enhance the financial viability of rental housing projects. For example, Victoria and Langford currently offer property tax exemptions for 10 years to low-income rental housing projects.

Sources: *Local Government Levers for Housing Affordability*⁵⁶; *The Municipal Role in Housing*⁵⁶

Recommendation 1.3: All levels of government work together to enable access to publicly owned land that can be provided for free or at a low cost to non-profit housing developers.

In some communities, local governments may have suitable, unused publicly owned land that can be offered for free or at a low cost to non-profit housing developers. For example, in Kelowna, researchers have mapped out 230 plots of suitable government and non-profit land that could be used for new housing developments.⁴⁸ However, not all local governments have such land; therefore, partnerships and support from other levels of government are also required to support land acquisition and the potential use of crown land or other government-owned land.⁵⁴ It has been estimated that free land can reduce the costs of new housing developments by between 15 to 25 percent.⁴⁸

Goal 2: To retain the existing stock of low-income rental housing for all age groups.

In addition to creating new low-income rental housing stock, another key priority is to retain the current stock that exists. As described previously in [Section 4](#), BC is currently experiencing the loss of many subsidized rent-geared-to-income housing units due to expiring operating agreements, as well as the loss of other affordable rental and low-cost housing options on the private market due to redevelopments and rising rental costs.

Recommendation 2.1a: The Federal Government increases available financial supports for subsidized housing buildings with expiring operating agreements.

Expiring operating agreements are a significant threat to the continued viability of subsidized

rent-geared-to-income housing in BC, with the receipt of Provincial and/or Federal Government subsidies tied to these agreements. As noted previously, in BC the operating agreements for almost 30,000 housing units will expire by 2033.⁴⁰ While the Province of BC has committed to continuing to fund its share of federal/provincial cost-shared projects, even after operating agreements expire,⁴⁰ greater federal investments are needed to protect existing subsidized rent-geared-to-income housing.

Recommendation 2.1b: The Provincial Government continues to support the development of housing acquisition programs.

Housing acquisition programs are an effective strategy that has been implemented internationally and in Canada (e.g., Toronto, Quebec, Downtown Eastside of Vancouver) to purchase existing rental housing or properties (e.g., hotel, motels) that can be transformed into low-income rental housing.⁵⁷ The Province of BC's introduction of the \$500 million Rental Protection Fund in 2023 to purchase existing purpose-built rental buildings has been a very positive step.⁵⁸ It has been estimated that this fund will protect the affordability of approximately 2,000 homes across the province.⁵⁹

Recommendation 2.2: Provincial and local governments must take steps to protect the housing security of renters in the private market, including implementing vacancy controls (i.e., limits on rent increases between tenancies) and strengthening tenant protections. These must be implemented in a way that avoids unintended negative consequences for non-profit housing providers.

The majority of renters live in private market rental housing. One in five senior-led renter

households are already at risk of homelessness, and if rents continue to increase, more seniors and people of all age groups will be at risk. There is an urgent need for action to be taken to enhance housing security and affordability for renters in the private market.

As described in [Section 4.3](#), there are limits on rental increases set by the Provincial Government each year. However, the lack of vacancy controls to limit rent increases between tenancies provides landlords with a convenient loophole to circumvent these rent controls. As noted previously, in Greater Vancouver the average rent for a newly vacant unit is 43% higher than for occupied units.³⁵ Vacancy control was in place previously in BC until 1983, and it has been recommended that the Provincial Government reinstate vacancy controls.^{60,61}

We recognize that vacancy controls could potentially have a negative impact on non-profit housing providers given that raising rents in between tenants is one of the only ways they can keep up with the rising cost of operations within the current economic environment. Therefore, steps would need to be taken to ensure that vacancy controls are implemented in a manner that ensures the continued financial viability of non-profit housing. Consultations would need to be undertaken with non-profit housing providers in order to determine the best way to implement vacancy controls.

Steps also need to be taken to strengthen protections for renters from renovations and redevelopments. A recent report found that BC has the highest rates of eviction in Canada, with 11% of renter households experiencing an eviction over 2016-2021. BC's higher rates of eviction are primarily driven by more no-fault evictions (i.e., evictions for personal use, renovation or repair, sale of the property, or redevelopment).⁶²

As of 2021, landlords must apply to the Residential Tenancy Branch for pre-approval to

issue evictions for renovations. A similar eviction approval system could also be introduced by the Provincial Government for evictions due to "personal or family" use to ensure they are being conducted in good faith.⁶³ Municipalities can also take the initiative to introduce tenant assistance policies that require developers to provide displaced tenants with supports such as financial compensation, moving or relocation assistance, and/or a unit in the new building. Tenant assistance policies are already in place in municipalities such as Victoria and Burnaby.⁵⁵



Recommendation 2.3: The Provincial Government introduce a home repairs grant program to support seniors to age in place in adequate housing.

In our interviews, we heard about seniors living in housing with significant heating, plumbing, electrical, or structural issues. This was particularly a concern in Northern BC and the Interior due to the cold winters experienced in these regions. Currently, the Province of BC only offers a Home Renovation Tax Credit (of little use to low-income seniors due to their lack of financial capacity to pay for repairs upfront) and the Rebate for Accessible Home Adaptations program through BC Housing (focuses on modifications to increase accessibility, not home repairs like fixing broken windows or leaky roofs). Several Canadian provinces offer grant programs for home repairs for seniors, and the Province of BC could implement a similar program. For example, Nova Scotia provides grants of up to \$6,500 for minor home repairs for low-income seniors.³⁷

Goal 3: To develop multisectoral community tables, coalitions, or alliances to identify common housing issues and develop community-driven solutions.

Recommendation 3.1: Local governments provide adequate and sustainable funding for the establishment of community tables/coalitions/alliances to address housing and homelessness in local communities.

The context within which housing precarity and homelessness occurs in different regions and communities within BC is unique – housing solutions for the Downtown Eastside of Vancouver might look very different from solutions for vacation destinations in the Okanagan or rural communities in Northern BC. It is clear, though, that housing precarity and homelessness are complex and multisectoral issues, requiring coordinated efforts from multiple sectors. Even more important, solutions need to be rooted in the community and co-developed with people experiencing housing precarity and homelessness.

In order to develop effective community-driven solutions, coordinated planning and advocacy must occur between the broad range of partners who interact with and influence the lives of people experiencing housing precarity and homelessness, including but not limited to local governments, housing providers, the health care system, and youth, immigrant, Indigenous, and senior-serving organizations.

Community tables/coalitions/alliances already exist in some communities in BC, such as 100 More Homes Penticton and the Alliance to End Homelessness in the Capital Region (see [Appendices 5](#) and [6](#) for descriptions of these initiatives). Key to the success of both initiatives has been funding to provide backbone

organizational support to ensure the sustainability of the table/coalition/alliance.

While community tables/coalitions/alliances usually do not directly engage in building housing themselves, they can play a key role in supporting advocacy for subsidized rent-geared-to-income housing, community planning, public education to destigmatize homelessness and rental housing developments, and enhance coordination of services for homeless or precariously housed individuals.

A key priority for these tables/coalitions/alliances should be to advocate for the development and retention of low-income rental housing in their community by promoting strategies such as those outlined in Goals 1 and 2. To specifically support the needs of seniors, steps can also be taken, such as the formation of seniors housing working groups.

The Provincial Government has also begun introducing housing targets for select municipalities in BC under its Housing Supply Act which was introduced in 2022. Ten initial municipalities were selected in spring 2023 and an additional 8-10 will be selected in the fall. The Province of BC will work with the municipalities to assess local housing needs and select targets, and then monitor progress and provide supports to address any barriers. If necessary, compliance measures can be utilized.⁶⁴ Local community tables/coalitions/alliances could work with the selected municipalities to develop community-focused strategies to meet housing targets.



Goal 4: To increase financial assistance for low and moderate-income seniors living in private market rental housing by introducing needed changes in the SAFER program.

Recommendation 4.1: The Provincial Government increase SAFER amounts to ensure they accurately reflect the rental market, and thereafter annually review and adjust the amounts. Steps should also be taken to expand and streamline access to the program.

Many of the policy solutions proposed so far will require time to be implemented, however, we know that there are precariously housed seniors who need assistance now. The SAFER program can provide valuable financial assistance to low-income senior renters in BC who are currently struggling to make ends meet. However, as has been noted in this paper and by the Office of the Seniors Advocate of BC,³⁷ there are limitations to the SAFER program. The most significant limitation is that current rates do not reflect the private rental market and there are no regular adjustments made to the subsidy to account for increases in costs of living. Both the Office of the Seniors Advocate³⁷ and the Union of BC Municipalities⁴⁵ have recommended that SAFER amounts be increased to reflect the current rental market, and then annually reviewed and adjusted. Currently, the SAFER program is under review, and we are hopeful that changes can be made to increase the accessibility and effectiveness of this program.

For example, in order to ensure SAFER aligns with the rental market, the rent ceilings could be tied to average rents for the zone based on Canada Mortgage and Housing Corporation (CMHC) data. Currently the rent ceiling for SAFER is \$803 for zone 1 communities

(Greater Vancouver)³⁹ but the average rent for a 1-bedroom apartment is \$1,543 in Greater Vancouver, almost double what the rent ceiling is. As a result, when calculating a SAFER subsidy, the \$740 in rent above the \$803 rent ceiling is currently not taken into account. SAFER rent ceilings should be increased to current CMHC average rental amounts, and thereafter annually adjusted based on either CMHC data, annual allowable rent increases, or inflation.

Furthermore, to ensure SAFER stays in line with the changing incomes of seniors, the income ceilings for SAFER should be tied to the average income of a senior. SAFER also should be available for co-op rental housing, providing that the housing is not subsidized rent-geared-to-income. Steps also need to be taken to increase awareness among seniors of SAFER and identify ways to streamline access (e.g., expedite the application process to decrease wait times, remove the need to re-apply each year).

Goal 5: To increase access to housing with supports (both social and health supports) to ensure low-income seniors can maintain their housing tenancy and improve their health and well-being.

In our interviews, the need for a full continuum of affordable housing options to be made available to seniors was emphasized. On one end of this continuum is living independently in your own home, while at the other end are health care options such as assisted living or long-term care.[‡] In telephone and online surveys conducted by the City of Vancouver for their seniors housing strategy, approximately half of seniors reported interest in living in seniors housing with supports.⁵

[‡] While assisted living and long-term care facilities are beyond the scope of this paper, we recognize and support the urgent need to increase access to these types of housing.

Research from Canada and the USA suggests that seniors living in low-income rental housing often experience significant vulnerabilities – including food insecurity, multiple chronic conditions, activity limitations, loneliness, poor mental health, and limited family support.⁶⁶ Furthermore, approximately 23% of low-income seniors report having a low or moderate level of social support.⁶⁷

Low-income rental buildings represent an important setting where we can provide vulnerable seniors with services to support their tenancies and well-being. Based on the feedback from our interviews, we have identified three strategies to enhance supports for seniors living in low-income rental housing: 1) external community agencies supporting the provision of on-site tenant supports and social connection activities; 2) services like meals, housekeeping, laundry and recreation activities built into the housing itself through the currently underused seniors supportive housing model; and 3) enhanced coordination and collaboration between health and housing, particularly to support the mental health needs of seniors.

Recommendation 5.1: The Provincial Government develop funding streams to support community-based organizations providing on-site tenant and social connection supports to vulnerable seniors living in low-income rental housing.

In our interviews, it was noted that housing a vulnerable individual is not enough, you also need to provide them with the supports required to stay healthy and housed.

Research with Canadian service providers recommends integrating support services into seniors housing that can assist seniors with needs such as housekeeping, tenant education, social connection, food security, and form and tax

assistance.^{68,69} The integration of these types of services into housing has been recognized as a proactive strategy to support aging in place and prevent evictions and homelessness.⁶⁶

The extent that housing providers in BC can provide supports to vulnerable tenants is limited due to regulations related to their role as landlords, as well as their organizational willingness and capacity. However, examples have emerged of innovative programs where external community-based organizations provide on-site tenant support and social connection programs to vulnerable rental housing tenants. One example is the Whole Way House model that provides on-site community building programs and tenant support services at ten non-profit affordable and transitional housing buildings in Vancouver, Burnaby, and Surrey (See [Appendix 7](#) for a full description). Another example is the Downtown Eastside SRO Collaborative that provides tenants living in single room occupancy (SRO) units with practical supports, a voice in decision making, and employs tenants to connect and help their neighbours (See [Appendix 8](#) for a full description).

Due to the large clusters of seniors in low-income rental housing buildings, and often higher levels of need, there is the potential to have significant positive impacts if investments are made by the Provincial Government to develop programs to provide social supports to residents of these buildings. It is important that these programs be delivered in ways that are linguistically appropriate and culturally safe for the residents they serve and inclusive and safe for marginalized and underserved population groups.

Recommendation 5.2: The Ministry of Housing expand access to seniors supportive housing.

BC has a very small subsidized rent-geared-to-income Seniors Supportive Housing program. It

was introduced in 2007/08, and over four years, 856 affordable housing units were converted to Seniors Supportive Housing.[§] Residents pay a monthly rent equivalent to 50% of their income for housing and hospitality services (at least one daily meal, light housekeeping, laundering of towels and linens, 24-hour emergency response, and weekly social and recreational activities).

While a number of the original Seniors Supportive Housing units still remain today, there have been no subsequent investments in this program with the focus shifting to supportive housing models for individuals with mental health and addiction concerns.

Given our aging population and the increasing need for support services for seniors, the Provincial Government should re-invest in the Seniors Supportive Housing program.

Recommendation 5.3a: Regional health authorities provide access to multidisciplinary mental health teams to support seniors to stay housed.

In our interviews, mental health crises were identified as one of the main reasons a senior may no longer be able to safely remain in their home. Research suggests that mental health conditions are a key factor contributing to at-fault tenant evictions and are often a root cause of issues such as hoarding and clutter, lack of unit maintenance, and landlord-tenant conflicts.^{67,70} There is a need for proactive multidisciplinary supports to be made available to seniors to address mental health conditions and prevent evictions like these from occurring.

Seniors are also particularly vulnerable to hoarding and clutter issues as a result of having a lifetime of accumulated possessions that

can be difficult to fit into an apartment if they downsize.⁶⁹ Due to the complexity of hoarding issues, coordinated community approaches that involve actors from a range of sectors (e.g., multidisciplinary mental health, housing, fire services, bylaw officers, animal control) are considered one of the most effective responses.^{71,72} For example, in 2011 the City of Vancouver formed the the Hoarding Action Response Team (HART), in partnership with Vancouver Coastal Health, although demand for this service exceeds current staffing and resource levels.

Recommendation 5.3b: The Ministries of Housing, Health, and Mental Health and Addictions must work together to develop policies and processes to improve the coordination of services for seniors living in low-income rental housing.

Finally, a consistent concern that was raised in the interviews was the lack of integration and coordination of housing and health services. This was particularly a concern around mental health services and hospital discharge processes. The need for intersectoral collaboration between the housing and health sectors has been strongly articulated by the Health Officers' Council of BC.⁸ We recommend that the Ministries of Housing, Health, and Mental Health and Addictions work together to address these issues.



[§] Based on the BC Housing Annual Service Plans which reported 196 units converted in 2007/08, 491 in 2008/09, 114 in 2009/10, and 55 in 2010/11.

Goal 6: To ensure that housing navigation supports, the shelter system, and transitional and low-income rental housing are, not only adequately funded, but also accessible, safe, and appropriate for seniors who are homeless or precariously housed.

Throughout the interviews, a common theme was the need to recognize that seniors have unique needs and there should not be a one-size fits all approach to providing housing and supports in BC. Interviewees emphasized how the current continuum of housing services may not be accessible, safe, or appropriate for seniors.

Recommendation 6.1: The Ministry of Mental Health and Addictions continue to support and expand access to the SHINE program.

The interviewees made apparent the need for senior-specific housing navigation services. There is currently a high level of demand for these services in communities across BC, yet many CBSS have limited capacity to offer the in-depth navigation supports that are required by seniors. In BC, SHINE (Seniors Housing Information and Navigation Ease) is an innovative housing navigation program that is led by the Seniors Services Society of BC located in New Westminster. The program is available in additional communities through partnerships with 9 organizations across the province. SHINE represents an important addition to the continuum of services that are available to support seniors who are homeless or precariously housed. [Appendix 9](#) describes the SHINE program in more detail.

Recommendation 6.2: The Ministry of Housing should provide funding for needed renovations to increase the accessibility and safety of existing homeless shelters and low-income rental housing.

In Canada, it is estimated that 38% of seniors aged 65 and up have a disability, and 24% have a mobility disability.⁷³ As a result, the accessibility of temporary and permanent housing is a key concern for seniors (e.g., presence of elevators, ramps, accessible bathrooms, etc.). In our interviews, we heard that people living with disabilities (particularly mobility disabilities) often have very limited housing options due to the lack of accessible rental housing units and shelter beds. For example, BC Housing reported that in 2022, there were 1,087 people waiting for a wheelchair accessible housing unit.⁷⁴

Accessibility issues are particularly a concern for older buildings (both low-income rental housing buildings and homeless shelters), which will need to be renovated or retrofitted to better meet the needs of our aging population in BC. Improvements to the accessibility of these buildings will also significantly benefit younger individuals living with disabilities, in addition to seniors.

Furthermore, a common concern that was raised in the interviews is the tendency to house vulnerable low-income seniors in buildings with population mixes that are not safe and appropriate for seniors. We recognize the need for discussions and solutions to address this issue and ensure that seniors feel safe and secure in their housing.

Recommendation 6.3: The Ministry of Housing should invest in transitional housing models for seniors.

Physical and cognitive declines that can occur with age may place seniors at increased risk of

being victims of abuse or crimes when placed in mixed use low-income rental housing or homeless shelters. This emerged as a common concern in our interviews and has been echoed in other Canadian research.⁶⁸ Furthermore, concerns were also raised about the fact that frail seniors are usually unable to access home support services in homeless shelters as home support staff often will not provide services in shelters.

Therefore, we recommend that the Ministry of Housing expand investments in transitional housing models for seniors to provide an alternative to homeless shelters and allow seniors, and particularly those experiencing homelessness for the first time later in life, to safely transition from temporary to permanent housing. The Temporary Housing Program from Seniors Services Society of BC is an example of a transitional housing model for seniors (see [Appendix 10](#)).

Endnotes

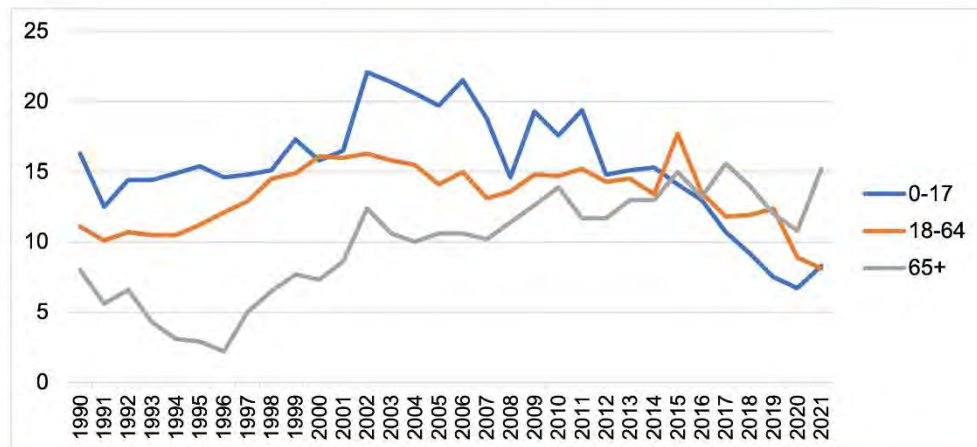
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Appendix 1. Prevalence of Low-Income After Tax in British Columbia by Age Group, 1990-2021



Year	0-17	18-64	Seniors (65+)
1990	16.3	11.1	8
1991	12.5	10.1	5.6
1992	14.4	10.7	6.6
1993	14.4	10.5	4.3
1994	14.9	10.5	3.1
1995	15.4	11.2	2.9
1996	14.6	12.1	2.2
1997	14.8	12.9	5.0
1998	15.1	14.5	6.5
1999	17.3	14.9	7.7
2000	15.8	16.1	7.3
2001	16.5	16.0	8.6
2002	22.1	16.3	12.4
2003	21.4	15.8	10.6
2004	20.6	15.5	10.0
2005	19.7	14.1	10.6

Year	0-17	18-64	Seniors (65+)
2006	21.5	15.0	10.6
2007	18.8	13.1	10.2
2008	14.6	13.6	11.4
2009	19.3	14.8	12.6
2010	17.6	14.7	13.9
2011	19.4	15.2	11.7
2012	14.8	14.3	11.7
2013	15.1	14.5	13.0
2014	15.3	13.4	13.0
2015	14.1	17.7	15.0
2016	13.0	13.5	13.2
2017	10.7	11.8	15.6
2018	9.2	11.9	14.0
2019	7.5	12.4	12.0
2020	6.7	8.9	10.8
2021	8.3	8.1	15.2

Data Source: Statistics Canada, Table 11-10-0135-01 Low income statistics by age, sex and economic family type. Accessed September 21, 2023. <https://doi.org/10.25318/1110013501-eng>

Note: The low-income measure used is low-income measure after-tax.

Appendix 2. Government Retirement Income Benefits

Most low-income seniors rely on government income benefits (i.e., OAS, GIS, and the BC Seniors Supplement) for their income. Individuals aged 65 and up who have been living in Canada for at least 10 years are eligible for OAS. GIS and BC Seniors Supplement are additional benefits for qualifying low-income seniors.

In September 2023, the annual income from OAS/GIS/BC Seniors Supplement that a single low-income senior would receive was:

- \$1,841.35 per month for seniors aged 65-74 (\$22,096.20 annually)
- \$1,911.21 per month for seniors 75+ (\$22,934.52 annually)

	Monthly Amount	Annual Amount
Old Age Security	\$698.60 (ages 65-74) \$768.46 (ages 75+)	\$8,383.20 (ages 65-74) \$9,221.52 (ages 75+)
Guaranteed Income Supplement	\$1,043.45	\$12,521.4
BC Seniors Supplement	\$99.30	\$1,191.60
Total Income from OAS, GIS and BC Seniors Supplement	\$1,841.35 (ages 65-74) \$1,911.21 (ages 75+)	\$22,096.20 (ages 65-74) \$22,934.52 (ages 75+)

Notes: Benefit amounts are from September 2023. BC Seniors Supplement and GIS show the maximum monthly amount for a single senior. Both OAS and GIS are adjusted regularly based on costs of living, while the BC Seniors Supplement is not and has only been increased once since introduced in 1987.

Appendix 3. Average Monthly Rental Cost for a 1-Bedroom Apartment by Community

Community	Average Rental Cost for 1 Bedroom Apartment (2022)	Community	Average Rental Cost for 1 Bedroom Apartment (2022)
Abbotsford	\$1,142	Pitt Meadows	\$1,529
Burnaby	\$1,418	Port Alberni	\$819
Campbell River	\$1,157	Port Coquitlam	\$1,393
Chilliwack	\$1,022	Port Moody	\$1,610
Colwood	\$1,226	Powell River	\$821
Coquitlam	\$1,343	Prince George	\$923
Courtenay	\$1,233	Prince Rupert	\$961
Cranbrook	\$844	Richmond	\$1,459
Dawson Creek	\$825	Quesnel	\$652
Delta	\$1,140	Saanich	\$1,299
Duncan	\$982	Salmon Arm	\$951
Esquimalt	\$1,269	Sidney	\$1,447
Fort St. John	\$772	Squamish	\$1,421
Kamloops	\$1,169	Surrey	\$1,365
Kelowna	\$1,287	Terrace	\$1,008
Langley	\$1,240	Vancouver	\$1,629
Langford	\$1,592	Vernon	\$1,002
Maple Ridge	\$1,102	Victoria	\$1,336
Mission	\$1,010	West Kelowna	\$1,595
Nanaimo	\$1,230	Williams Lake	\$807
Nelson	\$923		
New Westminster	\$1,338		
North Vancouver	\$1,643		
Parksville	\$1,284		
Penticton	\$1,023		

Data Source: CMHC Housing Market Information Portal, Primary Rental Market Statistics

Notes: The Primary Rental Market refers to rental housing units in apartments that were purpose-built as rental housing.

Appendix 4. Seniors Living in Unaffordable Housing or Precariously Housed, By Community

Community	Living in unaffordable housing (spending 30% or more of income on housing)		Precariously housed (spending 50% or more of income on housing)	
	Number	Percentage	Number	Percentage
Abbotsford	1,450	50%	400	14%
Burnaby	2,685	45%	1,145	19%
Campbell River	535	55%	145	15%
Castlegar	65	37%	20	11%
Central Saanich	165	51%	50	15%
Chilliwack	1,155	51%	335	15%
Colwood	170	61%	105	38%
Comox	260	64%	75	19%
Coquitlam	1,285	50%	570	22%
Courtenay	490	58%	170	20%
Cranbrook	235	43%	55	10%
Creston	115	59%	30	15%
Dawson Creek	225	54%	20	5%
Delta	740	41%	335	18%
Duncan	155	49%	30	10%
Esquimalt DM	475	56%	185	22%
Fernie	65	48%	--	--
Fort St. John	115	38%	25	8%
Gibsons	130	68%	40	21%
Hope	100	56%	15	8%
Kamloops	1,110	50%	350	16%
Kelowna	2,400	62%	970	25%
Kimberley	95	45%	15	7%
Kitimat	35	32%	--	--
Ladysmith	130	53%	40	16%

Community	Living in unaffordable housing (spending 30% or more of income on housing)		Precariously housed (spending 50% or more of income on housing)	
	Number	Percentage	Number	Percentage
Lake Country	120	45%	55	21%
Langford	470	53%	255	29%
Langley DM	630	47%	275	21%
Langley	665	58%	265	23%
Maple Ridge	655	42%	220	14%
Merritt	120	55%	30	14%
Mission	215	38%	70	13%
Nanaimo	810	47%	265	18%
Nelson	155	44%	55	16%
New Westminster	1,270	48%	445	17%
North Cowichan	400	52%	130	17%
North Vancouver DM	695	51%	290	21%
North Vancouver	1,385	60%	725	31%
Oak Bay	385	50%	125	16%
Parksville	375	53%	150	21%
Penticton	1,095	62%	370	21%
Pitt Meadows	150	43%	65	19%
Port Alberni	385	56%	115	17%
Port Coquitlam	550	57%	205	21%
Port Moody	175	38%	45	10%
Powell River	230	47%	105	21%
Prince George	840	45%	260	14%
Prince Rupert	115	28%	15	4%
Quesnel	195	43%	25	5%
Revelstoke	50	48%	--	--
Richmond	2,150	50%	960	22%
Saanich	1,155	49%	435	18%
Salmon Arm	300	50%	95	16%
Sechelt	150	45%	50	15%

Community	Living in unaffordable housing (spending 30% or more of income on housing)		Precariously housed (spending 50% or more of income on housing)	
	Number	Percentage	Number	Percentage
Sidney	330	63%	140	27%
Smithers	40	29%	–	–
Sooke	135	55%	50	20%
Squamish	180	50%	75	21%
Summerland	140	68%	–	–
Surrey	3,385	44%	1,225	16%
Terrace	80	29%	–	–
Trail	145	43%	30	9%
Vancouver	10,440	46%	4,375	19%
Vernon	1,155	61%	460	24%
Victoria	3,180	55%	1,225	21%
View Royal	150	51%	60	20%
West Kelowna	280	58%	160	33%
West Vancouver	1,045	62%	575	34%
Whistler	25	31%	–	–
White Rock	890	67%	375	28%
Williams Lake	150	38%	40	10%

Data Source: BC Non-Profit Housing Association. Canadian Rental Housing Index. 2023. Accessed September 21, 2023. <https://www.rentalhousingindex.ca/en/#intro>

Notes: All numbers have been rounded. Numbers marked – have been suppressed by Statistics Canada due to the small sample size.

Appendix 5. 100 More Homes Penticton

[100 More Homes Penticton](#) is a collaborative initiative that recognizes the intersecting vulnerabilities that can lead to homelessness and the need for integrated approaches to address homelessness. The collaborative was formed in 2016 by 25 community partners in Penticton, including the City of Penticton, Interior Health, BC Housing, the RCMP, Osoyoos Correctional Centre, United Way British Columbia, and local non-profits delivering housing and support services for vulnerable community members.

United Way British Columbia serves as the backbone organization for the collaborative. United Way BC's role as a neutral convening organization that can bring partners together and provide staff support to ensure the consistency of the work has contributed to the success of the collaborative. The 100 More Homes steering committee meets monthly to work towards their goal to prevent homelessness in Penticton. While the collaborative does not directly build housing, they act as a forum for advocacy for affordable housing and homelessness solutions and support the development of integrated approaches.

The 100 More Homes partners have successfully supported each other to apply for funding to enhance access to supportive housing in the community and there are now just under 200 units of supportive housing in Penticton. There is also a permanent homeless shelter in the community and there was a winter shelter for a period of time.

Additionally, the collaborative has helped Penticton develop coordinated access, an approach for communities to develop real-time data on housing supply and demand (e.g., number of available shelter beds) and implement standardized and streamlined processes for providing housing. The collaborative has also been working on the development of a by-name-

list, a real-time list of individuals experiencing homelessness in the community. A Community Active Support Table (CAST) was also formed to bring together stakeholders to support vulnerable people in the community. To address the stigma associated with homelessness, some of the collaborative partners have developed a series of videos highlighting the stories of people who have experienced homelessness.

Despite the progress that has been made by the collaborative, homelessness continues to be a challenge in Penticton. Originally, the collaborative was named 100 Homes Penticton, but after they were able to meet their goal of housing 100 individuals (in fact they housed 133 individuals in the first 18 months) their name was updated to 100 More Homes Penticton. This was in recognition of the ongoing need to provide housing and homelessness supports in their community, as at the same time new supportive housing units were being built, other housing options for low-income individuals (e.g., motels, RV sites) were being lost.

In 2022, 100 More Homes entered into a 3-year memorandum of understanding with the City of Penticton to collaborate on homelessness and housing planning. The work of the 100 More Homes initiative had outgrown the capacity of the volunteer members sitting at the table. To further the priorities of the table, and to meet the ongoing housing needs from the City of Penticton, it was identified that a full time Strategy Coordinator would be best placed to coordinate the community partners, develop a community-driven strategy, and be the Systems Planning Organization in housing and supports for Penticton. With 100 More Homes recognized by the municipality as the leader in Penticton and the surrounding region for housing and homelessness, a mouthpiece and organized advocacy approach is created. The non-profit



sector is recognized as key to the development of a fully rounded housing continuum – from shelter provision to supportive housing, to complex care housing, to affordable housing and market rentals. The 100 More Homes initiative can navigate many different partners, funders and relationships as a neutral backbone that collaboratively builds solutions to the housing crisis the communities in the South Okanagan find themselves in.

Appendix 6. Alliance to End Homelessness in the Capital Region

The [Alliance to End Homelessness in the Capital Region](#) is a multisectoral alliance that works to develop community-owned solutions in the Capital Region. The Alliance originated from a municipal taskforce set up in 2007 by the Mayor of Victoria. In 2008, to build on the work of the taskforce and respond to the housing, homelessness, and mental health challenges identified, the community formed the Greater Victoria Coalition to End Homelessness. The Coalition evolved into the Alliance in 2023.

The Alliance centers its work around people with lived experiences of homelessness and develops the Community Plan to engage all partners in aligning their respective efforts. Funding to support the Alliance is provided by Island Health, the Capital Regional District, the City of Victoria, the Victoria Foundation, through grants, and the generosity of individual donors.

Members of the Alliance include housing providers, health and social service providers, non-profits, government, businesses, researchers, the faith community, people with lived and living experiences of homelessness, and the public.

The Alliance is governed by a Board of Directors that includes both appointed and elected directors from government and the community. The Board of Directors engages with the community through several statutory committees as well as advisory committees, such as the Health and Housing Steering Committee, comprised of partners who provide recommendations and advise for the implementation of the Alliance's initiatives. The work of the Alliance is also supported by six other tables: System Transformation Working Group, Lived and Living Experience Council, Community Data Dashboard, Community Engagement and Communications

Working Group, Youth Task Force, and other regional planning tables.

Over 2019-2024, the Alliance has been focusing its efforts on five key outcome areas that were identified through a community planning process: 1) Support services, 2) Housing, 3) Advocacy and Awareness, 4) Prevention Support, and 5) Collaboration and Leadership. Examples of key successes achieved by the Alliance and its members include:

- Commencing development of a Community Data Dashboard to monitor regional housing inventory
- Offering Face 2 Face with Stigma workshops and other educational resources
- Supporting the Surfacing our Strengths: Co-Creating Strategic Solutions with Women+ At Risk of Violence and Homelessness Solutions Lab
- Partnering with BC Housing and Our Place Society to develop a Tiny Homes Village to provide temporary housing over 2021-2023 until construction is completed on supportive housing
- Implementing the Peer Housing Support program for people transitioning from homelessness to safe and stable housing

Moving forward, the mission of the Alliance is to support the vision of a region, province and nation where everyone has a safe place to call home as we reach functional zero "where experiences of homelessness are rare, brief, and non-recurring and that housing and supports are culturally adaptive, creative, caring, and person-centered."

Appendix 7. Whole Way House Model

The [Whole Way House \(WWH\)](#) model seeks to build healthy communities in housing. WWH is a non-profit organization that provides on-site community building programs and tenant support services at ten non-profit affordable and transitional housing buildings in Vancouver, Burnaby, and Surrey. The Whole Way House model has three pillars: 1) Re-connecting with others, 2) Re-building a sense of purpose and belonging, and 3) Re-centering by having access to on-site support services.

Six of their buildings target low-income seniors and veterans: Veterans Manor, Alexander House, Chelsea Tower, Chelsea Terrace, Granville House, and Shiloh Place. BC Housing funds the staffing for programs and services at five of these buildings, while Reaching Home funds the staffing at Shiloh Place. WWH also does fundraising for program resources such as food, transportation, etc.

Building trusting relationships with tenants is key to the success of the WWH model, and a Community Committee is formed for each building to help guide the approach and develop the monthly schedule of activities. Each new tenant is provided with a welcome basket with items such as cleaning supplies, linens, etc., to start their experience on a positive note. WWH offers a variety of community building programs that are designed to provide low-barrier opportunities for social connection and/or provide tenants with opportunities to contribute and find a sense of purpose.

Examples of community building programs include morning coffee, seated exercise classes, food programs, outings, visits if the tenant is in hospital, and room cleaning programs. The programs are run by staff to ensure consistency, but tenants are encouraged to contribute and share their skills through volunteering to teach

classes, help set up for activities, or assist with programs in other ways. External volunteers also support some of the programs.

The WWH model can play an important role in supporting tenants to age in place and preventing crisis-driven evictions. WWH's tenant support workers are regularly on-site to provide one-on-one support services such as information and referral, assistance with forms and applications for benefits, advocating for and helping to coordinate health care services, and mediating issues with landlords. Depending on the complexity of the tenants' needs, staff are on-site at each building between 3 to 7 days a week.

WWH views their position as an independent non-profit organization as a contributor to the success of the model, as tenants are often reluctant to ask for help or disclose health or personal issues to their landlord. Tenant support workers are in regular contact with the tenants, so they can monitor tenants' health and wellbeing and help connect them with health and community services as needs emerge. If care needs begin to exceed what can safely be provided in the building, the tenant support workers initiate conversations with the tenant about transitioning them to assisted living or long-term care. The tenant support workers also seek to proactively address or mediate issues that may put the tenancy of a senior at risk (e.g., arranging a volunteer team to assist with cleaning units, referral to adult guardianship programs if needed, helping to setup repayment plans if a tenant is behind on their rent).

WWH estimates that the cost of their model ranges from \$1 per tenant per day to \$8 per tenant per day depending on the needed intensity of programs and services. A preliminary 6-month evaluation of the WWH model was conducted by researchers from Simon Fraser

University at four pilot sites. Data was collected from 143 tenants at the pilot sites and 91 tenants from comparison sites. Due to the small sample size and short period of study, further research is required to determine the full impacts of the model, but there were promising results in several areas. At the pilot sites, a key finding was that the intervention resulted in increases over time in participants' sense of belonging, sense of purpose and meaning in life, and feelings that they were valuable to others. Positive trends were also observed for mental health and some types of social support, particularly for those with higher levels of participation in the activities and services. In the qualitative feedback, participants emphasized the impacts the programming has on their mental health and social connectedness, and how the program is a lifeline for lonely and isolated older adults.

"It pulled me right up to the surface. I wasn't very sociable at all. Whole Way House was the best thing that's happened because it helps your sanity. You get to be seen [rather than] sit in your room in solitary confinement all the time. They've got to keep this going. Don't shut it down."

"It gets me out of bed and it gives me something to do. I know somebody's going to be down here and I can talk to people. I have a different outlook now on life. So, everything's better. Everything."

Appendix 8. SRO Hub Program - Tenant Based Initiatives

The [SRO Hub Program](#) is a unique model that supports tenants to have a voice in decision making and employs tenants to support other tenants living in their buildings. The program was established in 2020 in eight privately-owned SROs in the Downtown Eastside of Vancouver by the SRO Collaborative. Single room occupancy hotels (SROs) are a type of low-income housing that consist of a small room with no private bathroom or kitchen. In the SROs, approximately 50% of the tenants are aged 50 and up.

The SRO Hub Program is built upon community organizing principles, and empowers and supports tenants to build relationships, provide mutual aid, and collectively identify issues and solutions. Goals of the program include: 1) Preventing evictions and homelessness and 2) Improving the affordability, habitability, health, sense of belonging, and safety of SROs. When possible, the SRO HUB Program attempts to build relationships with landlords and demonstrate the value of the tenant-based initiatives, although the programs operate even if the landlords are not engaged or supportive.

Tenant-based initiatives include:

- Outreach organizers who routinely survey their neighbours to identify unmet needs and issues and connect them to resources;
- Food programs where tenants cook, and/or distribute food to their neighbours;
- Organizing to stop the effects of extreme heat;
- Fire prevention;
- Education on community organizing and tenant rights;
- Overdose response training and naloxone kits distribution;

- The BOLTS program provides maintenance and housekeeping supports (e.g., painting, decluttering) via peers; and
- Connecting Indigenous tenants to Elders and knowledge keepers and provision of holistic wellness supports.

The tenant who leads each initiative in their building receives a stipend or honorarium to support their work. SRO Collaborative staff do outreach in the buildings to understand their communities, identify potential tenant leaders, and offer them coaching and support.

To date, the tenant-based initiatives have been strongly embraced by the SRO tenants. For example, over April 2020 to October 2022, the BOLTS team completed 2,629 maintenance jobs and the food programs provided 44,000 prepared meals. The tenant based initiatives have immediate positive impacts on the tenants receiving the services (e.g., increase food security, prevent overdoses, create sense of pride in building), as well as those leading the initiatives.

"As I've just told you, I'm now elderly, officially, and uh, the great danger of being a single old man is isolation! And isolation and loneliness kills you, eventually. So, the SRO-C helps mitigate that; I'm connected, I have friends, I'm doing something, a sense of accomplishment."

Some of the landlords are also beginning to see the value of the BOLTS teams and SRO Hub's community development approach.

The SRO Collaborative is currently working on a governance project whereby tenants in the participating buildings can be members of their Tenant Building Committee, and an Organizing Committee is formed to lead the tenant-based initiatives, which are developed based on tenant needs and interests, as well as available resources.

The [SRO Hub Tenant Organizing Roadmap](#) provides more information on the SRO Hub organizing process.

The tenant-based initiatives also contribute more broadly to building community and the capacity of the SRO Hub Program to advocate with landlords, government, and other policy-

makers. One example is the SRO Vacancy Control Bylaw implemented by the City of Vancouver to regulate how much landlords can increase rents between tenancies. Because the controls put in place by the province to limit annual rental increases only apply when a unit is tenanted, landlords have a strong motivation to renovict/evict longstanding tenants so they can significantly raise the rents. The SRO Collaborative worked with the City to develop an approach for the bylaw that does not put the onus on the tenants to make complaints, but rather requires landlords to submit rental data to the City. This data can be checked against data the SRO Collaborative collects from tenants to ensure landlords are being truthful. In the spring of 2022, two landlords challenged the right of the municipality to implement such a bylaw in court, with the court ruling in favour of the landlords in August 2022. However, an appeal is underway and scheduled to be heard in late 2023.

Appendix 9. Seniors Housing Information and Navigation Ease

[SHINE \(Seniors Housing Information and Navigation Ease\)](#) is a collaborative province-wide initiative that supports older adults aged 60+ at risk of homelessness to navigate housing, mental health, and addiction services. The program is jointly funded by the Ministry of Health and Ministry of Mental Health and Addictions. Seniors Services Society of BC is the lead organization for the initiative and collaborates with nine partner organizations (West End Seniors' Network, Nanaimo Family Life Association, Prince George Council of Seniors, Seniors Outreach Services Society, Langley Senior Resources Society, Brea Community Services Society, Beacon Community Services, OneSky Community Resources, and Richmond Cares, Richmond Gives) to offer SHINE programs in all five regions of the province.

Key components of the SHINE program include: 1) Housing navigation and information and referral, 2) Connecting seniors to other support services, and 3) Training and knowledge mobilization (e.g., offering housing navigation

training, educational podcasts, self-advocacy supports). SHINE housing navigators can assist seniors with housing needs such as advising on tenant rights, applying for housing and filling out forms, and mediation and conflict resolution with landlords. While SHINE was designed to support housing navigation, many of the seniors accessing the program have complex needs, and therefore also receive help with navigating a range of needs beyond housing (e.g., income benefits, digital technology literacy, health services).

In addition to providing assistance directly to individual seniors, SHINE also engages in advocacy to address process and policy issues that impact the housing stability of seniors. For example, the transition off of provincial disability or income assistance at age 65 to federal retirement income benefits was causing an income gap for some seniors. Therefore, SHINE advocated to the Ministry of Social Development and Poverty Reduction to ensure case managers will connect individuals turning 65 to federal retirement income benefits.

Appendix 10. Temporary Housing Program

The [Temporary Housing Program \(THP\)](#) is a program operated by Seniors Services Society of BC that provide short-term housing to Metro Vancouver seniors who are experiencing the loss of their home for a range of reasons (e.g., change in financial situation, building redevelopment, fleeing abuse). THP addresses the lack of senior-specific shelter options and fills a gap for seniors aged 60+ who are experiencing first-time homelessness.

Through the program, the senior can stay in a studio apartment for between 3-6 months, during which time a case worker works with them to organize their finances and secure permanent housing. Rent is 45% of the

individual's monthly gross income (or \$425 if they are a client of the Ministry of Social Development and Poverty Reduction).

Seniors Services Society of BC has developed strong relationships with many landlords which they are able to leverage when searching for housing options. After securing permanent housing, the case worker continues to provide support to the senior for up to three months.

Currently, the THP runs 15 units in New Westminster in partnership with BC Housing and there is very high demand for the units. There are plans to add an additional 38 units over the next two years.



-  @UnitedWay_BC
-  @unitedwaybritishcolumbia
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-  @unitedway_bc
-  United Way British Columbia



4543 Canada Way
Burnaby, B.C. V5G 4T4
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Charitable registration number:
BN 108160185 RR0001



Appendix H: Community Plan Consultation Event Agenda

AEHCR Community Plan, Working Towards Functional Zero Homelessness: Partner Gathering, Victoria, January 30, 2024

Session Objectives
• Inform partners about the outcomes of community consultations that took place in 2023, including the key themes that emerged; • Generate and theme actions towards the goal of functional zero homelessness in the Capital Region by 2030; • Map actions against priority categories; • Identify what is needed to achieve the actions, and who needs to be involved; and • Through the above, build a sense of ownership of and responsibility for the community plan among partners.

Time	Activity
8:30 – 9:00am	Arrival, refreshments and registration
9:00 – 9:30am	Welcome and introductions
9:30 – 9:45am	Overview of day
9:45 – 10:15am	Presentation from AEHCR
10:15 – 10:45am	EXERCISE 1: Generating actions towards reaching the goal of functional zero homelessness in the Capital Region by 2030
10:45 – 11:00 am	Break
11:00 - 12:00pm	EXERCISE 2: Theming actions towards reaching the goal of functional zero homelessness in the Capital Region by 2030
12:00 – 1:00pm	Lunch
1:00 – 2:00pm	EXERCISE 3: Prioritizing actions towards reaching the goal of functional zero homelessness in the Capital Region by 2030
2:00 – 2:15pm	Break
2:15 – 3:00pm	EXERCISE 4: Exploring implementation of actions towards reaching the goal of functional zero homelessness in the Capital Region by 2030
3:00 – 3:30pm	Final remarks, thanks and close

A graphic for a community plan consultation event. It features a large blue arrow pointing upwards and to the right, which serves as a background for a photograph of two hands clasped together. The text 'HOPE has found a HOME' is overlaid on the left side of the arrow. In the top right corner, the logo for the 'ALLIANCE TO END HOMELESSNESS IN THE CAPITAL REGION' is displayed. The main title 'Community Plan Consultation Event' is centered in a large, bold, black font. Below the title, the names and titles of three individuals are listed: Andrew Holeton (Director of Collaborative Engagement & Collective Impact), Michelle Vanchu-Orosco, PhD (Director of Research & Data Analysis), and Sylvia Ceacero, MBA, MA, MCRM (Executive Director). The date 'January 30, 2024' is positioned at the bottom right of the graphic. A decorative horizontal bar with segments of orange, red, green, and blue is located at the bottom of the graphic area.

HOPE
has found a
HOME

ALLIANCE TO END
HOMELESSNESS
IN THE CAPITAL REGION

Community Plan Consultation Event

Andrew Holeton
Director of Collaborative Engagement & Collective Impact

Michelle Vanchu-Orosco, PhD
Director of Research & Data Analysis

Sylvia Ceacero, MBA, MA, MCRM
Executive Director

January 30, 2024

Ending Homelessness and Prevention

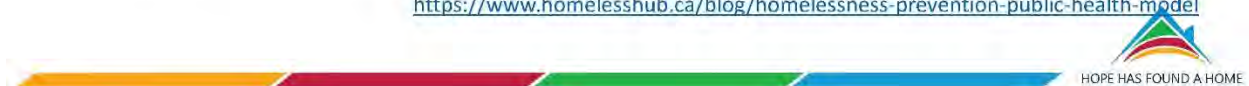
Ending homelessness means investing in homelessness prevention – that is, stopping people from becoming homeless to begin with.

This involves a change in the way we think about homelessness.

Rather than managing the problem through emergency services, such as soup kitchens and shelters, it makes more sense to intervene before the loss of housing occurs, or if someone does experience homelessness, to get them stably housed as quickly as possible.

This requires several sectors, like the health, education, justice, child, and housing systems to work together to implement policies and interventions that lower the risks of homelessness.

Fisher, R. (2018) Homelessness Prevention: The Public Health Model.
<https://www.homelesshub.ca/blog/homelessness-prevention-public-health-model>



A Typology of Homelessness Prevention

The typology of homelessness prevention is an integrated systems approach addressing the complex interplay of individual, relational, institutional, and structural or societal factors that produce and sustain homelessness.

Adapted from Riana Fisher (April 03, 2018)

A Typology of Homelessness Prevention

<https://www.homelesshub.ca/blog/typology-homelessness-prevention>



HOPE HAS FOUND A HOME





Structural Prevention

Structural Prevention

- **Reduces** the **structural** and **systemic factors** that contribute to housing precarity and social exclusion
- Goal is to enhance housing stability and inclusion
- Aimed at individuals, families, communities, or the entire population
- Can also involve more targeted strategies aimed at groups that are at higher risk of homelessness, such as seniors



HOPE HAS FOUND A HOME



Systems Prevention

Systems Prevention addresses

- The **role of public systems** in prevention homelessness
- Institutional and system failures
- **Unsuccessful transitions** from state institutions, such as hospitals, corrections, and child protection; institutional reintegration support

through three components

1. Fixing policy and procedural barriers
2. Enhancing access to public systems, services, and appropriate supports
3. Reintegration support



HOPE HAS FOUND A HOME



Early Prevention

Early Prevention is...

the **policies, practices, and strategies** targeted at individuals and families at imminent risk of, or who have just become, homeless

By

- **addressing the underlying circumstances** that increase the risk of homelessness,
- building resilience
- decreasing the possibility for negative outcomes



HOPE HAS FOUND A HOME

Evictions Prevention

Evictions Prevention is...

early intervention and housing stability that keeps individuals and families at imminent risk of eviction in their homes

- Begins with landlord-tenant law and legislation, which outlines the rights and responsibilities of both landlords and tenants
- Informs both landlords and tenants of their rights through public awareness → important first step in helping tenants avoid the conditions that might result in eviction
- Tenants aware of their rights in the case of wrongful eviction



HOPE HAS FOUND A HOME



Housing Stability

Housing Stability is...

downstream prevention involving interventions to help people who experienced homelessness to

- achieve and maintain housing stability
- never experience homelessness again

Key components are

- Housing supports
- Supports for health and wellbeing
- Supporting access to income and education
- Complementary supports
- Enhancing social inclusion



HOPE HAS FOUND A HOME

Takeaways

To **prevent homelessness**, we must address the issue across **multiple levels**.

It is vital that all orders of government and other sectors, such as justice and corrections, income supports, mental health and health, child protection, and housing, are engaged in homelessness prevention.



HOPE HAS FOUND A HOME



THANK YOU!

Learn more

www.victoriahomelessness.ca

Contact us

admin@victoriahomelessness.ca





This year, the Greater Victoria Coalition to End Homelessness (GVCEH) has rebranded its name to **ALLIANCE TO END HOMELESSNESS IN THE CAPITAL REGION (AEHCR)**.

The new name allows us to continue the extensive work that the GVCEH started in 2008 and build on our focus of leading change toward Functional Zero Homelessness in the Capital Region and beyond, grow partnerships to drive prevention, and shape a future where everyone has a safe place to call home.

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.

TERRITORIAL ACKNOWLEDGEMENT

We acknowledge with respect that we conduct our business within the traditional territories of many First Nations, including but not limited to BOKEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'achida?aht (Pacheedaht), Pune'axutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, S'ÁUTW' (Tsawout), T'Sou-ke, W JOLÉLP (Tsartlip), W SIKEM (Tseyicum), and x*sepsam (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

We are aware of and strive to continue educating ourselves on the multilayered injustices that these communities still experience, and to keep on forging collaborative actions in addressing homelessness among Indigenous peoples.

CONTENTS

- 04 Message from the Co-Chairs
- 05 Message from the Executive Director
- 06 Mission Critical
- 07 Community Outcomes Annual Highlights
 - Support Services
 - Housing
 - Advocacy & Awareness
 - Prevention Support
 - Collaboration & Leadership
- 19 Regional Highlights
- 23 Board of Directors & Committees
- 24 Auditor's Report

MESSAGE FROM THE CO-CHAIRS



Cliff McNeil-Smith
CLIFF MCNEIL-SMITH
Co-Chair



Jeff Bray
JEFF BRAY
Co-Chair

On behalf of the Board, it is our pleasure to reflect on the critical work accomplished by the Alliance to End Homelessness in the Capital Region in the past year and to celebrate our collective efforts in achieving functional-zero by 2030.

2022-2023 was a year of continued transition. As our organization and sector re-emerges from the long-lasting effects of COVID, together, we have rallied to re-energize and re-commit to meeting the challenges that are facing our region, our nation and the world. The Alliance's efforts have continued to be deployed in supporting our members, partners and community and in bringing together all those who are able to transform the existing systems and to work for better outcomes for our unsheltered neighbours.

The focus of the Alliance has been to ensure that we cross the last few miles of the current Community Plan and to begin the consultation process to draft the upcoming one, where a greater focus must be placed on the upstream and downstream prevention needed to achieve functional-zero by 2030.

As the affordability crisis deepens, high interest rates and high inflation prevail, the Alliance pivoted to returning to its core mission and to ensure that our sector, now more than ever, continues to focus, cooperate and propose workable solutions.

Our small but mighty team has not been spared significant changes as we lost some of our staff to other opportunities. We also welcomed new staff to our organization who are just as passionate and caring and who dedicate their talents to our mission and the vision for our community.

Together we have the vision to effect change. Together we must continue to forge ahead to ensure every is welcomed, belongs and thrives in our community. No one is left behind. No one is forgotten. And everyone has a place they can call home.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Dear members, colleagues, and partners,

I want to thank all of you for the contributions you make to this sector and for your dedication to continue to work together. Together, we continue the drive to find workable and sustainable solutions to achieve our common vision. Your tireless efforts, your perseverance and your resiliency are not only remarkable, but are at the center of my professional and personal inspiration.



SYLVIA CEACERO
Executive Director

This year has shown us that circumstances beyond our control; labour shortages, economic turmoil, supply chain issues, climate change etc... have translated into a slower than anticipated post-COVID recovery. The connections and interconnections that are required to deal with this wicked problem that is homelessness and the demands to give more of us to this fight, have not gone unnoticed. Now, more than ever, we must come together to drive change and to be relentless in our quest to move forward with a clear direction, mandate and a plan of action.

As I perused previous annual reports, I was struck by the profound thoughts of two of our previous Executive Directors when they wrote: [...we needed to think beyond only mental health and substance use as critical drivers of homelessness and barriers to recovery. Homelessness and poverty are inextricably interconnected and need to be understood from the point of view of the people experiencing them. As we listen to those willing to share their story, it becomes critical to acknowledge and accept that the pervasive and inescapable experiences of poverty are trapping individuals in cycles of homelessness and this complex community challenge requires a complex societal response...]. Although those words were written almost 5 years ago, they continue to ring true today.

COVID clearly demonstrated that during a global crisis, we are able and capable of rallying together to find a way to safeguard the most vulnerable. As the housing, mental health, drug poisoning crisis escalate, so must our efforts. Prevention must be at the forefront of all that we do. The silos must be broken. The same old approaches must be shattered and rebuilt with a reconciliation lens. Collaboration and cooperation must prevail above all else.

Our complex societal response must be informed by the voices of lived and living experience and must engage every single person in our community. We continue to call for governments to work together and coordinate their efforts with us around housing, mental health, addictions, poverty reduction and support of families. We continue to call on partners to find the pathways to sustainable solutions with us. We look to our community at large to unite their voices to ours so we can carry those messages forth and effect change. We must act in ways we have not acted before. Ginni Rometty was famously quoted for saying "someone once told me growth and comfort do not coexist. I think that is a good thing to remember." We must act now, we must act boldly and we must act together.



Community Plan 2019-2024

The 2019-2024 Community Plan to End Homelessness in the Capital Region reflects the work of many partners, including people with lived experience of homelessness, Indigenous serving organizations, community not-for-profit service organizations, and representatives from government, businesses, and funders.

The on-the-ground experience of the homelessness serving sector, as well as the perspectives of people with lived experience and Indigenous people helped inform the development of Five Key Community-Based Outcome Areas and their associated goals and objectives.

Support Services:

- A. People experiencing homelessness will quickly and equitably receive the support they need over the course of their journey.
- B. Support services agencies have the mandate and capacity to deliver the needed services.

Housing:

A supply of accessible, appropriate, and safe housing, centered around the unique needs of individuals is available.

Advocacy & Awareness:

Communities and neighborhoods are inclusive, empathetic, compassionate, and welcoming of people experiencing homelessness through advocacy and awareness that homelessness is something that impacts everyone in the community.

Prevention:

People are prevented from becoming homeless.

Collaboration & Leadership

Leadership at all community and government levels share a common sense of purpose and are effective collaborative, supportive, and inclusive.

The AEHCR's Five Strategic Goals Supporting Community Plan Outcomes



GOAL 1: Collective Impact

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

GOAL 2: Sector Resiliency

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.

GOAL 3: Research & Data

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

GOAL 4: Advocacy & Communications

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.

GOAL 5: Organizational Strength

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



SUPPORT SERVICES

Highlights

Outcome:

People experiencing homelessness will quickly and equitably receive the support they need over the course of their journey.

Support services agencies have the mandate and capacity to deliver the needed services.

AEHCR 2022/23 Annual Report 7

Project Reconnect 2022

The Downtown Service Providers (DSP) committee brought together dozens of service providers and information booths at the Royal Athletic Park for Project Reconnect last August 23, 2022.

Project Reconnect, the revitalization of a pre-COVID annual event known as Project Connect, is a one-day service and information fair for those experiencing homelessness and extreme poverty in Greater Victoria. More than 30 organizations participated and offered an estimated 200 attendees access to a variety of services including medical care, peer support, professional portraits, an ID clinic, and more. The event was generously sponsored by the United Way of Southern Vancouver Island (UWSVI) and the UWSI Labour Council.

Volunteers from the community and across the sector supported delivery of the event, including people with lived and living experiences of homelessness.

“

Project Reconnect is a good time to reevaluate the looking glass we view marginalized people in our society, whether they struggle with drug misuse or homelessness, we need to reevaluate and reconnect. I believe it's instrumental in bringing us together in working towards a common solution.

- Darrin Murphy,
person with lived experience and one of the attendees.



Extreme Weather Response Coordination

Starting on December 15, 2022, in anticipation of the cold and snowy winter season for the City of Victoria, the AEHCR took on the role of Extreme Weather Response (EWR) coordinator. The AEHCR coordinated the activation and deactivations of the City of Victoria EWR for overnight warming shelters in the event of extreme weather conditions deemed severe enough to present a substantial threat to the life or health of people who are experiencing homelessness.

Shelter beds
were open

43
nights

Total of

1900

mat spots provided
over the season

3 organizations co-
operated to provide mats

- City of Victoria
- Salvation Army ARC
- Victoria Cool Aid Society

2 churches made
their spaces available

- James Bay United
- St. John the Divine

Peer Housing Support Program

The Peer Housing Support Program flourished in 2022-2023 thanks to the UBCM funding support. The team strengthened active and ongoing collaboration between community partners in the housing, supports services, other partners, and those who are living unsheltered. With a holistic understanding of the social issue of homelessness, and a relational approach that centered and amplified the voices of those with lived experiences and their allies, the Peer Housing Support Program actively engaged in increased collaboration across the housing and supports services sector to maintain and build upon current levels of communication and relationship building, and to increase networking practices between teams, programs, and services across the Greater Victoria region, while centering and prioritizing the voices and the needs of those who are most vulnerable in their experiences with homelessness.

With a foundational Lived Experience approach to providing services, the Peer Housing Support Program sought to maintain and increase current support services including: employment for Persons with Lived Experiences of homelessness, increasing the number of persons who are actively supported through the Peer Housing Support Program with peer support, convened the Regional Community of Practice (a monthly meeting between multi-disciplinary peer support workers across the Greater Victoria region working across skillsets), operated the Greater Victoria Street Community Outreach Teams Connect, and supported the ongoing collaboration, relationship-building, daily networking with Victoria City Bylaw Services, continued and increased peer support engagement with the Aboriginal Coalition to End Homelessness with activity-based peer support drop-in times that focused supports for the residents of Spq?éutxw (SPAKEN) House and much more.

The Peer Housing Support Program was a resounding success and the GVCEH is very proud of the team that led this program, the supports they provided to those living unsheltered, and achieving the outcomes expected by all partners and our community.





HOUSING

Highlights

Outcome:

A supply of accessible, appropriate, safe, and person-centered housing is available.

Tiny Homes Village Licence Extension

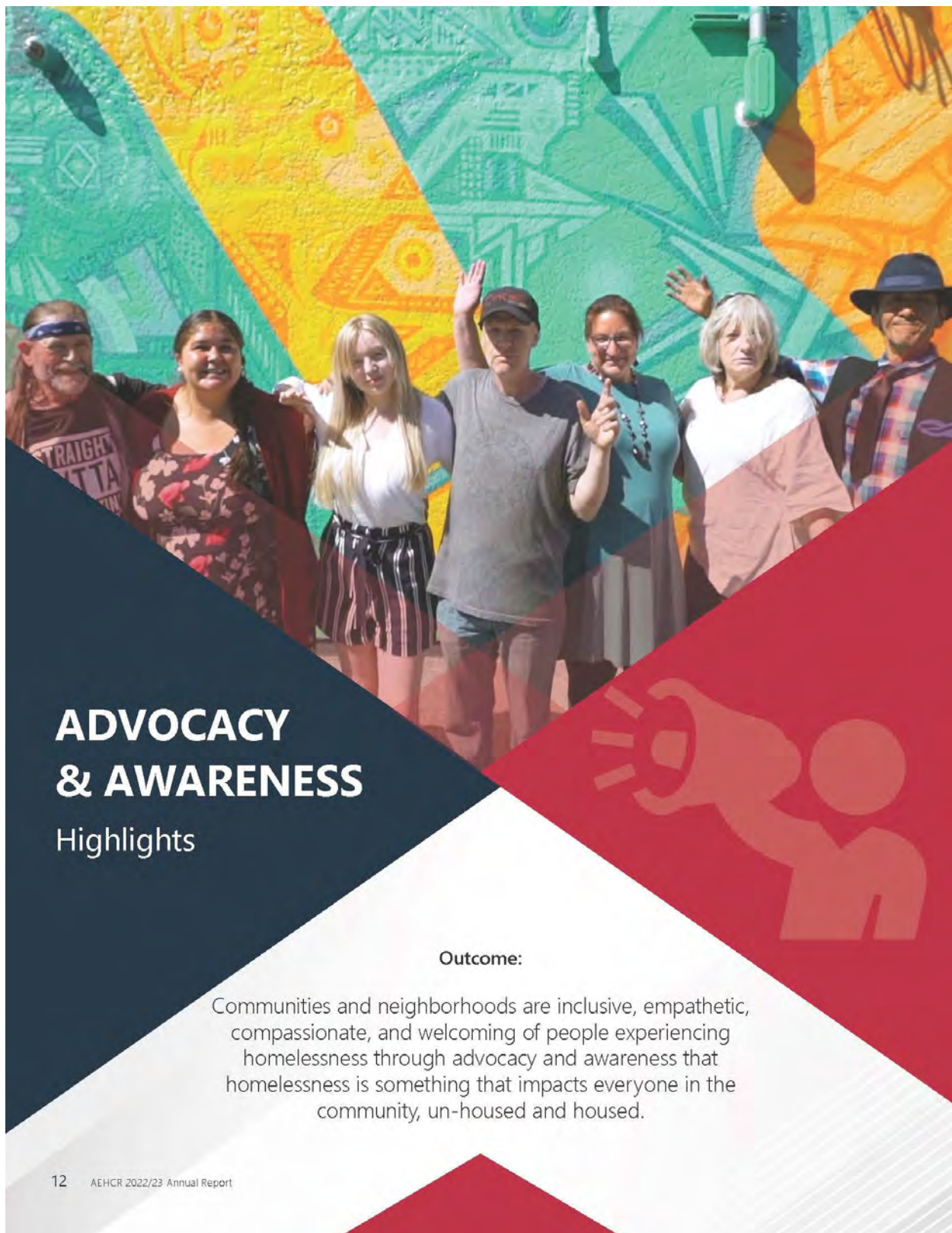
BC Housing, Our Place Society and the AEHCR requested a six-month licence extension from the City of Victoria to continue to provide temporary housing at the Tiny Homes Village (940 Caledonia Ave.) until September 30, 2023.

The project partners invited the community to a public information session at the North Park Neighbourhood Association last February 14, 2023 to provide updates, answer questions from the community, and gather feedback.

Since May 2021, this Tiny Homes Village has offered safe and warm conditions to our community's most vulnerable people while BC Housing builds permanent supportive homes in the region. While many building projects are nearing completion, industry-wide construction delays have caused the need for this extension.

It is now anticipated that all Tiny Homes residents will move into permanent homes by the end of September 2023, at which time the Tiny Homes Village will be removed from the site.





ADVOCACY & AWARENESS

Highlights

Outcome:

Communities and neighborhoods are inclusive, empathetic, compassionate, and welcoming of people experiencing homelessness through advocacy and awareness that homelessness is something that impacts everyone in the community, un-housed and housed.

► Sooke Municipal Engagement in Communication, Education, and Awareness Initiative

Sooke Homelessness Coalition volunteer members completed the Sooke Homelessness Awareness & Strategic Plan Presentation to the District of Sooke Council at Committee of the Whole on Jan 16, 2022. Education and awareness were provided regarding funding sustainability around the potential for all levels of government to participate in shared accountability partnerships. District of Sooke to consider Service Agreement with Sooke Shelter Society for core funding.



► Talking Circles and Resident Meetings

The talking circles and resident meetings that were facilitated monthly across various supportive housing units and shelters in the capital region served to amplify the voices of the residents who were being served by those shelters and supportive housing units. This amplification of the voices of the residents helps those managers, staff, and supervisors within the sites who can effect change within the units be aware and updated on the needs, wants, and issues of the residents.

These meetings, and the notes transcribed from them, served to provide anonymous qualitative data that was used to create an infographic report on user-centered design for housing as well.

- Number of talking circles and resident meetings facilitated in total: **65**.
 - » Number facilitated at Medewiwin: 10.
 - » Number facilitated at Mt. Tolmie: 11.
 - » Number facilitated at The Soleil: 11.
 - » Number facilitated at Tiny Homes: 11.
 - » Number facilitated at The Hope Center: 9.
 - » Number facilitated at Mt. Edwards: 11.
 - » Others upon request: 2.
 - » Total number of resident attendees: 653
- Number of Chew and Chats Facilitated: **4**.
- 1 Indigenous focus group for user-centered design for housing.



Face 2 Face with Stigma Workshops

Face to Face with Stigma provided 31 workshops, reaching 428 participants, over the course of the 2022-2023 fiscal year. The range of organizations reached was far-reaching and included:

Law Enforcement - Paladin Security - Police victims services - RCMP - Sooke fire and bylaw - Victoria Police Department recruits	Education - Camosun Social Justice - Reynolds Secondary School - University of Toronto - University of Victoria Inspire program students - University of Victoria 4th year nurses	Community Organizations - BC SPCA - Boys and Girls Club South Vancouver Island - Canadian Mental Health Association - Fernwood Neighbourhood Resource Group - PEERS - Victoria Brain Injury Society
Events Sooke Community Event		

Face 2 Face with Stigma (F2F Stigma) is an anti-stigma workshop created, driven, and led by people with lived/living experiences. The goal of the workshop is to educate, inspire empathy and reduce fear toward people experiencing homelessness and/or substance use disorder.

In a safe environment, the workshop provided an opportunity for essential conversations on various topics relating to equity and stigma. Personal stories presented were used to foster equality to decrease stigma by changing mindsets and perspectives of the community.





PREVENTION SUPPORT

Highlights

Outcome:

People are prevented from becoming homeless.

► Surfacing Our Strengths: Pathway To Action

The Surfacing Our Strengths: Pathway to Action, held last November 15, 2022, convened organizations and representatives from across diverse sectors (e.g. service providers, federal/provincial/regional/municipal governments, health, housing providers) and people with lived experience to advance concrete commitments and actions towards systemic housing solutions for women+ at risk of violence and homelessness in the Capital Region.

The objectives of this half-day event were to:

- » To refocus and prioritize commitment from partners, funders, and government to collaboratively address appropriate and adequate housing and supports for women+ at risk of violence;
- » To share priority opportunities for action from the Surfacing Our Strengths Housing Lab roadmap and explore specific next steps/innovations needed; and
- » To strengthen relationships and deepen understanding across sectors and organizations.



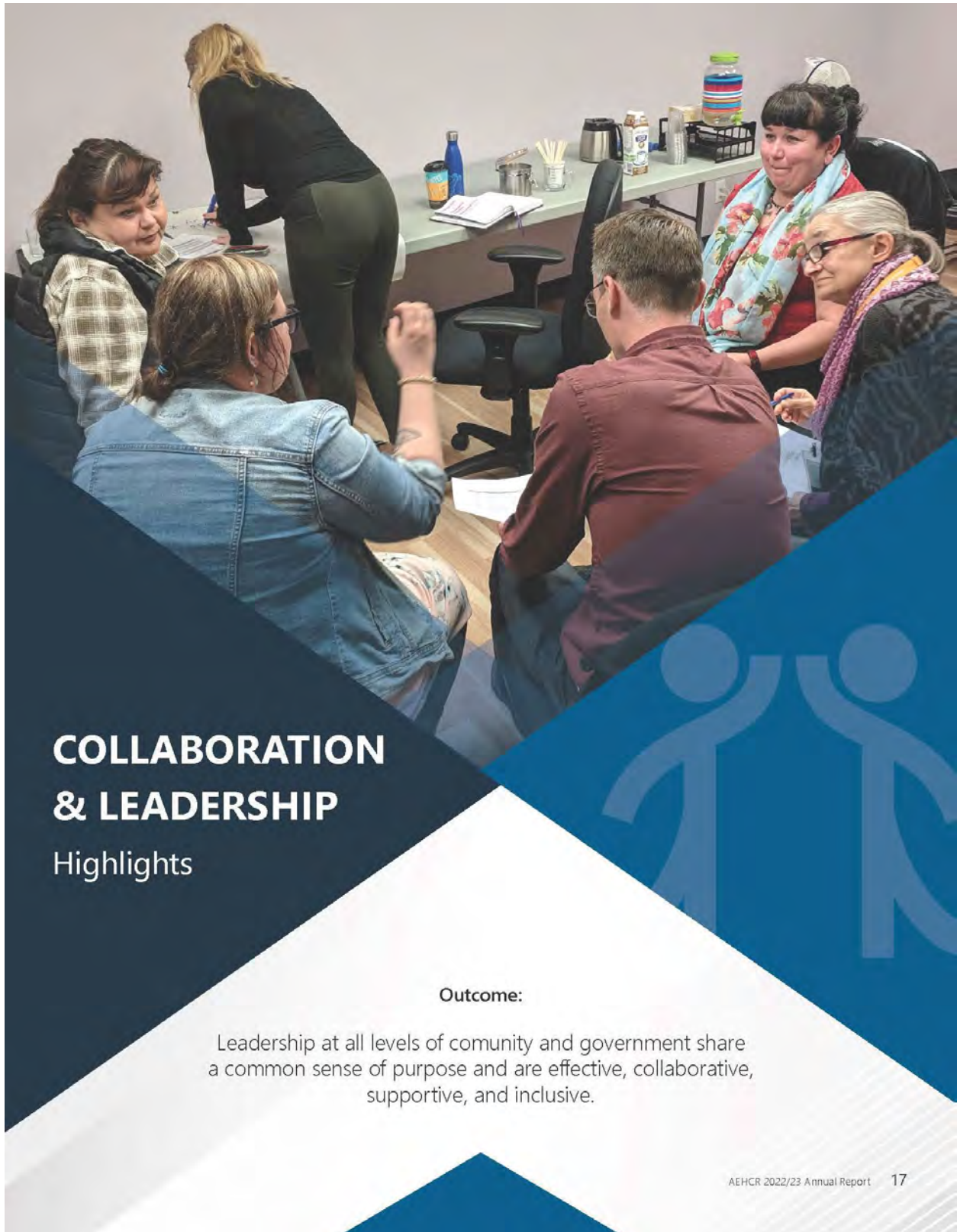
► Inspire Conference (Navigator App)

In the spring and summer of 2022, the GVCEH (doing business as the AEHCR) partnered with GarageApprentice students from the University of Victoria's Inspire Program to create a Navigator App prototype designed to assist Women and Gender-diverse individuals navigate the systems designed to support those fleeing violence and at risk of homelessness.

The first annual INSPIRE Conference was the culmination of students' community-focused, experiential learning experience and a showcase of their project stories, accomplishments, and experiences in its 2022 Apprentice Garage Program was held September 7, 2022, at the Esquimalt Gorge Park & Pavilion. The GVCEH project team presented their prototype at the event.

► Youth Task Force

With Jarvis Neglia as Chair, the Youth Task Force met several times throughout the year with a focus on the distinct needs of youth in the context of: Functional zero, the role of prevention, Coordinated Access, Collective Impact, and growing a connection to the BC Coalition to End Youth Homelessness. Task Force meetings included a strong focus on program level information sharing, as well as sector level actions. This created rich discussion, however varying levels of seniority around the table sometimes made more cohesive action challenging. In the coming fiscal year the Youth Task Force will begin to assess the optimal membership and form to continue both the vital information sharing as well as strategic sector action. Jarvis Neglia has since moved on to new challenges and his initiative and leadership will be greatly missed.





2022 City of Victoria Municipal Election Town Hall

The Downtown Service Providers (DSP) Committee hosted a City of Victoria Municipal Elections Townhall on September 27, 2022, at the First Met Fellowship Hall. The town hall brought together candidates running for Mayor and Councillors for the City of Victoria with the primary focus of putting the homelessness issue at the forefront of the discussion. The Townhall also provided the opportunity for the candidates to engage with the community and answer their questions.

Five questions had been sent out to all candidates prior to the town hall that not only asks about their plans and stand on homelessness issues but also seek their commitment to support concrete actions, should they be elected.

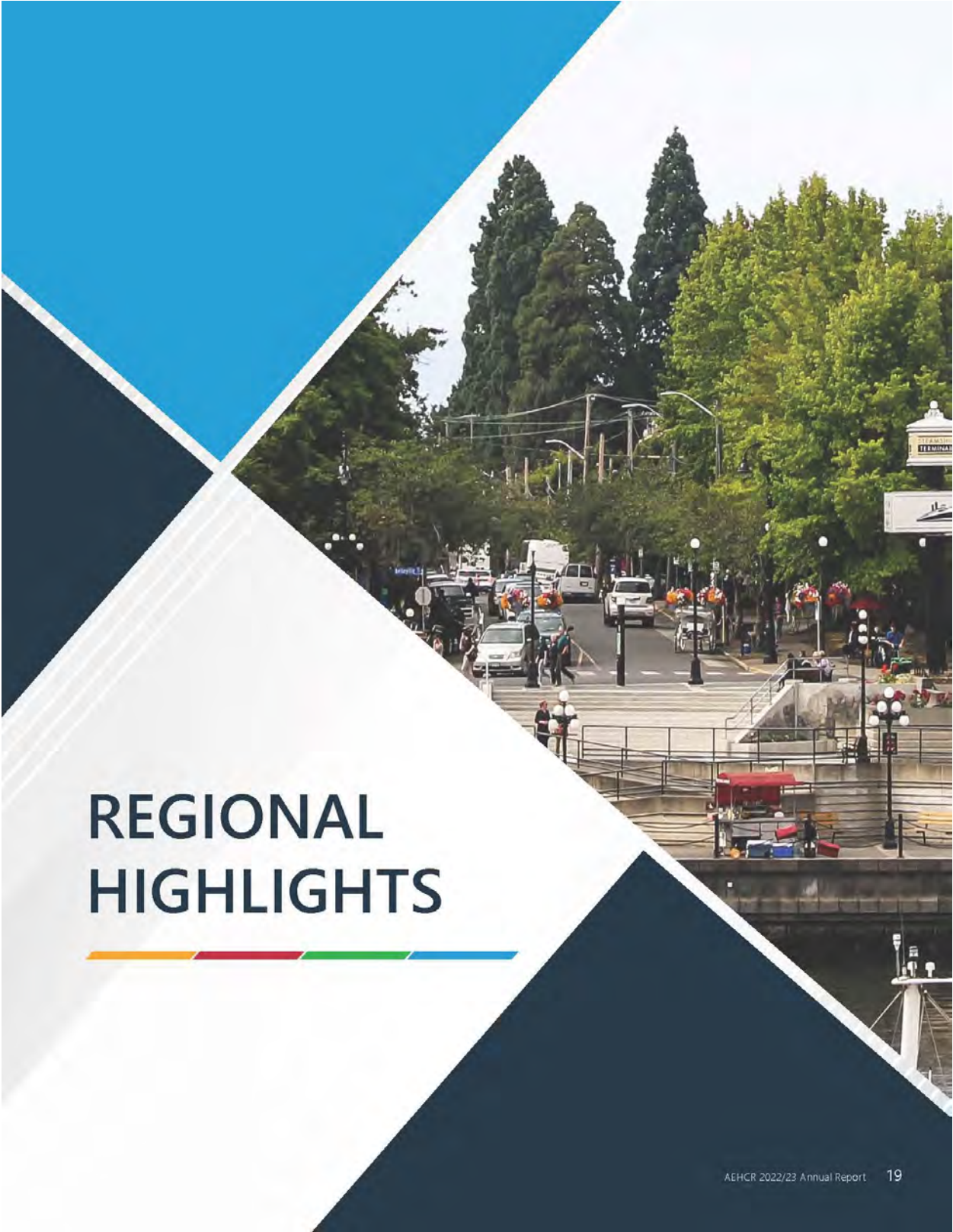


Macro-Support & Sector Capacity Building through Micro-Credentialing

Collaborating with the University of Victoria Division of Continuing Studies, the AEHCR has been co-developing free, accessible micro-credentialed training modules for workers in the homelessness response housing sector. These modules are being created through engagement with housing providers and peers in the community and are aligned with sector/peer-identified needs. These modules are designed through sector-wide shared understanding and implementation of best practices relating to identified gaps: cultural competencies and decolonization training/practices, supporting women and 2SLGBTQIA+ community (responding to Gender-based and intimate partner violence), self-care and burnout prevention, standardized reporting (data entry and event logs), de-escalation and violence prevention, trauma-informed care, harm reduction, and safety.

**CONTINUING
STUDIES @UVIC**

The AEHCR and UVic's Division of Continuing Studies, collaborating with the Best Practices Collective, has been developing a 6-module online professional development certificate to increase sector capacity and improve service delivery and resident outcomes. Delivery of the first module, Mental Health, and Substance Use and Supporting Others Caring for Self, was held in April 2023 (fiscal year 2023-2024).



REGIONAL HIGHLIGHTS



AEHCR 2022/23 Annual Report 19

COMMUNITY DATA DASHBOARD

Kicking off on July 26, 2022, the Community Data Dashboard Working Group (CDD-WG), is working to create a data dashboard. The dashboard will be shared internally to start, with the delivery of an external facing dashboard as the work progresses.

The initial data dashboard focuses on a housing baseline snapshot. Information on housing coming online, Emergency Weather Response activations, and City of Victoria outdoor sheltering information are included in the initial dashboard. Additionally, the CDD-WG is looking at housing definitions to categorize existing housing accurately.

Although not ready for external publication, the CDD-WG has finalized information for many member organizations and is in the process of collecting information from the remaining member organizations for the following indicators:

- » mats/beds/units,
- » occupancy rates,
- » waitlist number,
- » and sex & Indigeneity demographics.



To date, the CDD-WG consists of the following alliance member organizations involved in housing:

Anawim Companion Society, BC Housing, CRD, Greater Victoria Housing Society, Island Health, John Howard Society of Victoria, Our Place Society, Pacifica Housing Advisory Association, PHS, Salvation Army, The Cridge Centre for the Family, Threshold Housing Society, Victoria Cool Aid Society, and Victoria Women's Transition House. Recent additions to the working group include Society of Saint Vincent de Paul and Beacon Community Service.

EXPLORE SONGHEES TOUR



On June 23, 2022, the System Transformation Working Group joined the Explore Songhees Tour to walk the talk of Reconciliation and learn more about the territories on which we are doing our work. The event offered a unique opportunity to deepen our understanding of Indigenous cultures, histories, and traditions. It was a chance to engage in meaningful dialogue, learn from one another, and build bridges of mutual respect and friendship.

BURNSIDE GORGE COMMUNITY MAPPING

Burnside Gorge Community Association (BGCA), located in lək'wəjen Traditional Territories, in collaboration with the AEHCR, entered a multi-year Burnside Gorge Neighbourhood Engagement strategy, funded by the Provincial Strengthening Communities Grant. Building on the first phase of the overarching engagement strategy, multiple in-person engagements were held over the course of the 2022-2023 fiscal year. Following up on Phase 1 information gathering, the BGCA and AEHCR hosted an event in Cecelia Ravine on April 9, 2023 to gather further community input.

A further engagement held May 19, 2022, looked at themes developed through the April 9th engagement and included the following:

Access to Nature

- Parks • Dog Parks • Nature Walks • More Plants • Water Access

Basic Needs

- Health • Housing • Supports • Policy Recommendations

Biking, Driving & Walking

- Galloping Goose • Bike Lanes • Traffic Calming

Business Development

- Social Enterprise • Grocer • Business Hub

Community Events & Inclusion

- Youth & Children • Families • Seniors • BBQs • Nerf Parties • Outdoor Movie Nights

Placemaking

- Clean Teams & Community Cleaning • Markets • Activate Cecelia Ravine Park • Gardens

Safety & Amenities

- Safe Night Walking • Community Patrol • Policing • Showers on the Galloping Goose

Sports & Recreation

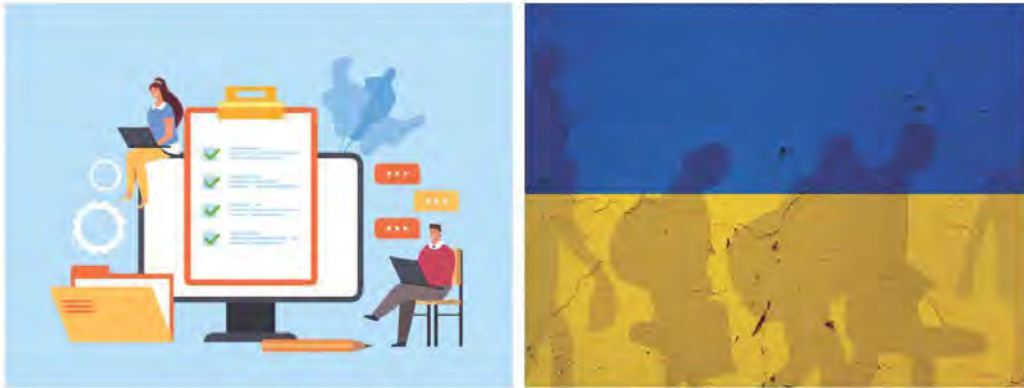
- Water Access/Water Park • Walking Groups • Drop-in Sports (ages 20-30) • Basketball



The engagement held June 13, 2022, focused on visioning for community activities that foster mutual care inclusion, safety, health & belonging, and committees were formed to work on two agreed upon projects; the activation/placemaking in Cecelia Ravine Park and the creation of a Map of Burnside Gorge Gems.

While the activation/placemaking in Cecelia Ravine Park was not realized, the project culminated in the Burnside Gorge Community Gems community map.

REFUGEE READINESS TEAM COLLABORATION



The AEHCR joined the Refugee Readiness Team (RRT-VI) September 2022. The Alliance provided support for the development of multiple questionnaires and interview guides to collect housing information from displaced Ukrainians, settlement workers, those sponsoring refugees, those hosting displaced Ukrainians, and landlords on Vancouver Island. Funded by the Province of BC, Ministry of Municipal Affairs, the RR-VI is collaborating with the Alliance to create a Regional Housing report that will be used to support the Refugee Readiness Team initiative.

PARK PEOPLE WEBINAR

The Alliance participated in the Accountability in Community Consultation and Impact Measurement webinar on March 8, 2023, hosted by Park People, presenting information on their Central Park/940 Caledonia case study. Engagement to Inform the City of Victoria Policy Regarding Encampments: Engaging People Sheltering Out-of-Doors was a Central Park Participatory Action case study that focused on engaging members of the unhoused community as collaborators and peer researchers, resulting in best practices developed from the learnings of the engagement.



BOARD OF DIRECTORS & THE ALLIANCE TABLES

BOARD OF DIRECTORS 2022-2023

Co-Chair: Jeff Bray – Downtown Victoria Business Association
Co-Chair: Cliff McNeil-Smith – Mayor of Sidney
Treasurer: Emily Sluggett
Secretary: Sean Dhillon
Donald Kattler – Aboriginal Coalition to End Homelessness
Erika Stenson – United Way Southern Vancouver Island
Jennifer Fox – BC Housing TBC
Jill Alley – Person with Lived Experience
Kelly Reid – Island Health
Kevin Murdoch – Mayor of Oak Bay
Maja Tait – Mayor of Sooke
Sandra Richardson – Victoria Foundation
Troy Tucker – Person with Lived Experience
Ex-Officio: Don Elliott

THE ALLIANCE TABLES

Health & Housing Steering Committee
System Transformation Working Group
Lived & Living Experience Council
Community Data Dashboard Working Group
Best Practices Collective
Community Engagement & Communications Working Group
Youth Task Force





Financial Statements

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

March 31, 2023

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

Contents

	Page
Independent Auditors' Report	1-2
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to the Financial Statements	7-12



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.

Audit (Tax) Advisors
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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 25, 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

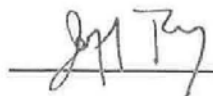
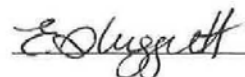
Payables and accruals	\$ 39,367	\$ 39,430
Deferred contributions (Note 4)	126,696	223,554
Deferred capital contributions (Note 5)	<u>188,516</u>	<u>565,548</u>
	<u>354,579</u>	<u>828,532</u>

Net Assets

Invested in capital assets	5,670	13,132
Unrestricted	<u>49,163</u>	<u>104,314</u>
	<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
	1,566,426	2,597,083
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
	1,629,039	2,648,945
Deficiency of revenue over expenses	\$ (62,613)	\$ (51,862)

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	384,494	573,266
	<u>(55,151)</u>	<u>(44,144)</u>

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	(96,858)	121,359
	<u>(94,584)</u>	<u>(271,982)</u>
	<u>(149,735)</u>	<u>(316,126)</u>

Investing

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

Financing

Deferred capital contributions	-	580,918
	<u>-</u>	<u>580,918</u>

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	<u>\$ 171,903</u>	<u>\$ 347,638</u>

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>\$</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
	<u>37,359</u>	<u>508,843</u>	<u>100,000</u>	<u>31,718</u>	<u>220,539</u>	<u>898,459</u>
Less: amounts recognized as revenue	37,359	501,532	100,000	31,718	101,155	771,764
	<u>37,359</u>	<u>501,532</u>	<u>100,000</u>	<u>31,718</u>	<u>101,155</u>	<u>771,764</u>
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	<u>200</u>	<u>22,875</u>
	\$ 1,114,104	\$ 2,035,285
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	<u>16,660</u>	<u>13,125</u>
	\$ 101,155	\$ 70,401

**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>



535-645 Fort Street, Victoria, BC, V8W 1G2

For further information about
the Alliance to End Homelessness in the Capital Region,

please contact:
(236) 638-3683
admin@victoriahomelessness.ca

or visit our website:
www.victoriahomelessness.ca

Appendix K: 2023 Special General Meeting Minutes



2023 SPECIAL GENERAL MEETING
NOVEMBER 30, 2023
1:00PM – 2:00PM
VIA ZOOM

MEETING MINUTES
 Meeting Chair: Cliff McNeil-Smith

ITEM	PROCEEDINGS
Meeting call to order	Cliff McNeil-Smith called the meeting to order at 1:10PM. He advised everyone that we will be conducting our regular AGM business at this Special General Meeting.
Land Acknowledgement and welcome	Cliff McNeil-Smith gave the land acknowledgement and introduced the members of the Board.
Determination of Quorum	Cliff McNeil-Smith advised the meeting that the Societies Act section 82 (4) states: "The bylaws of a society may provide that if a general meeting is adjourned until a later date because a quorum is not in attendance, and if, at the continuation of the adjourned meeting, a quorum is again not in attendance, the voting members in attendance constitute a quorum for the purposes of that meeting." Our by-laws make no provision for this, so we will adhere to the Societies Act, thereby the voting members in attendance at this meeting constitute a quorum.
Approval of Agenda	Motion to approve the SGM meeting agenda of November 30, 2023. Moved, Seconded, Carried.
Approval of 2022 AGM Meeting Minutes	Motion to approve the minutes of the 2022 Annual general Meeting November 17, 2023. Moved, Seconded, Carried.
Treasurer's Report: • Approval of Audited Financial Statements 2022-23 • Approval of Auditors 2023-24	Board Treasurer Emily Sluggett presented the Audited financial Statements for 2022-23. Emily advised the membership that the Greater Victoria Coalition to End Homelessness was on budget and received a clean audit for the fiscal year 2022-23. Motion to approve the Audited Financial Statements for 2022-23. Moved, Seconded, Carried. Motion to approve the appointment of the Auditors for 2023-2024 fiscal year - Grant Thornton. Moved, Seconded, Carried.

Annual Report and Executive Director's Report	Cliff McNeil-Smith asked if there were questions regarding the activities of the Alliance from last year arising from the Annual Report. There were no questions.
Election/Appointment of Director(s) Troy Tucker, Person with Lived Experience	Cliff began by acknowledging Jeff Bray who came onto the Board of Directors in 2019 and served as the community Co-Chair during his tenure on the Board. Cliff thanked Jeff for his years of service and contribution to the Alliance. Jeff left the Board on September 28. This has created an additional vacancy on the Board; however the Board has chosen not to fill this vacancy at this time. In accordance with bylaw 4.3e "the Board of Directors must call for nominations for directors at least 30 working days before an annual general meeting;" And 4.3 f "the Board of Directors must receive the nominations by no later than 10 working days before the Annual General Meeting." There is one nominee for the only vacancy on the Board of Directors; Troy Tucker for the Director with Lived and Living Experience position. In accordance with bylaw 4.3, I declare this individual elected to the Board of Directors by acclamation. He will serve a 1-year term.
Closing Remarks	Cliff McNeil-Smith acknowledged and extended appreciation to everyone in attendance, our members, colleagues, partners and friends. He expressed deepest gratitude to the small but mighty Alliance team and to the Board of Directors. Our work would not be possible without your dedication, strength and support. Cliff McNeil-Smith asked Sylvia Ceacero to introduce the staff.
Motion to adjourned	Motion to adjourn the Special General Meeting for 2023. Moved, Seconded, Carried.

Appendix L: Finding Housing for Displaced Ukrainians and Refugees on Vancouver Island:
Regional Housing Report



Greater Victoria
Local Immigration
Partnership



FINDING HOUSING FOR DISPLACED UKRAINIANS AND REFUGEES ON VANCOUVER ISLAND: REGIONAL HOUSING REPORT



Presented by:

Inter-Cultural Association of Greater Victoria
Alliance to End Homelessness in the Capital Region

Funded by / Financé par:



BRITISH
COLUMBIA

WelcomeBC



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

TABLE OF CONTENTS

Land Acknowledgement	2
Executive Summary	3
Main Findings	4
Recommendations	5
FINDING HOUSING FOR DISPLACED UKRAINIANS AND REFUGEES ON VANCOUVER ISLAND: REGIONAL HOUSING REPORT	6
1. Introduction: Housing Market on Vancouver Island	6
2. Methodology	9
3. Findings: Housing Challenges and Opportunities for Displaced Populations	12
a) Participant Demographics	12
b) Finding Housing: Refugee and Displaced Ukrainians	15
c) Supporting Housing Searches: Private Sponsors and Settlement Workers	30
d) Limitations	39
4. What's Next? Working Together for Suitable Housing	40
a) Key Findings Across Research Groups	40
b) Recommendations	42
5. Glossary of Terms	44
6. References	48
7. Who are We?	49
a) We are GVLIP	49
b) We are RRT-VI	49
c) Partners	49
d) Authors	50

Note on How Data is Described in this Report

This report was produced for a general audience with the main findings highlighted and keeping technical language to a minimum. For a deeper look at the data tables and analysis that support the material in this report, please see the [Technical Annex](#).

Land Acknowledgement

Vancouver Island contains mountains, fertile agricultural lands, beaches, ancient rainforests, rivers, fjords, and archipelagos, which make up the traditional territory of more than fifty Coast Salish Nations. As newcomers and settlers we acknowledge with respect the Coast Salish people whose historical relationships with the land continue to this day. Presenting this housing report, we are aware of our uninvited presence and occupancy as settlers on this land. In the spirit of creating strong, respectful relationships, we are committed to working in partnership with all Indigenous communities who reside on Vancouver Island to reduce the impact of colonization that continues through our work with newcomers.



Charles Elliot (Canadian, Coast Salish) | Seals | 1982 | serigraph | Gift of George & Lola Kidd (2008.003.056)

Executive Summary

This report focuses on housing and community integration for displaced Ukrainians and Afghan and Syrian refugees on Vancouver Island. The report calls for a collaborative and adaptive housing strategy on Vancouver Island, emphasizing resilience, inclusivity, and ongoing support for a sustainable future.

Information was collected through interviews, focus groups, and an online survey from January to March 2023. A total of 109 individuals responded among them displaced Ukrainians and refugees, hosts of Ukrainians, private sponsors of refugees, landlords, and settlement workers.

By incorporating the voices of these groups, this report provides a first glimpse into the housing needs, challenges, and strategies of a vulnerable population across Vancouver Island.



Main Findings:

Displaced Ukrainians and refugees struggle with high rental prices and limited housing options across Vancouver Island with many participants reporting that they spend more than 70% of their income on rent, indicating that housing is a seriously high financial burden for them.

Challenges finding housing are not just experienced by displaced newcomers, but also by their hosts, sponsors, and settlement workers who are each in their own way offering support and assistance with the housing search.

Communication challenges, including language barriers, pose difficulties. Tenants, hosts, and landlords worry about their ability to communicate with each other. Even with language barriers, several landlords in this study shared that they found renting to refugees rewarding and that they would be open to renting to refugees again.

Most hosted Ukrainians rated their hosts highly and hosts found the experience of hosting fulfilling. Both groups felt supported by community organizations like Ukrainian cultural organizations and expressed a willingness to host again.

Hosts, sponsors, and settlement workers agree that well-rounded community support makes a difference. For example, the role that Ukrainian cultural organizations played in matching and supporting hosts and hosted individuals was highly valued. All groups spoke about the importance of sharing resources and increasing or maintaining community support for displaced and refugee tenants, hosts, landlords, and sponsors.

The majority of displaced Ukrainians shared that they feel connected to their communities, citing that they like knowing their neighbors and that they feel safe in their new communities. This connection influences their preference for staying in their current neighborhoods on Vancouver Island.



Recommendations:

Information Sharing: Develop a comprehensive information-sharing strategy to disseminate resources on housing, services, and support. Ensure tenants with refugee backgrounds are well-informed about their rights and responsibilities.

Awareness and Collaboration: Recognize the challenges faced by displaced individuals and refugees in finding permanent housing. Offer ongoing support by collaborating with community organizations and partners to provide resources, share information on reliable housing opportunities, and assist in finding affordable housing. Collaborate with local immigrant serving agencies to facilitate smoother transitions for displaced individuals and refugees.

Support for Landlords, Hosts, and Sponsors: Provide tailored support for hosts, landlords, and private sponsors involved in accommodating displaced populations and refugees. Arrange regular check-ins with settlement workers to ensure hosts receive necessary support and guidance throughout the hosting process.

Communication and Interpretation: Emphasize the importance of effective communication in the landlord-tenant relationship and provide translation and interpretation to facilitate communication.

Advocate: Advocate for the development of a comprehensive support infrastructure, including financial assistance, settlement worker check-ins, and accessible online resources for all partners involved in housing initiatives.

Effective and Responsive Strategies: Encourage municipalities to regularly evaluate the effectiveness of their housing strategies. Seek resident and stakeholder feedback to adapt policies in response to evolving community needs and emerging challenges.

Effective and Responsive Policies: Engage with policymakers to promote diversity in housing options and address the unique needs of different communities.

Create Community Connections: Finally, recognize the pivotal role of community connections for displaced populations. Develop programs that foster ongoing support networks, creating a sense of community and addressing the diverse needs of displaced individuals.



FINDING HOUSING FOR DISPLACED UKRAINIANS AND REFUGEES ON VANCOUVER ISLAND: REGIONAL HOUSING REPORT



1. Introduction: Housing Market on Vancouver Island

As an increasingly popular living destination, Vancouver Island has witnessed a surge in population growth (8%) from 799,400 in 2016 to 864,864 residents in 2021. The most significant growth was seen in the municipality of Langford (31.8%), and in Nanaimo (10%) and Courtenay (9.2%) regions. Greater Victoria grew 8% with a population of 397,237 in 2021 (Focus on Geography, Census of Population 2021).

This population growth, together with low vacancy rates across the Island poses significant challenges to its housing market. This is true across the Island but particularly evident in the south. At the time of the survey (late 2022), the median price of single-family homes and condominiums combined was just over \$1 million. At that same time, the average price of a two-bedroom rental in Greater Victoria was \$1,711 a month. According to the National Rent Ranking of December 2023, the average two-bedroom rental on the South Island had increased to \$2,786 a month and the region was ranked as the third-most expensive rental market in British Columbia after Vancouver and Burnaby.

As a result, across Greater Victoria, many households are overspending on housing, “renters, homeowners, and those on the verge of homelessness say that an increasingly unaffordable housing market is driving them to [consider leaving the Island]... residents ... are worried about what it means for their futures — and their ability to afford to stay on the South Island” (Fagan, CBC News, 2023, February 22).

While housing and rental prices in the Mid and North Island are not quite as high as in the South, these regions also have seen a steady increase in prices, with rents in Nanaimo, Courtenay and Campbell River coming close to those of the South Island (\$1,300-\$1,500 for a two-bedroom at the end of 2022).

Vancouver Island Average Monthly Rent for 2 bedrooms



Although there has been much effort across municipalities on the Island to build and/or secure more affordable rental housing and provide homeownership opportunities for residents, the rental vacancy rate on the Island remains low (ranging from 0.3 in Duncan to 2.2 in Nanaimo in 2022; Canadian Mortgage and Housing Corporation, 2022) and housing affordability remains stubbornly unattainable.

Refugees and Displaced Populations

The housing crisis affects individuals and families across the country, but for refugees and other displaced populations who are already struggling with multiple barriers to integration in their Canadian communities, the housing crisis exacerbates the trauma of displacement and fosters a sense of helplessness in a new country.

As of February of 2023, we have seen an estimated 950 Ukrainians arriving on Vancouver Island.¹ Based on information from Ukrainian cultural organizations across Vancouver Island, there were approximately 103 families hosting displaced Ukrainians.

1 "Non-profit group sees 'massive uptick' in Ukrainian refugees arriving on Vancouver Island Vancouver Island News," Brendan Strain, CTV News (Feb. 23, 2023).

We were interested in hearing from these groups about the successes and challenges of this approach to responding to the housing needs of recently displaced individuals.

In this report, we draw insights from interviews, focus groups, and online surveys conducted with displaced Ukrainians, and Afghan and Syrian refugees. Further, we heard from hosts of displaced Ukrainians, landlords, private sponsors of refugees, and settlement workers on Vancouver Island to provide insight into the successes and challenges of those providing housing and those providing support.

By incorporating the voices of these various populations, this report provides a first glimpse into the housing needs, challenges, and strategies of a vulnerable population across Vancouver Island.

"It's getting harder every year to live here. The conditions for finding housing are too many, and there's no solution. Food is too expensive, and life is becoming hard."

[Research participant]



Recruitment of Participants

Participation for the Hosted Ukrainians survey was solicited through contact with Ukrainian cultural organizations on Vancouver Island who shared the link to the online questionnaire with Ukrainians living with host families. Information regarding the survey with the link to the questionnaire was also uploaded to the social media platforms of the [Inter-Cultural Association of Greater Victoria \(ICA\)](#). Participation for the private refugee sponsors survey was solicited through contact with Sponsorship Agreement Holder agencies (SAH) across Vancouver Island, asking these agencies to share the online questionnaire with people who have sponsored a refugee. Participation for the landlord survey was solicited through ICA's social media and by sharing the online questionnaire with the RRT-VI's Housing Working Group members and asking them to pass it on to landlords in their network. Participation for the settlement worker survey was solicited through contact with immigrant serving agencies across Vancouver Island, requesting that the agencies share the questionnaire with their settlement workers, asking them to participate in the survey.

2. Methodology

At the height of the first arrival of displaced Ukrainians in September 2022, the Refugee Readiness Team for Vancouver Island (RRT-VI) developed questionnaires, focus group guides, and interview protocols to capture a diverse range of perspectives on the housing barriers for newly arrived displaced Ukrainians and other recently arrived refugees such as people from Afghanistan and Syria. This was a collaborative effort with input from the RRT-VI Housing Working Group and housing experts across the Island.

In addition to hearing directly from displaced Ukrainians and refugees from Syria and Afghanistan, an effort was made to gather information from the people housing them including hosts of Ukrainians, and landlords as well as from groups offering support such as private sponsors of refugees and settlement workers. Tailored questionnaires were conducted for each group to capture their unique perspectives and experiences. In addition, several focus groups were held across the Island to capture the stories of displaced Ukrainians and refugees to acknowledge the rich lived experiences that a survey cannot gather and to provide a fuller understanding of the challenges these populations face.

This rich and multifaceted approach sought to provide a nuanced understanding of the regional housing dynamics and the complexities inherent in the housing experiences of recent refugees and displaced people on Vancouver Island. Spanning from early January to the end of March 2023, the gathered data and conversations covered a range of topics, including housing searches, current accommodations, budgets, and



The interview and focus group guide focused on displaced Ukrainians, many of whom held Canada-Ukraine Authorization for Emergency Travel (CUAET) visas, and Syrian and Afghan refugees. Focus group sessions conducted both in-person and online from January 30 to March 29, 2023, were facilitated by ICA, the [Cowichan Intercultural Society \(CIS\)](#), and the [Immigrant Welcome Centre of Comox Valley \(IWC\)](#) across South Island/ Capital Region, Mid-Island/ Cowichan Valley, and North Island/ Comox Valley. Participants for the focus groups were recruited from various sources, including [Help Ukraine Vancouver Island](#)'s client base. In total four interviews and four focus groups were held as follows:

- South Island – 2 focus groups
- Mid-island – 1 focus group, 4 individual interviews
- North Island – 1 focus group

Interviews were mostly conducted in English. Ukrainian, Russian, and Arabic interpretations were provided in some instances.

Qualitative Analysis of Focus Groups

The interview and focus group data consisted of interviewer/facilitator field notes. Field notes were coded and analyzed by themes such as length and strategies for finding housing, types of housing, sense of belonging, surprises when looking for housing, and other such groups. This theming was done by a group of individuals, aggregated by the lead researcher, reviewed, and is available in the [Technical Annex](#).



Analysis and Reporting of Surveys

Results of surveys are reported in aggregate by specific groups (e.g., Ukrainians being hosted, hosts of Ukrainians, private sponsors of refugees, landlords, and settlement workers) as each survey contained a different series of questions.

Results for questions that spanned multiple groups surveyed, interviewed, and engaged are examined in a later section, with a discussion focusing on trends across areas where there were similar results across groups. As the respondents were allowed to skip questions they did not want to answer, the number of individuals responding to each question often varied within a questionnaire (i.e., all 7 private sponsors did not answer all questions).²

Because some of the survey respondent groups were quite small, it is difficult to report percentages or extrapolate wide-ranging conclusions from them. In those cases, when groups were small (8 respondents or fewer), discussion for these questionnaires were not reported in percentages but instead, we used the following in-text descriptors: "a couple" or "few" (2), "some" (3-4), "most" or "almost all" (5-7), all (8). A more detailed categorization of respondents along these lines can be found in the [Technical Annex](#).



² Lack of response may also be due to the individual not finishing the questionnaire before the survey was closed. Questionnaires designated as "In progress" are included in the analyses provided.

3. Findings: Housing Challenges and Opportunities for Displaced Populations

a. Participant Demographics



In total, there were 109 people who responded to questionnaires or participated in interviews or focus groups. One-half of the respondents and participants identified as Ukrainian.

With a total of 55 Ukrainians responding either with the online survey, an interview, or a focus group (29 questionnaire participants, 26 interview and focus group participants), the total number of Ukrainian participants in this study represents almost 6% of the total number of displaced Ukrainians on the Island (estimated at 950). All participants were over the age of 18.

With a total of 13 hosts of Ukrainians responding to the survey, the total number of participants represents almost 13% of the total number of families hosting displaced Ukrainians on the Island (estimated at 103).

The majority of participants were living in Greater Victoria. This region was the place of residence for 21% of Ukrainian participants who were living with hosts, most of the hosts, and more than one-half of the landlords who participated in this research. The largest groups of displaced Ukrainians, Syrian refugees, and Afghan refugees were living in either Duncan (38%) or Victoria (31%).

For interview and focus group participants, we see that most interview or focus group participants were from Duncan or Greater Victoria. This is most likely due to the location of the organizations hosting the interviews and focus groups and the availability of transport to those locations.³

Private sponsors of refugees and settlement workers were asked to provide the name of the municipality or region where they lived or worked, respectively. Most private sponsors lived in the Cowichan Valley/Duncan area, while most settlement workers worked in Greater Victoria.

Individuals participating in interviews and focus groups were asked for additional demographic information. This information included gender, age, family composition, country of origin, religion, ethnic group, arrival in Canada, and cost of living/income.



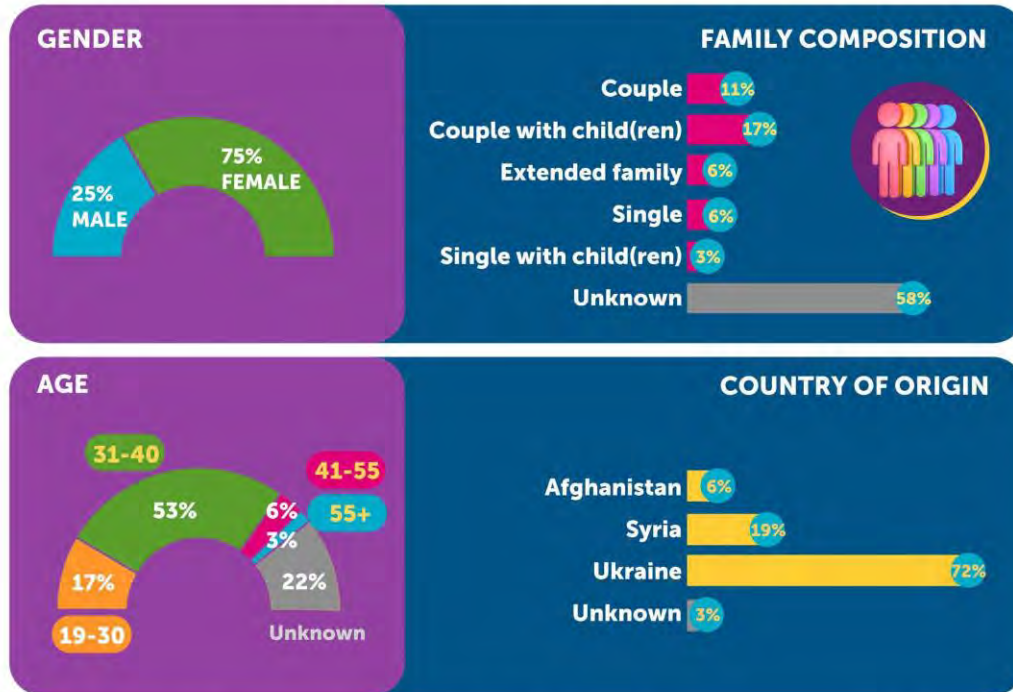
Almost all focus group participants provided information regarding their country of origin, with the majority of people stating that Ukraine (72%) was their country of origin.

All focus group participants provided information regarding their ethnicity with nearly three-quarters of participants (69%) describing their ethnic background as white.

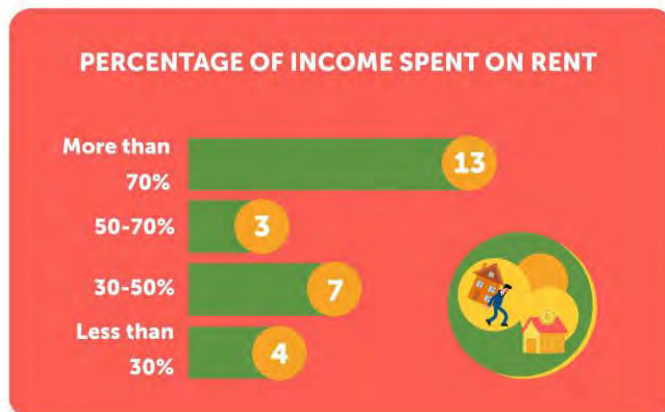
Out of the focus group participants, 64% shared their date of arrival in Canada. Since not everyone gave an exact date, we’re focusing on the year of arrival. 73% mentioned they came in 2022-2023, and most of them were Ukrainians who had been displaced due to the war, others were refugees who arrived between 2015 and 2019.

³ The full cross reference of location and category of participant can be found in the [technical annex](#).

Focus Group Demographic Information



Three-quarters of participants provided information regarding the percentage of their income spent on rent. The majority of participants spend more than 70% of their income on rent, with an additional one-quarter of participants spending between 30% and 50% of their income on rent. It should be noted that this is above the recommended 30% of before-tax income.



b. Finding Housing: Refugees and Displaced Ukrainians

Observations from Focus Groups with Refugees and Displaced Ukrainians

Four Interviews and four focus groups with a total of 36 displaced Ukrainians, Syrian and Afghan refugees were held from January 30, 2023, to March 29, 2023. Instead of exact numbers, we will use approximation terms like few, some, most, or all to describe responses.

When asked about their experiences looking for housing, participants described how they felt and what surprised them the most. All interview and focus group participants provided information on their experiences looking for housing with almost all of those responding by stating that they were shocked by rental prices. All but one participant stated that the high rent prices and the high demand with low vacancy rates were surprising. Some were also surprised that rentals were unfurnished.

When asked about their active search for housing, with all but one participant providing information, some stated that they had been looking for housing for three to six months or that they were still looking for housing.

While not everyone had found a rental, everyone responded to the question 'How did you find your rental?' The chart below combines information from those who already found housing with those still in the process of searching. While it is not possible to distinguish between those who found permanent housing and those who have yet to find permanent housing, the information still paints a picture of how people are finding housing and the most common places they have looked or are continuing to look. Many found housing, or are looking for housing, through family or friends, with a few looking online or through a property management company.



Participants were asked to describe their current housing with questions ranging from describing the housing, landlords, rental agreements, and past rentals. When asked to describe their current housing all focus group participants and one interview participant provided information ranging from the number of bedrooms to satisfaction with current housing. Some participants expressed satisfaction with their current housing (e.g., 'meeting immediate needs,' 'alright,' 'okay'), while only a few stated that they were not satisfied with their current housing.

Many participants were either living with their host family or another type of shared accommodation or in an apartment. All participants provided information regarding their landlord. Twenty of the participants had a private landlord, six rented through a management company, five were still living with their host families, and one participant was living in an Airbnb rental. Two of the participants said that their landlord was a good person.

Many participants discussed maintenance issues. One-half of this group felt that there were moderate issues with their housing and these issues were addressed in a timely manner. However, this may be an 'over-estimate' of the timeliness of fixing maintenance issues given the lack of rental/ housing stock so people may be less willing to ask for issues to be fixed.

Almost all participants provided rental agreement information, with many having short-term or one-year lease agreements. There were a few individuals that were still living with their hosts. Also, it must be noted that one individual did not have any type of rental agreement and two indicated that they had verbal agreements, thus would not be afforded any rental protections if the relationship between those participants and their landlords were to change in a negative way.



When asked if there was any direct link between finding employment and finding housing, many, but not all, provided information regarding their employment status. Almost three-quarters of participants listed their sources of income, with most stating that they were employed. Almost all participants discussed the connection between employment and housing applications with some stating that *they required proof of employment when they were applying for housing.*

Looking at rents and the percentage of income spent on rent, we found that many people pay \$1,500 or more per month, and for more than 30% of participants, this exceeds their total income. Only a few managed to find rents below \$1,500 per month. Incomes seemed to vary widely between participants. Some participants reported spending over 70% of their total income on rent but paying less than \$1,500 a month, indicating that these participants are lower earners. Other participants said that they were spending less than 30% of their income on rent but paid \$1,500 or more each month, indicating a higher income.

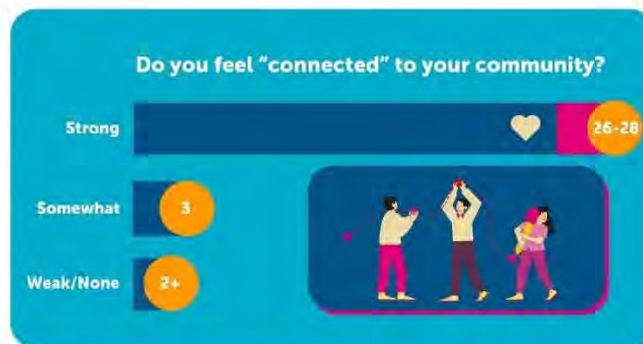
"We cannot buy everything. Enough for food and we also visit the food bank, we don't always have enough for the right clothes, we mostly buy second-hand."

[Focus group participant]



Many of those participating in the interviews and focus groups indicated that *they were not able to afford food and necessities once their rent was paid.* Some were relying on Ukrainian cultural organizations, foodbanks, income assistance, and community organizations for assistance, and some individuals relying on multiple sources or working overtime to afford food and necessities.

People were asked in interviews and group discussions about their ties to the community. Almost everyone said they either *felt a strong connection* or had some level of connection to the community.



Many people feel strongly connected to their community, so it's not surprising that they prefer living in their current neighborhood or on Vancouver Island. Although some are open to moving for a better job in another city, many are still influenced by their desire to remain on Vancouver Island.

Key Findings from Focus Groups

1. **High Rental Prices:** Many refugees and displaced Ukrainians are struggling with high rental prices and limited housing options. Rental costs and high demand for housing are major barriers, with most expressing shock at the high prices and low vacancy rates.
2. **Long Search Duration:** Participants typically spend three to six months or more searching for housing. Employment status plays a role, with some facing challenges due to the need for proof of employment in housing applications.
3. **Financial Strain:** Some individuals spend a significant portion of their income on rent, making it difficult to afford basic needs. This financial burden leads many to rely on external support like food banks and income assistance.
4. **Community Connection:** Despite challenges, the majority feel connected to their communities, citing factors like knowing neighbors and feeling safe. This connection influences their preference for staying in their current neighborhood or on Vancouver Island.

Recommendations

1. **Affordable Housing Support:** Implement initiatives to support affordable housing, easing financial burdens for refugees and displaced individuals. Ensure housing costs are reasonable and accessible.
2. **Employment Programs:** Strengthen programs supporting newcomers in finding meaningful employment, recognizing the crucial role of secure employment in securing a home.
3. **Community Integration Initiatives:** Encourage initiatives that promote community integration, acknowledging its role in fostering a sense of belonging and well-being for newcomers.

Responses from Ukrainians Living with Host Families:⁴

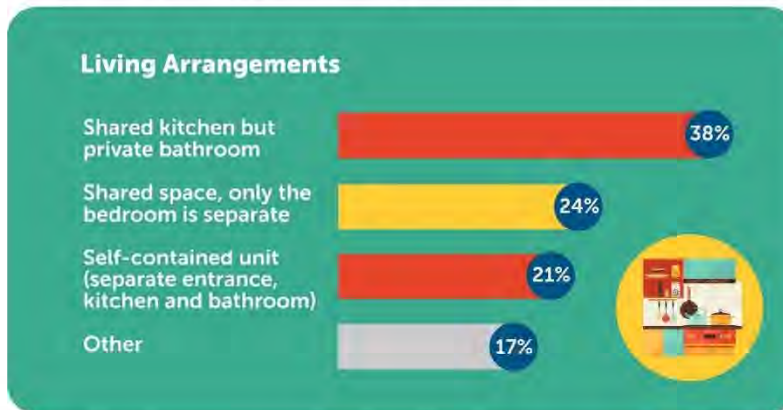
The survey data from the responses of Ukrainians living with host families on Vancouver Island provides valuable insights into their experiences and challenges.

The highest number of Ukrainians moving in with host families did so in February and March 2023, with 30% and 26%, respectively.

The family composition of the 29 Ukrainians living with hosts reveals a diverse group, with a total of 53 adults and 21 children. The family sizes ranged from one to four individuals with an average of 2.6 individuals per family which highlights the predominantly small family units.

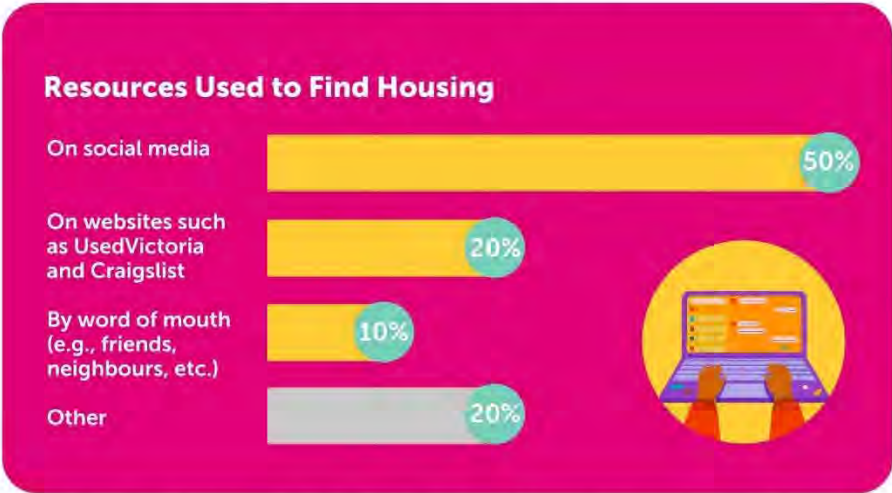
The majority of respondents were matched with host families before arriving in Canada, with a significant proportion ranking the matching process highly. This underscores the effectiveness of pre-arrival coordination, contributing to the positive experiences reported by the vast majority who did not encounter difficulties with their host families: of Ukrainians living with hosts, 92% reported no problems with their host families while other 8% mentioned language barrier and cultural differences as difficulty.

Shared accommodation emerged as the prevailing living arrangement for Ukrainian families, with over 60% reporting that they shared some living space with their hosts. This not only reflects the practicalities of available housing but also highlights the communal approach to providing support and fostering connections within the community.



⁴ In total, 18 respondents opened the "Ukrainians Living with Hosts" online questionnaire. Of those 18 individuals, there were 11 fully completed questionnaires, 2 partially completed questionnaire, and 5 partially completed questionnaires with no data. Questionnaires with no data were eliminated from further analyses, leaving a total of 13 for analyses.

Seventy-seven of the participants (29 respondents) shared that they are actively searching for a permanent home and of these, 69% told us about the resources they're using to find housing. Half of them are using social media for this purpose.

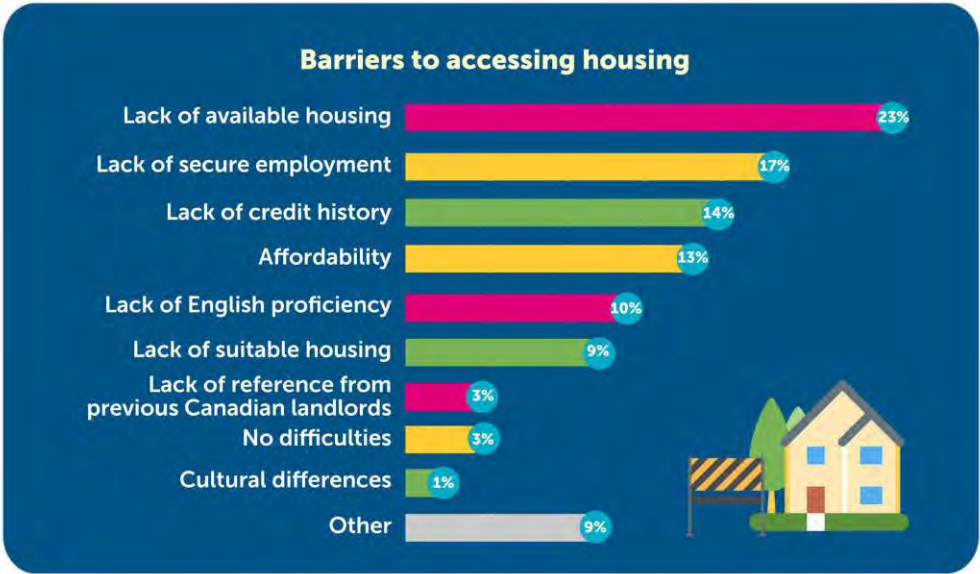


Further, 66% provided information on the number of housing listings they had applied for, with the majority of respondents indicating that they had applied for more than 5 listings and some applying to 11 or more.

Out of the people surveyed, most answered a question about searching for housing in various places. About four-fifths of them said they are looking for housing in their current area and not elsewhere.

The challenges faced by displaced Ukrainians in their search for more permanent housing reveal common barriers. Lack of available housing, lack of secure employment, and lack of credit history were identified as the top three barriers. These challenges underscore the complex nature of securing stable housing, with economic and credit-related factors playing significant roles. The fact that over three-quarters of respondents are actively looking for more permanent housing suggests a continued need for support in this crucial aspect of resettlement.

Of all participants, 36% mentioned that they received support with their search for permanent housing from their hosts and the Ukrainian community (20%). This emphasizes the importance of community connections in providing the necessary support network for displaced individuals and refugees navigating the challenges of finding housing in a new country.



When asked about the support they want for finding housing, the top preference was sharing resources for the housing search. Participants clarified that this meant that they are looking for information on where to look for housing, providing rental websites, assisting with the search process, explaining how to search, offering a verified housing database, and providing information on finding reliable ads.



Key Findings from Ukrainians Living with Hosts

1. **Family Size:** Ukrainians living with host families on Vancouver Island are small families with an average of 2.6 individuals per family.
2. **Recent Influx and Community Responsiveness:** A significant number of Ukrainians moved in with host families in February and March 2023, indicating a need for host families and community responsiveness.
3. **Pre-arrival Coordination Success:** The majority were matched with host families before arriving, highlighting the effectiveness of pre-arrival coordination resulting in positive experiences for 92% of respondents.
4. **Common Living Arrangements:** Shared accommodation is prevalent, with over 60% sharing some living space with their hosts, highlighting a communal approach to support.
5. **Barriers to Housing Access:** The top three barriers are lack of available housing (62%), lack of secure employment (46%), and lack of credit history (39%).
6. **Desired Housing Support:** Respondents express preferences for sharing resources for the housing search (32%) and support in finding affordable housing (21%).
7. **Community Support:** 36% received support in securing permanent housing, primarily from hosts and the Ukrainian community, underscoring the importance of community connections.

Recommendations

1. **Strengthen Pre-arrival Coordination:** Enhance efforts to match Ukrainians with host families before their arrival in Canada to ensure a smooth transition.
2. **Address Barriers:** Address language, economic, and credit-related barriers to facilitate the housing search process for Ukrainians.
3. **Enhance Community Engagement:** Provide targeted support for housing searches, including sharing resources, assistance with the search process, and information on finding reliable housing.
4. **Foster Community Connections:** Continue building and fostering community connections to provide a strong support network for displaced individuals.

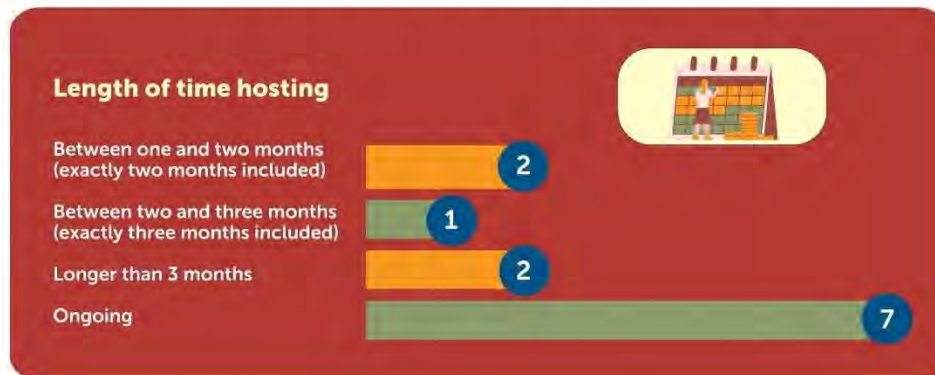


c. Housing and Hosting: Hosts and Landlords

Responses from Hosts of Ukrainians⁵

Out of the 13 hosts responding, all shared details about the housing they were providing. Most offered shared living spaces, while only a few had separate units. This matches the responses from displaced Ukrainians in the survey.

Almost all hosts of displaced Ukrainians provided information regarding the individuals and families they were hosting, providing accommodation for 19 adults and 4 children for a total of 23 guests, with an average of 2 guests per host family. Just under three-quarters of hosts provided information regarding the length of time they have been hosting displaced Ukrainians, with over one-half still hosting. _____



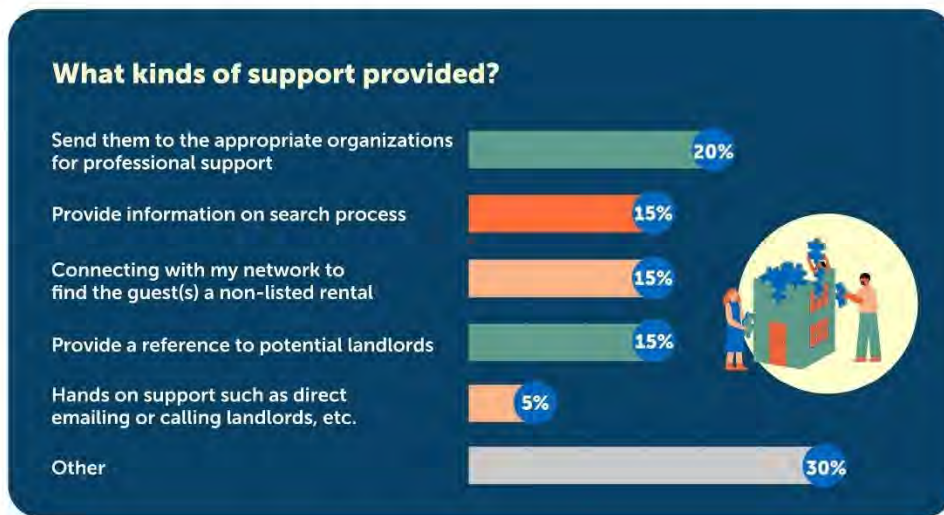
Almost two-thirds of hosts started hosting in the Spring and Summer of 2022. This aligns with the responses given by hosted Ukrainians who reported a start date of April 2022 through March 2023.

Many hosts of Ukrainians did not encounter difficulties while hosting and provided answers about what they found rewarding while hosting. Some hosts indicated that they did encounter difficulties with the language barrier marked as the main difficulty.

⁵ In total, 18 respondents opened the "Ukrainians Living with Hosts" online questionnaire. Of those 18 individuals, there were 11 fully completed questionnaires, 2 partially completed questionnaire, and 5 partially completed questionnaires with no data. Questionnaires with no data were eliminated from further analyses, leaving a total of 13 for analyses.

Responses to the question of what the hosts found rewarding were coded into three categories and included providing support, learning from guests, and appreciation. Of the 10 respondents describing what they found rewarding, almost one-half stated that providing support and/or learning from guests was rewarding.

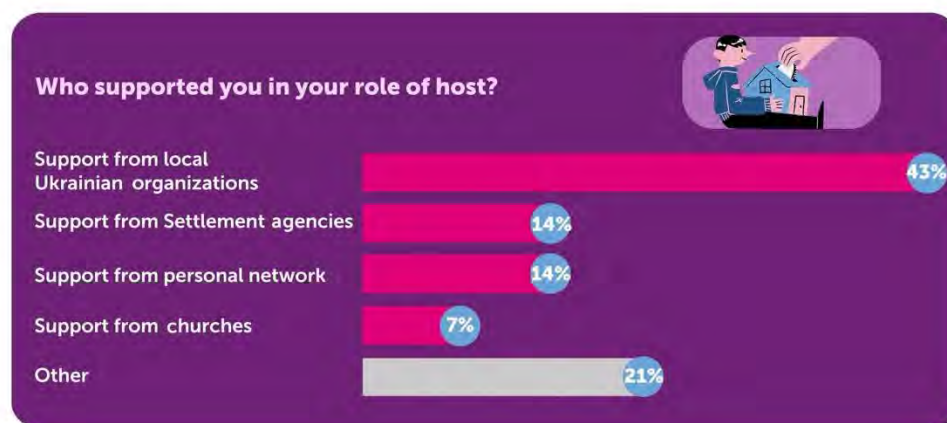
Regarding support for guests seeking permanent housing, the majority of hosts expressed commitment to aiding this transition. However, the data also highlights a subset of hosts who did not offer such support, indicating a potential area for improvement in ensuring consistent assistance for displaced individuals. Notably, for hosts providing support, the top response was directing guests to the right organizations for professional assistance.¹ This underscores the crucial role of local Settlement agencies and Ukrainian organizations in supporting hosts and facilitating smoother transitions for displaced individuals, highlighting the effectiveness of community partnerships in addressing the needs of the displaced population.



Almost all hosts replied to whether they felt supported in their role as a host, with almost two-thirds replying that they felt supported or somewhat supported in their role as a host. People who felt supported as hosts shared information about their support.

⁶ Of the 25 Ukrainians living with hosts almost two-thirds (64%, 16) reported that they did not receive support in their housing search. However, for a multiple selection question, of the 9 respondents (36%) who said they received support, 7 indicated that their hosts provided support with their housing search (accounting for 78% of total responses). (See the [Technical Annex](#) for details).

Almost all hosts replied to whether they felt supported in their role as a host, with almost two-thirds replying that they felt supported or somewhat supported in their role as a host. People who felt supported as hosts shared information about their support. Most commonly, they mentioned getting support from local Ukrainian cultural organizations. This suggests that *Ukrainian organizations have played a significant role in supporting those who hosted displaced Ukrainians moving to Vancouver Island.*



Looking forward, hosts expressed a willingness to continue their roles, with a majority open to hosting again.

However, a more complicated view emerges as hosts are less certain about hosting refugees from countries other than Ukraine, indicating a potential need for tailored support and guidance for those considering expanding their hosting efforts. Additionally, hosts expressed specific desires for financial assistance and check-ins with immigrant serving agencies, underscoring the importance of ongoing community support to ensure the well-being of both hosts and those

Key Findings from Hosts of Ukrainians

1. **Language Barrier:** Language barrier was a difficulty for some hosts.
2. **Rewards for hosts:** Rewards for hosts included providing support and learning from guests.
3. **Support for Permanent Housing:** The majority of hosts supported guests by helping to find permanent housing. The top support method was directing guests to relevant organizations for professional assistance.
4. **Feeling Supported:** Nearly two-thirds of hosts felt supported in their role. Local Ukrainian cultural organizations were a significant source of support for hosts.
5. **Future Hosting Intentions:** Most hosts expressed a willingness to continue hosting displaced Ukrainians. They were uncertain about hosting refugees from countries other than Ukraine.

Recommendations

1. **Tailored Support for Hosts:** Provide tailored support for hosts willing to increase their efforts through immigrant-serving agencies and community organizations. Specifically, consider how to expand the readiness of hosts to host refugees from countries other than Ukraine.
2. **Address Views and Worries:** Address views on hosting refugees from countries other than Ukraine and provide tailored guidance to ensure diverse hosting efforts are supported.
3. **Financial Assistance and Check-Ins:** Address hosts' specific desires for financial assistance.



Responses from Landlords⁷

The insights gathered from landlords responding to the questionnaire shed light on their perspectives, practices, and willingness to rent to individuals or families with a refugee background. Almost all of the respondents identified themselves as private landlords, emphasizing the prevalence of independent property owners in the housing market. This distribution suggests that either many refugees find housing in private rental accommodations or that private landlords are more willing to participate in the survey.

All landlords responding provided self-contained spaces for those they were renting to. A self-contained space can mean a completely separate space (such as an apartment or a townhouse), but it can also mean a suite in the same building as the landlord but with separate access and amenities (a basement or other suite). As expected, landlords more often provide self-contained spaces when compared with hosts of displaced Ukrainians.



Notably, six out of ten landlords have rented to individuals or families with a refugee background in the past. Concerns about renting to refugees were relatively low, with half of the respondents expressing no concerns. Among the identified concerns, language barriers were mentioned by nearly one-third of the landlords, highlighting the importance of effective communication strategies in the landlord-tenant relationship.

Almost all landlords stated that they would be open to renting to an individual or a family with a refugee background who has no previous rental experience in Canada. This includes a rental provider managing 925 units. Only one landlord stated that they would not be open to renting to a refugee and one landlord did not respond.

⁷ In total, 13 respondents opened “A questionnaire for Landlords” online questionnaire. Of those 13 individuals, there were 8 fully completed questionnaires, 2 partially completed questionnaires, and 3 partially completed questionnaires with no data. Questionnaires with no data were eliminated from further analyses, leaving a total of 10 for analyses.

Concerns Renting to Individuals/ Families with Refugee Background



Those landlords who stated that they would be open to renting to persons with a refugee background also provided information on what might encourage them to rent to such individuals. Incentives included tenants knowing their rights, access to translators as needed, available housing funds for the first year to cover the rent if needed, and access to support workers from immigrant-serving agencies or non-profit organizations.

The linkage between landlords' concerns and encouraging incentives was dependent on language barriers and the ability to access translation services.

Incentives for renting to people with refugee background



Key Findings from Landlords

1. **Landlord Participation:** Most landlords participating in this survey, were open to renting to individuals or families with a refugee background.
2. **Concerns About Renting to Refugees:** Language barriers are a significant concern, mentioned by almost one-third of the landlords.
3. **Incentives for Landlords:** Landlords express willingness to rent to refugees, with incentives such as informed tenants, translation services, housing allocation for the first year, and support from immigrant serving agencies.

Recommendations

1. **Address Language Barriers:** Implement strategies to address language barriers between landlords and tenants with a refugee background.
2. **Provide Resources:** Offer resources to facilitate successful housing arrangements, including information on tenants' rights and responsibilities, translation services, and support from immigrant serving agencies.



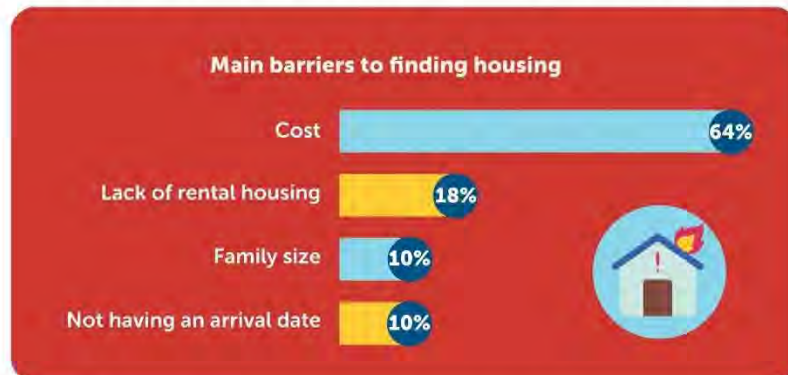
d. Supporting Housing Searches: Private Sponsors and Settlement Workers

Responses from Private Sponsors⁸

The data on refugee sponsorship provides valuable insights into the experiences of private sponsors of refugees and the challenges they face in supporting newcomers with refugee backgrounds. In contrast to the number of displaced Ukrainians supported by hosts, the sponsors have supported a larger group, totaling 39 adults and 19 children, amounting to 58 family members with a mean average of 5 individuals per family. There are likely reasons for this difference, such as sponsors not necessarily hosting the refugees they support themselves. About half of the refugees rented a place before arriving, while the other half stayed with one or more private sponsors.

All respondents sponsored refugees from Syria, except for one who also sponsored refugees from Afghanistan. Notably, four out of six respondents personally knew the Syrian refugees they sponsored because they were family members.

The challenges associated with planning for housing upon the newcomers' arrival are evident, with all 7 sponsors finding it difficult. The main barriers identified include the high cost of housing, the lack of available rental housing, family considerations, and the challenge of not having a set arrival date. These challenges underscore the complex nature of resettlement and the multifaceted support required for successful integration.

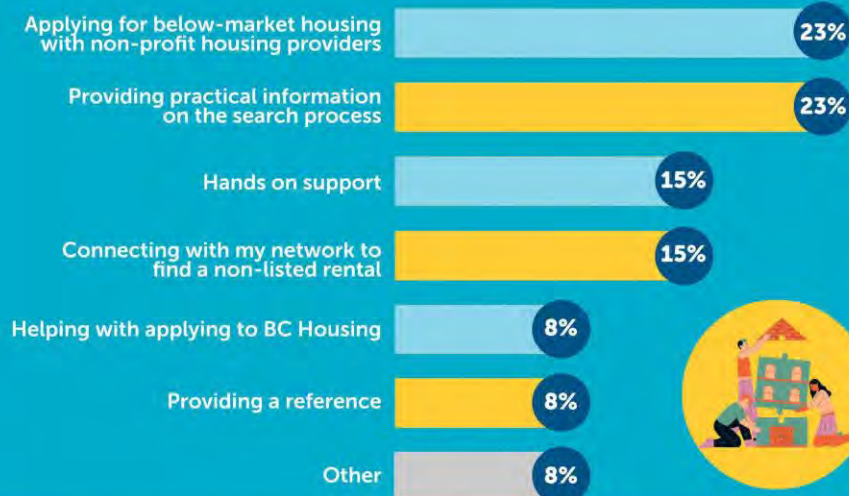


⁸ In total, 8 respondents opened the "Questionnaire for private sponsors on supporting refugees" online questionnaire. Of those 8 individuals, there were 5 fully completed questionnaires, 2 partially completed questionnaires, and 1 partially completed questionnaire with no data. Questionnaires with no data were eliminated from further analyses, leaving a total of 7 for analyses.

Main Barriers Newcomers Face Searching for Housing



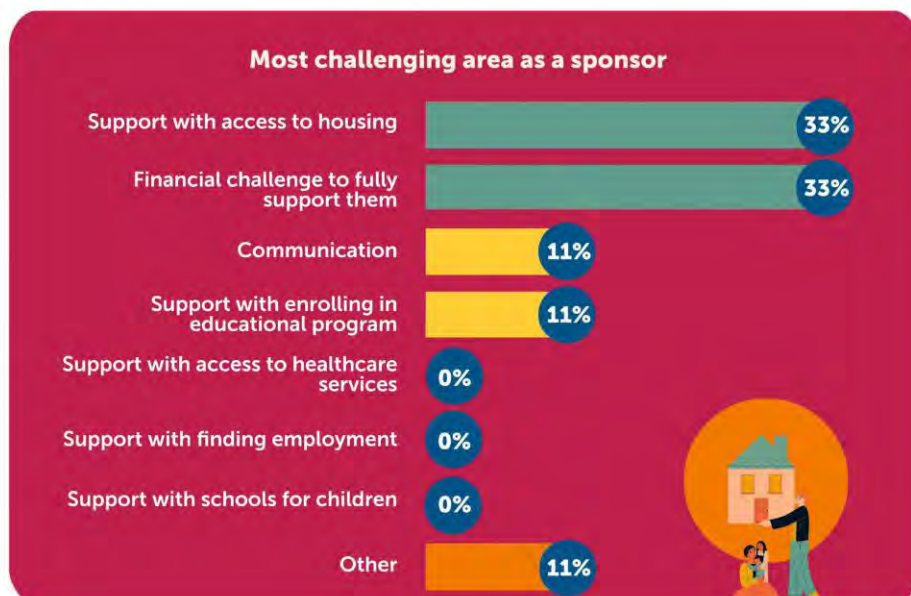
Support sponsors offered



Sponsors actively involved in searching for permanent housing for newcomers indicated various types of support provided. These include helping with applying for below-market housing, offering guidance on the search process, providing hands-on support, leveraging personal networks, and assisting with applications to organizations such as BC Housing. *Finances were identified as the primary barrier for newcomers with a refugee background to find housing. Five private sponsors provided information regarding the type of support they received when sponsoring newcomers, with the majority of those respondents stating that they received support from the Sponsorship Agreement Holder (SAH) organization.*



In reflecting on the most challenging aspects of being a private sponsor, the sponsors highlighted challenges in supporting access to housing and facing financial constraints. These challenges underscore the importance of ongoing support mechanisms and resources to ensure the well-being of both sponsors and the refugees they are supporting.



Key Findings from Private Sponsors

1. **Planning Challenges:** Sponsors face difficulties in planning for housing upon the refugees' arrival, with barriers including high housing costs, limited rental options, family considerations, and uncertainty about arrival dates.
2. **Financial Constraints:** Cost is a significant barrier to finding housing, identified by 64% of sponsors as a challenge.
3. **Language Barriers:** Communication challenges, including language barriers, pose difficulties for sponsors, with 11% mentioning this as a concern.

Recommendations

1. **Ongoing Support:** Sponsors and refugees can benefit from continuous support mechanisms to navigate challenges in housing, communication, and integration.
2. **Accessible Online Resources:** Providing accessible online resources, such as toolkits and workshops, can empower sponsors and refugees in their housing search and integration process.

Responses from Settlement Workers⁹

Settlement workers responding to the online questionnaire provided services for all newcomers eligible to receive settlement services or Government-Assisted refugees only. The services provided ranged from supporting applications to BC Housing to support move-in and included assistance with the housing search process, referrals to housing organizations, emailing or calling landlords on behalf of the clients, landlord advocacy, and education on tenants' rights and responsibilities.



When settlement workers were asked about how newcomers have been settling in the past two years, they mentioned that newcomers usually stay in temporary housing such as staying with relatives, in hotels, shelters, or rentals with a set end date (e.g. Airbnb) for an average of 3 months to 1.5 years. This situation affects the newcomers' feelings of stability and safety, causing frustration that diminishes their motivation to continue searching for housing. One settlement worker pointed out the challenges refugees face, especially those sponsored under the Government Assisted Refugees (GAR) program because they only have 12 months of funding. This creates difficulties in establishing a stable routine when they arrive and can give a false perspective on "starting in Canada."

⁹ In total, 16 respondents opened the settlement worker online questionnaire. Of those 16 individuals, there were 13 fully completed questionnaires, 1 partially completed questionnaire, and 2 partially completed questionnaires with no data. Questionnaires with no data were eliminated from further analyses, leaving a total of 14 for analyses.

When settlement workers were asked about the challenges that people or families with a refugee background face when searching for housing, most of them said that high rents are the main problem. Some mentioned that not having references from previous landlords and having a limited income are also obstacles. Additionally, a few said that landlords turning down applications from big families and language difficulties are significant challenges. Surprisingly, only a small number of respondents mentioned a lack of available rental properties as a barrier to finding housing.

"If you are talking about refugees that are sponsored, it is very challenging as it gives a false perspective on 'starting in Canada' and as they only have 12 months of allowance, they need to get into a routine fast."

[Settlement worker]



When settlement workers were asked if they believed that specific socio-demographic groups faced more difficulties in securing housing than others, almost all responded "yes". The most frequent responses regarding the socio-economic groups facing more difficulties included limited income, groups who cannot communicate in English, immigrants, and refugees. It is important to note that a number of settlement workers highlighted that they felt that refugees from the Middle East and Africa face more difficulties in securing housing than refugees from other regions. While we know that the settlement workers responding to the online questionnaire worked with all newcomers eligible to receive immigrant services or Government-Assisted Refugees only, we do not know the ethnic composition of the groups they supported that may have some influence on their responses.

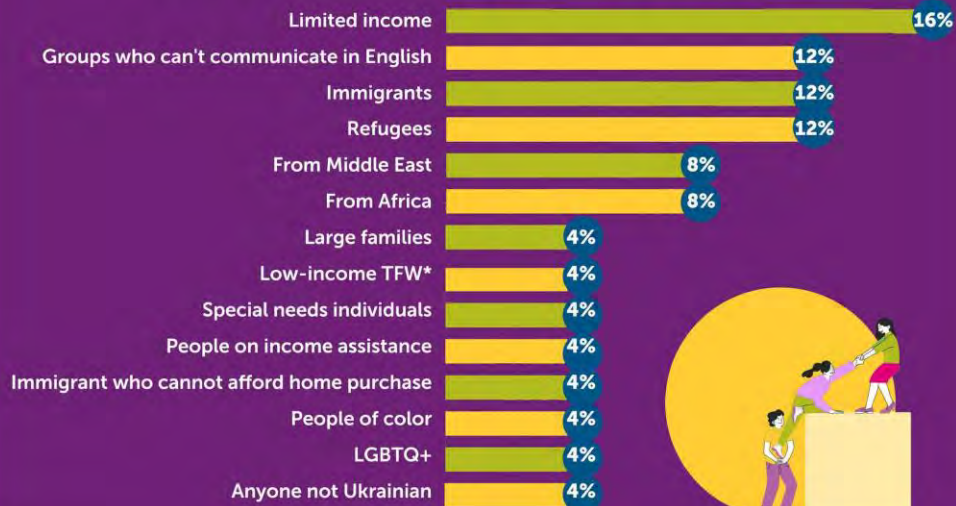
Most settlement workers shared reasons why certain socio-demographic groups might struggle to find housing. Some mentioned that refugees and immigrants face challenges because they can't express their needs directly. Others said that prejudice against people from different races or having low income and high living expenses could be factors. Less frequently mentioned reasons included a lack of suitable and affordable housing, cultural differences, the challenges of being a newcomer without community connections, and limited resources like no internet.

"Unlike international students who tend to leave after 8 months or Ukrainians who have a more familiar background to Canadians, Afghan clients are unknown to many landlords and because of their lack of English language skills landlords tend to worry about renting to Afghans."

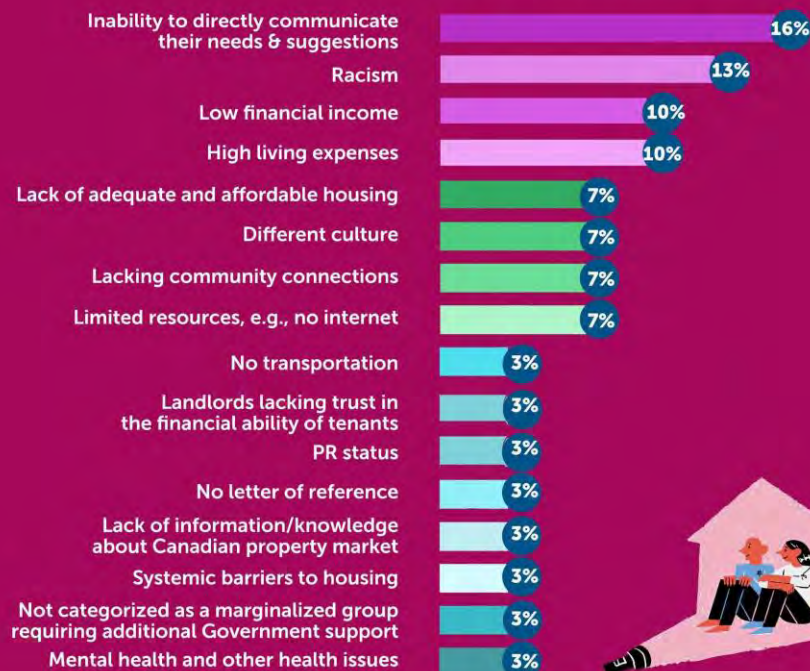
[Settlement Worker]



Socio-economic groups facing more difficulties



Reasons for Socio-Economic Group Difficulties



One settlement worker commented on the possibility that unfamiliarity with cultures from the Middle East might create issues due to biases and racism in the community. Another settlement worker commented on refugees having a "lack of privileges to have time to network to make connections."

When asked what concerns landlords might have, almost all settlement workers provided 29 responses that were distilled into 14 categories. The top two suggestions for landlord concerns were the ability to pay rent on time and take care of the rental property. While not mentioned as frequently, some settlement workers suggested that the size of the family, language barriers, poverty/unstable income, and having no references may also have been concerns for landlords.

While not a concern, one settlement worker commented on landlords feeling renting to newcomers as "too much work for them because it is easier to rent to more affluent and local people" and that landlords feel they are "able to make more money off locals."

Insights into landlords' concerns and incentives reveal a nuanced picture. While financial stability and the ability to care for property remain top concerns, there is room for positive engagement. Landlords express a sense of compassion for newcomers and believe in the positive impacts of increased diversity in neighborhoods and long-term tenancy. However, challenges persist, with some landlords expressing a reluctance to rent to newcomers due to perceived complexities.

As is evident in these answers, there wasn't much agreement on what settlement workers perceived landlords' concerns and landlords' responses to the survey except for both groups recognizing that language barriers could be a challenge. Because the numbers responding to these surveys was low, this is not a surprise. It is good to keep in mind as well that settlement workers work with a variety of landlords and that there are a lot of differences between landlords. Absentee landlords, landlords with inequitable practices, and landlords who are hostile to newcomers, are less likely to volunteer to answer a survey asking about their practices and their attitudes towards immigrant tenants. The differences between the answers should be seen as complementary: as examples of the needs of mostly sympathetic landlords, and the barriers that difficult landlords might create for newcomers.

Both landlords and settlement workers identified access to and collaboration with settlement services as a potential support and incentive for landlords to rent to newcomers.

Key Findings from Settlement Workers

1. **Temporary Housing Challenges:** Refugees on Vancouver Island spend an average of 3 months to 1.5 years in temporary housing, leading to emotional stress and logistical issues.
2. **Settlement Difficulties:** High rent, limited income, and short allowances for Government-Assisted Refugees make it challenging for newcomers to establish themselves quickly.
3. **Obstacles in Housing Search:** Lack of rental history, hesitancy to rent to large families, and language barriers are significant obstacles faced by socio-demographic groups seeking housing.
4. **Landlord Concerns:** Landlords worry about the financial stability of tenants and property care, with some expressing unwillingness to rent to newcomers due to perceived complexities.
5. **Compassion and Diversity:** Some landlords show compassion and value diversity; incentives like long-term tenancy can positively influence their decisions.

Recommendations

1. **Ongoing Support:** Policy Adjustments: Adjust policies for refugees to better align with their housing needs within the allowed time.
2. **Enhanced Support Programs:** Enhance support programs for newcomers, including mental health services and community-building initiatives to advance their ability to establish themselves in the community.
3. **Bias Awareness Campaigns:** Run campaigns to address biases and create an understanding of the challenges faced by newcomers and refugees.
4. **Positive Landlord Engagement:** Engage landlords positively by showcasing success stories and providing resources for better landlord-tenant relationships.
5. **Collaborative Approach:** Encourage collaboration between settlement workers, landlords, and communities to create a more supportive housing environment.





Limitations

Because this study is based on reaching out to two small subsets of displaced individuals, namely displaced Ukrainians and Syrian and Afghan refugees, it does not represent the broader refugee population or the challenges faced by other immigrant groups. Also, the reliance on Ukrainian cultural organizations, SAH agencies, and immigrant serving agencies for participant recruitment may have inadvertently resulted in an over-representation of individuals connected to these organizations. While the findings are valuable for providing qualitative insights into the experiences of vulnerable newcomer groups, this does impact the ability to generalize the findings to the broader population. It should be kept in mind that other refugees and displaced individuals might experience a more diverse range of challenges and opportunities in the housing market.

Responses from hosts of Ukrainians, private sponsors, landlords, and settlement workers are relatively sparse, making it challenging to draw definitive conclusions from these subsets. The limited data from these key stakeholder groups may result in an incomplete understanding of their full perspectives and experiences. In this report, these additional responses serve to offer additional qualitative framing of the results.

This study primarily focuses on Vancouver Island and findings may not be fully applicable to different regions with different housing markets and community dynamics. As well, the representation of participants in the Mid Island and North Island regions was low. Conclusions drawn from this subset should be approached with caution due to the potential for individual variation. Comparisons between regions have not been made for this reason.

While the decision to use multiple surveys and interviews tailored to specific groups was intentional, it introduces a potential limitation. The divergence in questionnaires may limit the ability to compare responses directly across different participant groups, potentially hindering the formation of a more cohesive narrative that spans all stakeholders involved.

The reliance on field notes instead of recorded conversations presents a potential limitation as well. Transcripts offer a more nuanced and detailed account of responses, aiding in a richer analysis. Subjective differences between individuals coding the conversations might also affect the ability to generalize the findings. The interviews were conducted in English, Ukrainian, Russian, and Arabic and this may have introduced language-related challenges. The choice to conduct interviews and focus group engagements both in-person and online might introduce methodological differences. All this could potentially influence the quality and depth of the data collected.

This study captures a snapshot of the housing situation and experiences during a specific period. Housing dynamics are subject to change over time, and the dynamic nature of the rental market may result in evolving challenges that are not adequately captured in a single-point study.

4. What's Next? Working Together for Suitable Housing

Considering the challenges and successes of providing housing for three vulnerable groups on Vancouver Island, displaced Ukrainians, and Syrian and Afghan refugees, it is crucial for local governments and community organizations to work together. By lowering the barriers and celebrating the strengths mentioned in this report, and by being flexible and always keeping in mind the different needs of residents, Vancouver Island can effectively and actively build a future where access to suitable housing is a central part of creating welcoming, resilient, and connected communities.

a. Key Findings Across Research Groups

Perhaps not surprisingly, this report shows that displaced Ukrainians and refugees struggle with the high rental prices and limited housing options across Vancouver Island. The cost of housing is a challenge for any tenant in the region with up to 40% of all tenants spending over 30% and 16% spending over 50% of their income on rent ([Canadian Rental Housing Index, 2021](#)). In light of this, it is especially significant to see that many of the participants in this study spend more than 70% of their income on rent, indicating a seriously higher financial burden for these individuals and families. Many of them typically spend three months to 1.5 years or more searching for suitable housing and are facing challenges such as needing proof of employment and credit checks in a country in which they have not yet had time to build up their financial history.



The challenges finding housing are not just experienced by newcomers, but also by their hosts, sponsors, and settlement workers who each in their own way offer support and assistance with the housing search. Bringing these different perspectives together paints a picture of a group of vulnerable tenants facing serious challenges that lead many to having to rely on external support like food banks and income assistance.

Across research groups, communication challenges pose difficulties. Tenants, hosts, and landlords worry about their ability to communicate with each other. In addition, some landlords worry about the financial stability of refugee and displaced tenants, and some express reluctance to rent to newcomers due to perceived complexities. Several landlords in this study nonetheless shared that they found renting to refugees rewarding and that they would be open to renting to refugees again.

Even though landlords and tenants have concerns, there is still much to be hopeful about. *It is interesting to see that most hosted Ukrainians rated their hosts very highly and that hosts found the experience of hosting fulfilling, both groups were feeling supported by community groups like Ukrainian cultural organizations, and hosts expressed a willingness to host again.*

We should be careful to note that this positive result cannot readily be extended to other groups of displaced refugees. Hosts were not sure if they were ready to host someone from another country other than Ukraine. This fits with the perception of settlement workers that among refugees, people from the Middle East and Africa might struggle more with finding suitable housing than people from European backgrounds. It could be helpful to develop programs encouraging hosts and landlords to rent to a wider diversity of refugees with incentives such as informed tenants, translation services, housing allocation for the first year, and support from immigrant-serving agencies.

Hosts, sponsors, and settlement workers agree that well-rounded community support makes a difference. For example, the role that Ukrainian cultural and community organizations played in matching and supporting hosts and hosted individuals was highly rated and mentioned several times by multiple groups. All groups spoke about the importance of sharing resources and increasing or maintaining community support for newcomers, tenants, hosts, landlords, and sponsors alike.



b. Recommendations

Foster Relationships

- Establish a collaborative framework between non-profit/community organizations and those supporting displaced Ukrainians and refugees. Encourage regular meetings and information-sharing sessions to enhance coordination and maximize the impact of support services.

Information Sharing

- Develop a comprehensive information-sharing strategy to disseminate resources on housing, services, and support. Utilize various channels such as social media, news media, community events, and targeted outreach to ensure wide accessibility.
- Create an online platform that consolidates relevant information, including available housing options, support programs, and contact details for key organizations. Regularly update this platform to provide accurate and current information.
- Organize community workshops or seminars to educate both newcomers and residents about housing options, tenancy rights and responsibilities, and available support services. Encourage dialogue to address concerns and foster a sense of community understanding.

Suggestions for Hosts

- Actively promote a sense of community among hosted individuals and their hosts. Encourage shared activities and interactions to build strong connections and a supportive environment.
- Consider organizing community events or support groups to facilitate bonding between displaced individuals and host families. These events can provide opportunities for cultural exchange and mutual understanding.
- Recognize the challenges faced by displaced individuals in finding permanent housing. Offer ongoing support by collaborating with community organizations and partners to provide resources, share information on reliable housing ads, and assist in finding affordable housing.
- Arrange regular check-ins with settlement workers to ensure hosts receive necessary support and guidance throughout the hosting process. Address any concerns promptly and facilitate communication between hosts and support agencies.

Suggestions for Nonprofit Organizations

- Recognize the pivotal role of community connections for displaced populations. Develop programs that foster ongoing support networks, creating a sense of community and addressing the diverse needs of displaced individuals.
- Provide tailored support for hosts and landlords involved in accommodating displaced populations. Address challenges proactively, offer resources, and establish ongoing connections with support agencies to ensure a positive hosting experience.
- Develop accessible online resources specifically for private sponsors of refugees. These resources should assist in overcoming housing planning challenges and provide ongoing support to both sponsors and refugees throughout the settlement process.
- Advocate for the development of a comprehensive support infrastructure, including financial assistance, settlement worker check-ins, and accessible online resources for all partners involved in housing initiatives.

Suggestions regarding Government and Housing Policies

- Encourage municipalities to regularly evaluate the effectiveness of their housing strategies. Seek resident and stakeholder feedback to adapt policies in response to evolving community needs and emerging challenges.
- Advocate for the adoption of inclusive housing strategies, emphasizing the success of community-based approaches observed on Vancouver Island. Engage with policymakers to promote diversity in housing options and address the unique needs of different communities.

Finally, despite many challenges, the majority of displaced Ukrainians shared that they feel connected to their communities, commenting that they like knowing their neighbors and that they feel safe in their new communities. This connection influences their preference for staying in their current neighborhood on Vancouver Island.

We should all take note of this, that during a time of international crisis and war, during an ongoing national housing crisis, the success of a crisis response still relies on creating strong relationships, community connections, and to showing up as a community for each other.

5. Glossary of Terms

Affordable Housing: housing that is reasonably priced, allowing individuals or families to meet basic living expenses while still having funds available for other necessities.

BC Housing: a government agency in British Columbia, Canada, responsible for providing and managing housing solutions.

Bias and Racism: prejudice or discrimination based on stereotypes related to race or ethnicity.

Canada Mortgage and Housing Corporation (CMHC): a governmental organization responsible for providing mortgage insurance, assisting in the development of affordable housing, and conducting research on housing and real estate trends in Canada.

Canada-Ukraine Authorization for Emergency Travel (CUAT) visa: visa issued to Ukrainians allowing them to travel to Canada for emergency reasons, related to conflict or crisis situations in Ukraine.

Communal Approach: emphasizes a sense of community and shared responsibility.

Community Integration: efforts and initiatives that promote the active participation and inclusion of newcomers in the local community.

Condominiums: residential units within a larger building or complex, where each unit is individually owned, and common areas are shared.

Cowichan Intercultural Society (CIS): a registered nonprofit charity serving the Cowichan Valley Region since 1981. With 18 active community service programs currently, CIS is a leading community resource for immigrant services and provides education and awareness to develop welcoming and inclusive communities.¹

Demographics: statistical data relating to the population and particular groups within it, such as age, gender, income, etc.

Displaced Person: individuals who have been forced to leave their home countries due to conflict, persecution, or other crises.

Displacement Trauma: psychological distress and challenges¹⁰ experienced by individuals who have been forced to leave their homes involuntarily, often due to conflict, disaster, or persecution.

Diversity: in the context of neighborhoods, it refers to a variety of people from different backgrounds living together.

Effective Communication: clear and open exchange of information between parties to ensure mutual understanding.

¹⁰ See <https://www.cowichanintercultural.org/>

Equitable Access: ensuring fair and just access to resources and opportunities, regardless of individual differences or circumstances.

Family Composition: the structure and makeup of the families, including the number of adults and children.

Focus Group Guides: guidelines or plans for conducting focus group discussions, providing a framework for moderators to follow.

Government-Assisted Refugee (GAR): refugees whose resettlement is primarily supported by the Canadian government, including financial assistance for housing.

Host Families: families who host displaced Ukrainians, providing them with accommodation and support.

Hosts: individuals or families who provide accommodations and support for displaced individuals or refugees.

Housing Crisis: a situation where there is a shortage of affordable housing, making it difficult for individuals and families to find suitable and reasonably priced accommodation.

Housing Dynamics: the complex interplay of factors influencing the housing market, including supply and demand, economic conditions, and regional policies.

Housing Types and Lease Agreements: findings related to the types of housing and lease agreements observed.

Housing Working Group: a collaborative team or committee focused on addressing and improving housing-related matters.

Immigrant Services: services provided to help newcomers integrate into a new community.

Immigrant Serving Agencies: organizations that assist newcomers in adapting to a new country.

Immigrant Welcome Centre of Comox Valley (IWC): the Multicultural & Immigrant Services Association of the North Vancouver Island (MISA), operationally known as the Immigrant Welcome Centre, is a registered nonprofit charity serving Campbell River, the Comox Valley, and northern Vancouver Island. IWC offers immigrant services, Language Instruction for Newcomers to Canada (LINC), and social groups and programs for newcomers. Additionally, IWC works to forge partnerships with organizations and people in the region to provide a welcoming, inclusive, and supportive community.²

Influx: a sudden arrival or increase, often referring to a large number of people.

¹¹ See <https://immigrantwelcome.ca/>

Intercultural Association of Greater Victoria (ICA): a registered nonprofit charity serving the Capital Region of British Columbia for over 50 years. ICA's purpose is to support the full integration of newcomer immigrants and refugees into the social, economic, and civic life in the Capital Region. ICA provides a variety of services and supports to newcomers and the community, as well as learning resources.³

Interview Protocols: a set of guidelines or rules for conducting interviews, ensuring consistency and reliability in the information gathered.

Landlord Advocacy: support or representation provided by settlement workers to tenants when dealing with landlords.

Lease Agreements: legally binding contracts between a landlord and a tenant, specifying terms and conditions of rental arrangements.

Mean Average: the sum of a set of numbers divided by the count of those numbers.

Mean Price: the average price of housing in a given area.

Median: the middle point of a range of values, separating the higher half from the lower half.

Methodological Differences: variations in research methods, particularly between in-person and online interactions.

Newcomer: the Canadian government defines newcomer as an immigrant or refugee who is adapting to life in Canada and does not have a specified length of time attached to this status. For example, a permanent resident who has been in Canada for 10 years could still be considered a newcomer. Once someone gets their Canadian citizenship, they are no longer a newcomer.

12

Non-Profit Housing Providers: organizations that offer housing solutions without the primary goal of making a profit.

Official Community Plans (OCPs): documents that outline a municipality's policies and goals for future development, including land use, transportation, and housing.

Percentage of Income Spent on Rent: the portion of an individual's or household's income dedicated to paying rent, often expressed as a percentage.

Pre-arrival Coordination: Planning and organizing activities before the displaced individuals arrive.

Private Sponsors of Refugees: individuals or groups who voluntarily commit to supporting and assisting refugees in their resettlement process in a new country.

Qualitative Analysis: examination and interpretation of non-numerical data to identify patterns and themes.

12 See <https://www.icavictoria.org/>

Questionnaires: structured sets of questions designed to gather information, typically used for surveys and research.

Refugee Readiness Team: A team or group organized to quickly respond to emerging situations or crises. Funded by the BC Government. There are several RRTs across British Columbia.

Refugee Sponsorship: The act of individuals or groups taking responsibility for supporting refugees, often involving providing housing, financial assistance, and other forms of support.

Refugee: A person who has fled their home countries due to fear of persecution or conflict.

Sponsorship Agreement Holder (SAH) Agency: Agencies that help refugees resettle in Canada. SAHs are committed to financially supporting refugees during their sponsorship, providing settlement services to sponsored refugees, including helping them adjust to life in their new community, and overseeing any co-sponsors, constituent groups, or volunteers they work with.

Settlement Workers: professionals who assist newcomers, including refugees, in adapting to their new environment by providing support in areas such as housing, employment, and community integration.

Socio-Economic Groups: groups described through categories such as income levels, language proficiency, ethnicity, etc.

Subjective Nature of Responses: responses based on personal experiences and perspectives rather than objective facts.

Survey Analysis: the examination and interpretation of data gathered through surveys.

Temporary Housing: short-term accommodations where newcomers, such as refugees, stay while transitioning to more permanent housing. Often found through arrangements between immigrant serving agencies and hotels.

Tenancy Rate: the percentage of available rental properties that are currently occupied.

Tenants' Rights and Responsibilities: the legal and ethical obligations and entitlements of individuals renting or leasing property.

Used Victoria and Craigslist: Online platforms for classified ads and services.

Vacancy Rate: the percentage of unoccupied rental units in a given area, reflecting the availability of housing.

Validity of Findings: the extent to which the research accurately measures what it claims to measure and whether the results can be considered trustworthy, credible, and applicable to the broader context.

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7. Who are we?

a. We are GVLIP:

The Greater Victoria Local Immigration Partnership is responsive to the needs and aspirations of newcomers and the communities in which we live. By listening, informing, researching, connecting, and collaborating on community projects and events we foster partnerships with local governments, employers, educators, healthcare professionals, and housing organizations to create a welcoming, equitable, inclusive, just, and well-connected community in which everybody has opportunities to thrive, learn, live, work, and play in safety. We have four priorities: health, housing, employment, and equity.

We gratefully acknowledge the financial support of the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC).

b. We are RRT-VI

The Refugee Readiness Team of Vancouver Island works to make sure that Island communities are ready to welcome, respond to, and leverage the strengths and contributions of refugees and displaced Ukrainians. We are here to build safe, welcoming, and resilient communities where refugees and displaced Ukrainians can build their lives. We focus on four key areas: housing, health, employment, and education.

We gratefully acknowledge the financial support of the Province of British Columbia through the Ministry of Municipal Affairs.

The work of the Vancouver Island Refugee Readiness Team (RRT-VI) and the Greater Victoria Local Immigration Partnership (GVLIP) is supported by several organizations. Members include representation from government, funding, intercultural, housing, and non-profit organizations, as well as developers.

c. Partners

Government Organizations:

Capital Regional District (CRD)
City of Nanaimo
District of Saanich
City of Victoria

Funding Organizations:

United Way – United for Ukraine
Victoria Foundation

Developers:

Wild Group
Intercultural Organizations:
Central Vancouver Island Multicultural Society
Comox Valley Immigrant Welcome Centre

Housing Organizations:

Greater Victoria Housing Society
Pacifica Housing

Non-profit Organizations:

Alliance to End Homelessness in the Capital Region

Landlords:

Landlords BC

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To learn more, visit www.icavictoria.org
Inter-Cultural Association of Greater Victoria (ICA)
808 Douglas St #102, Victoria, BC V8W 2B6





2022-25 STRATEGIC PLAN—PLAN OF ACTION

OUR APPROACH

The Alliance to End Homelessness in the Capital Region achieves its mission by working towards decolonization and with an anti-racism, person-centered and abundance-based approach.

VISION

A region, a province and a country where everyone has a safe place they can 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.

Table of Contents

Our Approach.....	1
Vison.....	1
Mission	1
Strategic Plan Final Year & Community Plan 2025-2030 Timelines.....	3
Strategic Goal.....	5
1. COLLECTIVE IMPACT	5
Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)	5
Service Agreements	5
2. SECTOR RESILIENCY.....	8
Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)	8
Service Agreements	8
3. RESEARCH AND DATA	9
Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)	9
Service Agreements	9
4. ADVOCACY AND COMMUNICATIONS	12
Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)	12
Service Agreements	12
5. ORGANIZATIONAL STRENGTH.....	13
Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)	13
Service Agreements	13

STRATEGIC PLAN FINAL YEAR & COMMUNITY PLAN 2025-2030 TIMELINES

Year 1 – April 2025-March 2026

Year 2 – April 2026-March 2027

Year 3 – April 2027-March 2028

Year 4 – April 2028-March 2029

Year 5 – April 2029-March 2030

	CURRENT PLAN SEPT 01 2024 – MARCH 31 2025	CP 2025-2030 APRIL 01 2025 – MARCH 31 2026 Year 1	CP 2025-2030 APRIL 01 2026 – MARCH 31 2027 Year 2	CP 2025-2030 APRIL 01 2027 – MARCH 31 2028 Year 3	CP 2025-2030 APRIL 01 2028 – MARCH 31 2029 Year 4	CP 2025-2030 APRIL 01 2029 – MARCH 31 2030 Year 5
PLANNING / ACTIVITIES						
Action Plan: Development – Community	Sept-Dec 2024					
Action Plan: Development – Alliance	Sept-Dec 2024					
Action Plan: Draft / Publish – Community	Jan-March 2025 – Year 1	Jan-March 2026 – Year 2	Jan-March 2027 – Year 3	Jan-March 2028 – Year 4	Jan-March 2029 – Year 5	---
Action Plan: Draft / Publish – Alliance	Jan-March 2025 – Year 1	Jan-March 2026 – Year 2	Jan-March 2027 – Year 3	Jan-March 2028 – Year 4	Jan-March 2029 – Year 5	---
Action Plan: Draft Budget Approval – Alliance	March 2025	March 2026	March 2027	March 2028	March 2029	March 2030
Action Plan: Implement – Community	---	Year 1	Year 2	Year 3	Year 4	Year 5
Action Plan: Implement – Alliance	---	Year 1	Year 2	Year 3	Year 4	Year 5
Action Plan: Craft Action Plan (aligned to CP) – Alliance & Community	February 2025	February 2026	February 2027	February 2028	February 2029	
Action Plan: Evaluate – Community		March 31 2026	March 31 2027	March 31 2028	March 21 2029	March 31 2030

	CURRENT PLAN SEPT 01 2024 – MARCH 31 2025	CP 2025-2030 APRIL 01 2025 – MARCH 31 2026 Year 1	CP 2025-2030 APRIL 01 2026 – MARCH 31 2027 Year 2	CP 2025-2030 APRIL 01 2027 – MARCH 31 2028 Year 3	CP 2025-2030 APRIL 01 2028 – MARCH 31 2029 Year 4	CP 2025-2030 APRIL 01 2029 – MARCH 31 2030 Year 5
PLANNING / ACTIVITIES						
Action Plan: Evaluate – Alliance		March 31 2026	March 31 2027	March 31 2028	March 21 2029	March 31 2030
Action Plan + Budget: Board Presentation ¹ – Alliance	March 2025	March 2026	March 2027	March 2028	March 2029	
Final Report – Alliance						March 31 2030
CP 2030 – 2035 Development – Alliance & Community	---	---	---	---	---	APRIL 1 2029 – MARCH 31 2030

¹ coinciding with negotiations of the contract agreement with CRD/others

STRATEGIC GOAL

1. COLLECTIVE IMPACT

We align the opportunities that arise from the intersection of our work in community through the development and strengthening of partnerships to achieve system transformation, both to prevent and to, ultimately, end homelessness.

Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)

- Youth Homelessness Prevention Mapping Project (Victoria Foundation Grants): Develop, lead and implement
- Project Reconnect 2024 (United Way – South Island Funding): Co-chair and execute
- Downtown Service Providers (DSP) Hospital Discharge into Homelessness Working Group, November 2024 Forum: Collaboration, participation, implementation
- BC Coalition to End Youth Homelessness (BCCEYH), Advocacy and Communications Committee member: member and lead participation, collaboration, advocacy and communication plans participation and development
- Seniors Housing Council, Seniors Housing Working Group, Advocacy and Communications Committee member: Member and lead participation, collaboration, advocacy and communication plans participation, development and implementation
- Island Homelessness Systems Community of Practice: Participation and collaboration
- Victoria Peer Support Community of Practice: Collaboration, support and participation through established and new networks
- BC Non-profit Housing Association (BCNPHA) Housing Central Conference: Presentation on the 2025-2030 Community Plan
- Canadian Alliance to End Homelessness 2024 (CAEH 2024): Presentation on Navigating, shaping, and designing services to meet the needs of women & gender-diverse people – pioneering Peer Support Navigators and Community Hub pilot in Greater Victoria
- Regional Housing Advisory Committee member: Member participation
- Heart and Hearth Strategic Table: Leadership participation
- Community Social Planning Council (CSPC): Collaboration for Housing and Homelessness Forum
- Representative for Children and Youth: Participation in consultations and supports
- Community Engagement: Individual, formal and informal meetings, supports

Service Agreements

CRD – GVCEH Society 2024/04/01 – 2025/03/31 Service Contract		Island Health – GVCEH Society 2023/01/06/ –2024/11/30 Service Contract	
Goal	Deliverable	Objective	Deliverable
GOAL 1: Regional Planning & Collaboration	1.1: Community Plan (2025-2030) Finalize and publish the Community Plan 2025-2030.	1.0 Supporting the Most Vulnerable 1.1.1 Convene key partners to address the housing's system ability to house priority populations with significant health care needs.	1.2.1 Ensure housing for people with significant health needs is an area of focus and priority for the relevant working groups and that clear system improvement recommendations to better support this population are generated.

CRD – GVCEH Society 2024/04/01 – 2025/03/31 Service Contract		Island Health – GVCEH Society 2023/01/06/ –2024/11/30 Service Contract	
Goal	Deliverable	Objective	Deliverable
	1.2: Health & Housing Steering Committee Meetings (Leadership) Coordinate and Co-Chair a minimum of six (6), or as many as are held, Health & Housing Steering Committee Leadership meetings and propose items advanced by the CRD on the meeting agenda for consideration by the Health & Housing Steering Committee Leadership Team as requested. 1.3: Health & Housing Steering Committee Meetings (Community) Coordinate and Co-Chair a minimum of six (6), or as many as are held, Health & Housing Steering Committee Community meetings. 1.4: Downtown Service Providers Meetings Attend a minimum of twelve (12), or as many as are held, Downtown Service Provider meetings and support activities consistent with this Agreement or other plans/strategies as may be applicable. 1.5: Sooke Homelessness Coalition Support Engage the Sooke Homelessness Coalition and extend an offer to attend Sooke Homelessness Coalition meetings and participate as invited. Support activities, such as such as information sharing, engagement, as requested by the Sooke Coalition and that are within the scope of work of the Alliance and aligned with this Agreement or other plans/strategies as may be applicable. This will be reported back in writing at a mid-year CRD/AEHCR check-in.	1.1.2 Help ensure the needs of the “Priority One” population, Complex Care Housing population and other populations with significant health needs and who are at risk of homelessness are an area of priority and focus for system enhancement planning. 3.0 Project & Initiative Support 3.1.1 To support the community in working together in addressing homelessness through focused and targeted priorities, meetings and activities. 3.1.2 To identify key priorities with the community in support of those experiencing homelessness and significant health concerns.	1.2.2 Work with partners to help develop a Health and Housing model that is inclusive and supportive of those with complex needs. 3.2.1 Develop Community Plan with clear measurable deliverables. 3.2.2 Ensure new Health and Housing initiatives are made areas of focus for the various Working Groups.

CRD – GVCEH Society 2024/04/01 – 2025/03/31 Service Contract		Island Health – GVCEH Society 2023/01/06/ –2024/11/30 Service Contract	
Goal	Deliverable	Objective	Deliverable
	1.6: Salt Spring Island Engagement Engage community organizations and other partners, such as BC Housing, on Salt Spring Island and identify areas of collaboration and suggestions for enhanced local coordination that the Alliance can support. This will be reported back in writing at a mid-year CRD/AEHCR check-in 1.7: Regional Planning & Collaboration Outcome Summary Provide an annual summary at the end of the Agreement Term on the specific outcomes and/or outputs of the various community meeting tables referenced within this agreement. This should also include any recommendations as may be appropriate to enhance the effectiveness of regional planning and collaboration work and drive toward solutions.	3.1.3 Work with partners to develop and describe a Health and Housing model and system that works well for those with complex needs as well as others and the communities in which they are situated.	3.2.3 Ensure that the Service Provider's plans include a description of how Health and Housing services work together in an integrated, coherent and strategic manner.

2. SECTOR RESILIENCY

We support our sector’s human resources to thrive in the service of our community by developing best-practices approaches that are employee-centric.
Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)

- University of Victoria collaboration – Fundamentals for the Homelessness Serving Sector: Micro-credential program developed and delivered (Reaching Home Program Funding)
 - Taking information about/socializing the FHSS micro-credential to community, through established and new networks.

Service Agreements

CRD – GVCEH Society 2024/04/01 – 2025/03/31 Service Contract		Island Health – GVCEH Society 2023/01/06/ –2024/11/30 Service Contract	
Goal	Deliverable	Objective	Deliverable
		2.0 System Enhancements 2.1.1 To increase the coordination of the housing, health and social support system. 2.1.2 Encourage housing providers to grant access to housing resources to individuals based on highest need. 2.1.3 Help ensure the Health and Housing system has a shared service model that informs how Housing and Health services collaborate and how they are accessed. 2.1.4 Work to develop, implement and coordinate Health and Housing sector education and/or training to support recruitment, retention and staff wellness.	2.2.1 Support Coordinated Access. 2.2.2 Help with the development of an eviction prevention strategy 2.2.3 Actively promote the integration of support and health services with housing services by promoting joint planning activities.

3. RESEARCH AND DATA

Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)

- Community Data Dashboard: Maintenance and refinement, including standardized definitions for housing, youth, and levels of barrier, collaboration with the University of Victoria Health Informatics for design and implementation of the PowerBI dashboard
- Community Data Dashboard Research: Research Associate mentoring, supervision and wrap-up (Catherine Donnelly Foundation grant)
- University of Victoria: Collaboration – Fundamentals for the Homelessness Serving Sector: Micro-credential program developed and delivered, available free of charge from April 2024 – April 2027 (Reaching Home Program Funding)
- University of Victoria: Collaboration – Supporting Health & Healing with Information, Navigation & Empowerment: Overall goal using a Feminist Participatory Action research approach is to make a difference in the lives of women and those who identify as/were raised as women through personalized guidance, information and opportunities for social interaction will help to support housing stability and permanent exits from homelessness will receive support from Systems Navigators and through Community Circles (Vancouver Foundation Grant 08/2024 – 08/2027)
- University of Victoria: Collaboration – Supporting Vulnerable and Marginalized Older Adults to be Cared for and to Die at 'Home': Overall goal of this study is to understand how we can facilitate dying-in-place for structurally vulnerable older adults (CIHR Grant)
- University of Victoria Computing Science Inspire Program: Collaboration – herluma: Solution development for web application to show live availability of shelters beds across the CRD where shelters are able to maintain and update their availabilities, contact information, and eligibility requirements, targeted to women and gender-diverse individuals fleeing from domestic, pilot application in development
- Community Research Ethics Office (CREO): Board Member, EDI Working Group
- Statistics without Borders (SWB): Management - MarCom Working Group
- Canadian Evaluation Society – BC Chapter: Coordination - Vancouver Island Coordination

Service Agreements

CRD – GVCEH Society 2023/2024 Service Contract		Island Health – GVCEH Society 2024/2025 Service Contract	
Goal	Deliverable	Objective	Deliverable
GOAL 2: Ongoing Research	2.1: Regional Overview of Permitted Sheltering Spaces	2.0 System Enhancements 2.1.1 To increase the coordination of the housing, health and social support system.	2.2.1 Support Coordinated Access.

CRD – GVCEH Society 2023/2024 Service Contract		Island Health – GVCEH Society 2024/2025 Service Contract	
Goal	Deliverable	Objective	Deliverable
GOAL 3: System Monitoring	2.2: 2024 Point-in-Time Count Provide support to the successful proponent of the CRD's 2024 Point-in-Time Count, which is expected in the fall of 2024. This may include, meeting participation, advertising and information dissemination, and/or engagement of Peoples with Lived Experience, as negotiated with the successful proponent agency. All expenses will reside with the successful organization, including stipends for Persons with Lived and Living Experience.	2.1.2 Encourage housing providers to grant access to housing resources to individuals based on highest need.	2.2.2 Help with the development of an eviction prevention strategy
	2.3: Supportive Housing Impact Assessment Prepare a report that is based on a literature review that looks at provincially provided community-level supportive housing guidelines, community impacts of supportive housing and supportive housing best practices.	2.1.3 Help ensure the Health and Housing system has a shared service model that informs how Housing and Health services collaborate and how they are accessed.	2.2.3 Actively promote the integration of support and health services with housing services by promoting joint planning activities.
	2.4: Creating Homes: A Community Guide to Affordable and Supportive Housing Development Review and update, as may be required, the Creating Homes: A Community Guide to Affordable and Supportive Housing Development within the current program, funding, and political landscape.	2.1.4 Work to develop, implement and coordinate Health and Housing sector education and/or training to support recruitment, retention and staff wellness.	
		4.1.1 To identify key causal factors in eviction and support the development of eviction prevention initiatives and/or strategies that will prevent individuals in existing supportive/supported housing from being evicted into homelessness.	4.2.1 Work with Health and Housing leaders to put in place the mechanisms for collaboration on eviction prevention. Desired outcomes could include evictions tracking and eviction prevention mechanisms etc. 4.2.2 Prevention of Youth Homelessness: Continued leadership and convening of cross sectoral meetings with Island Health, Ministry of Children and Families, Victoria Police department and BC Housing and local not for profit youth providers to identify, prioritize and implement key initiatives.

CRD – GVCEH Society 2023/2024 Service Contract		Island Health – GVCEH Society 2024/2025 Service Contract	
Goal	Deliverable	Objective	Deliverable
	3.1: Coordinated Access Support the CRD’s obligation to have a Coordinated Access system in place by March 31, 2026, as requested and subject to available capacity at the AEHCR. The minimum requirements, as prescribed by the Government of Canada, include expectations related to governance, access points, triage, vacancy matching and referrals, with the CRD providing current information on what these requirements are, as well as training and access to information and tools required to achieve this deliverable. 3.2: Homeless Individuals Families Information System Support the CRD’s obligation to have Homeless Individuals Families Information System as requested subject to available capacity at the AEHCR, with the CRD providing current information on what these requirements are, as well as training and access to all relevant information and tools required to achieve this deliverable.		

4. ADVOCACY AND COMMUNICATIONS

We amplify the voices of people with lived and living experiences, and the sector to reach its functional-zero-by-2030 goal through the development and implementation of a sector-wide advocacy and communications plan. The plan encompasses internal and external communications that inform, engage and promote our collective influence to adequately resource the sector, supports quality improvements and drives system transformation.

Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)

- Strategic Communications Plan: Continued implementation
- Reaching Home Program (RHP) Community Advisory Board (CAB): Leadership participation as member
- Advocacy Plan: Development following the Community Plan 2025-2030
- School Board Outreach: Presentations to High Schools, collaboration with the Greater Victoria Teachers Association (GVTA) Social Justice Committee, meeting with Superintendent
- Statistics Without Borders (SWB): Sentiment analysis tool that scrapes, assesses relevancy, and provides a 'CRD homelessness' sentiment score
- Provincial Election Townhall (virtual): Development and execution
- Media: Representation and engagement

Service Agreements

CRD – GVCEH Society 2023/2024 Service Contract		Island Health – GVCEH Society 2024/2025 Service Contract	
Goal	Deliverable	Objective	Deliverable
GOAL 4: Communication & Engagement	4.1: 2024/2025 Regional Resources Guide Prepare a Regional Resources Guide that is based on the services published by BC211, Pathways, other sources as well as the inventory of youth that is currently underway. The Regional Resources Guide will be electronic, housed on the Alliance website and printable. Resources will be sought to expand the scope of the areas covered as well as printed options. The Regional Resources Guide will cover the entirety of the CRD including thirteen (13) municipalities and three (3) electoral areas.	4.0 Homelessness Prevention 4.1.1 To identify key causal factors in eviction and support the development of eviction prevention initiatives and/or strategies that will prevent individuals in existing supportive/supported housing from being evicted into homelessness.	4.2.1 Work with Health and Housing leaders to put in place the mechanisms for collaboration on eviction prevention. Desired outcomes could include evictions tracking and eviction prevention mechanisms etc. 4.2.2 Prevention of Youth Homelessness: Continued leadership and convening of cross sectoral meetings with Island Health, Ministry of Children and Families, Victoria Police department and BC Housing and local not for profit youth providers to identify, prioritize and implement key initiatives.

5. ORGANIZATIONAL STRENGTH

We continue to develop an AEHCR core team that is adequately resourced to augment capacity. We align and focus the team on mission-critical actions in support the evolving needs of the sector

Continuation of work from our Strategic Plan (2022/04/01 – 2025/03/31)

- Lived and Living Experience Council: Revitalization – structure, leadership, membership recruitment and strategic work
- Governance: Board, Board Executive and Board Committees: Provide supports, organizational Governance Review supports
- Fund Development Plan: Development and implementation
- Homelessness Response System Transformation (Cookie Jar): Review System's Infrastructure
- Professional Development: Transformative Reconciliation in Community Social Services (Federation of Community Social Services of BC), Power BI, Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS2), webinars and forums as pertinent to our work
- Developing and leveraging current and new networks to support the ongoing work of the Alliance
- Organizational policies: Revision of all organizational policies (modernization and compliance)
- Ongoing administrative duties and legislative requirements/compliance: BC Societies registry, HR, Risk Management, Financial Management, Fiscal Management, Insurance Management, Health Benefits Management, IT Management
- Grant Management: Application, monitoring, and reporting
- SharePoint Redesign Project: Development and implementation
- Face2Face with Stigma and Speakers Bureau: Explore revitalization – structure, leadership, recruitment and roll out

Service Agreements

CRD – GVCEH Society 2023/2024 Service Contract		Island Health – GVCEH Society 2024/2025 Service Contract	
Goal	Deliverable	Objective	Deliverable
GOAL 5: General Administration	5.1: 2023/2024 Annual Report Prepare and publish the 2023/2024 AEHCR Annual Report in accordance with any and all requirements under the Societies Act and other legislation/regulation as may be applicable.	5.0 Staffing for Services	The Contractor will provide the Services described in this Schedule through the provision of an appropriate complement of its coordinator staff whose combined weekly hours will be 10.50 hours per week as well as 6.0 hours per week each of administrative support and executive director support.

CRD – GVCEH Society 2023/2024 Service Contract		Island Health – GVCEH Society 2024/2025 Service Contract	
Goal	Deliverable	Objective	Deliverable
	5.2: Presentation to the Hospitals and Housing Committee of the CRD Prepare and provide a presentation to the CRD’s Hospitals and Housing Committee. The presentation is to occur on or before July 3, 2024, and will offer detail of the AEHCR accomplishments under the 2023/2024 Service Agreement as well as an overview of what the AEHCR will be working on under this Agreement. 5.3: 2024/2025 Plan of Action Collaborate with AEHCR members and other partners as appropriate to develop and receive necessary approval of the 2024/25 AEHCR Plan of Action that is to include a timeline of all deliverables as contained within this Agreement. This is to be provided to the CRD following the Alliance’s Board of Directors approval, anticipated July 30, 2024. 5.4: 2024 Annual General Meeting Hold the 2024 Annual General Meeting in accordance with any and all requirements under the Societies Act and other legislation/regulation as may be applicable. 5.5: Quarterly Progress Reports Prepare and provide brief written Quarterly Progress Reports to the CRD which are due on: Q1 July 31, 2024; Q2 October 31, 2024; Q3 January 31, 2025; Year End Report April 30, 2025. Attend follow-up meetings as may be required. 5.6: CRD/AEHCR Mid-Year Check In Notwithstanding the obligation under item 5.5 to attend follow-up meetings as may be required, the CRD and AEHCR will meet for a mid-year check in that is to be scheduled no later than November 15, 2024. In support of this check-in, the AEHCR will prepare and provide a high-level summary of progress on deliverables contained within this Agreement through Q1 and Q2 and a more detailed overview of how progress will be made on any outstanding deliverables as contained within this Agreement and by the end of the Agreement Term.		

Service Delivery Background and Highlights

Alliance to End Homelessness in the Capital Region:

In 2008, the Alliance to End Homelessness in the Capital Region (then known as the Greater Victoria Coalition to End Homelessness) formed with a mission to end homelessness in the capital region. The CRD has supported the Alliance's core operations since its formation. Initially contributing \$150,000, the CRD's contribution increased to \$225,000 in 2010 and has remained relatively steady until 2023. In response to the Alliance's notification that without increased funding, viability beyond 2024 is uncertain, the Board approved a one-time increase of \$120,000, raising the CRD contribution to \$345,000 for 2024-2025.

In total, the Alliance has received funding through both Service Agreements (\$3,880,000) and the Reaching Home Program (\$466,627). The CRD has also administered \$800,000 on behalf of the City of Victoria for Alliance Service Agreements, bringing the total Service Agreement funding to \$4,680,000 since 2008.

Aboriginal Coalition to End Homelessness:

In 2016, the Aboriginal Coalition to End Homelessness (ACEH) formed as an Indigenous-led non-profit organization, registered charity, and housing provider operating on Lək wəŋən 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.

Since 2019, the ACEH has received \$755,250 in funding through Service Agreements with the CRD and received \$695,859 in funding through the Reaching Home Program. This includes an initial four years of funding at \$150,000 per year. At its October 2023 meeting, the CRD Board committed to three years of additional funding starting at \$155,250, an amount which will increase annually based on the consumer price index for Victoria.

Regional Housing First Program:

The Regional Housing First Program (RHFP) launched in 2016 as a \$120 million (M) housing supply partnership between the CRD, BC Housing and the Canada Mortgage and Housing Corporation (CMHC). The program model sets rent for 20% of units at the Government of BC's Income Assistance Rate Table Shelter Maximum (Shelter Rate) for persons experiencing or at-risk of homelessness who can live independently. At full build-out, the RHFP is expected to deliver up to almost 1,500 total units of affordable rental housing by 2028 (20% of which will be set at shelter rate).

As of September 2024, the RHFP has supported the completion of 1055 new affordable rental units across the capital region, of which 238 are set at the shelter rate.

Reaching Home Program:

In 2019, the Government of Canada announced creation of the Reaching Home Program (RHP), which is intended to support the most vulnerable Canadians in maintaining safe, stable, and affordable housing and to reduce chronic homelessness nationally. The RHP provides funding to urban, Indigenous, rural, and remote communities to help them address their local homelessness needs. The RHP aligns with the goals of the National Housing Strategy (NHS) to support the most vulnerable Canadians in maintaining safe, stable, and affordable housing and to reduce chronic

homelessness nationally by 50% by 2028.

The CRD entered into agreements with the Government of Canada in 2019 to fulfill the role of Community Entity in administering the RHP for the Designated Communities and Indigenous Homelessness funding streams. Local priorities are set out in the 'Community Plan to End Homelessness', which is approved by a Community Advisory Board (CAB). The CAB supports the CRD, as the Community Entity, in implementing the RHP by undertaking a range of activities in critical community-based program delivery.

In November 2023, the Government of Canada informed the CRD of its plan to extend the RHP by two years beyond its original end date of March 31, 2024. In total, the CRD is on-track to manage approximately \$18.7M in funding between 2019 to 2026 on behalf of the federal government through the RHP. Key outcomes of the Reaching Home Program since 2019 include:

- 1101 individuals placed into more stable housing. Of those, 81.24% remained stably housed at the 12-month mark.
- 2628 individuals have benefitted from Core Prevention Services. Of those, 95.45% remained housed three months after having received those services.

Beyond these housing outcomes, RHP funding also supports activities relating to community inclusion, job training and skill development.

CRD staff have not received any confirmation of further funding for the RHP beyond 2026.

Rapid Housing Initiative:

In 2020, the CMHC announced the launch of the Rapid Housing Initiative (RHI) which focused on quickly creating new units of permanent affordable housing for people and populations who are vulnerable and targeted under the NHS. The CRD received a direct contribution in the initial round of funding through the Cities Stream, with additional funding received in 2022 and 2023 through subsequent rounds of the RHI program. In total, the CRD has administered over \$34.0M in RHI funding for 202 units across four supportive or below-market housing projects in the capital region.

Through the RHI, the CRD has worked with BC Housing and CMHC to administer approximately \$34.3M in funding in the capital region. This funding has supported the creation of four below-market developments, including:

- 52 units of supportive housing on Albina Street in Saanich
- 39 units of supportive housing on Prosser Road in Central Saanich
- 45 units of supportive housing on Catherine Street in Victoria
- 66 units of below-market rental housing on Admirals Road, located on Songhees Nation Land (currently under development)

Strengthening Communities' Services Program:

In August 2021, the Province announced that the CRD had received \$308,520 in funding through the Strengthening Communities' Services (SCS) Program to support the Salt Spring Island Homelessness COVID Response. The SCS program was designed to help local governments support unsheltered homeless populations during the COVID-19 pandemic. The funding to the CRD supported vulnerable populations who were unsheltered on Salt Spring Island, while also providing short-term increases in bylaw services in order to ensure public spaces remained safe and inclusive spaces for all those wishing to use these spaces during high-use months of the year.

CRD-AEHCR: 2024-25 Service Agreement Deliverables

This Schedule details the Deliverables as outlined herein and represents the work of the Alliance to End Homelessness in the Capital Region (AEHCR) for the period April 1, 2024, to March 31, 2025.

The Deliverables are to be supported through \$445,000 that includes:

- \$345,000 from the CRD
- \$100,000 from the City of Victoria that is administered by the CRD

GOAL 1: Regional Planning & Collaboration

1.1: Community Plan (2025-2030)

Finalize and publish the Community Plan 2025-2030.

1.2: Health & Housing Steering Committee Meetings (Leadership)

Coordinate and Co-Chair a minimum of six (6), or as many as are held, Health & Housing Steering Committee Leadership meetings and propose items advanced by the CRD on the meeting agenda for consideration by the Health & Housing Steering Committee Leadership Team as requested.

1.3: Health & Housing Steering Committee Meetings (Community)

Coordinate and Co-Chair a minimum of six (6), or as many as are held, Health & Housing Steering Committee Community meetings.

1.4: Downtown Service Providers Meetings

Attend a minimum of twelve (12), or as many as are held, Downtown Service Provider meetings and support activities consistent with this Agreement or other plans/strategies as may be applicable.

1.5: Sooke Homelessness Coalition Support

Engage the Sooke Homelessness Coalition and extend an offer to attend Sooke Homelessness Coalition meetings and participate as invited. Support activities, such as information sharing, engagement, as requested by the Sooke Coalition and that are within the scope of work of the Alliance and aligned with this Agreement or other plans/strategies as may be applicable. This will be reported back in writing at a mid-year CRD/AEHCR check-in.

1.6: Salt Spring Island Engagement

Engage community organizations and other partners, such as BC Housing, on Salt Spring Island and identify areas of collaboration and suggestions for enhanced local coordination that the Alliance can support. This will be reported back in writing at a mid-year CRD/AEHCR check-in.

1.7: Regional Planning & Collaboration Outcome Summary

Provide an annual summary at the end of the Agreement Term on the specific outcomes and/or outputs of the various community meeting tables referenced within this agreement. This should also include any recommendations as may be appropriate to enhance the effectiveness of regional planning and collaboration work and drive toward solutions.

GOAL 2: Ongoing Research

2.1: Regional Overview of Permitted Sheltering Spaces

Produce a report on the review of municipal areas across the CRD where people who are unhoused or experiencing homelessness can camp, shelter, or park in a vehicle overnight. The scope will include the entirety of the capital region as depicted in the CRD's administrative boundaries consisting of 13 municipalities and three electoral areas. This report will gather all bylaw information depicted in the CRD's administrative boundaries, identify critical areas requiring further investigation and suggest various options for more investigation.

2.2: 2024 Point-in-Time Count

Provide support to the successful proponent of the CRD's 2024 Point-in-Time Count, which is expected in the fall of 2024. This may include, meeting participation, advertising and information dissemination, and/or engagement of Peoples with Lived Experience, as negotiated with the successful proponent agency. All expenses will reside with the successful organization, including stipends for Persons with Lived and Living Experience.

2.3: Supportive Housing Impact Assessment

Prepare a report that is based on a literature review that looks at provincially provided community-level supportive housing guidelines, community impacts of supportive housing and supportive housing best practices.

2.4: Creating Homes: A Community Guide to Affordable and Supportive Housing Development

Review and update, as may be required, the Creating Homes: A Community Guide to Affordable and Supportive Housing Development within the current program, funding, and political landscape.

GOAL 3: System Monitoring

3.1: Coordinated Access

Support the CRD's obligation to have a Coordinated Access system in place by March 31, 2026, as requested and subject to available capacity at the AEHCR. The minimum requirements, as prescribed by the Government of Canada, include expectations related to governance, access points, triage, vacancy matching and referrals, with the CRD providing current information on what these requirements are, as well as training and access to information and tools required to achieve this deliverable.

3.2: Homeless Individuals Families Information System

Support the CRD's obligation to have Homeless Individuals Families Information System as requested subject to available capacity at the AEHCR, with the CRD providing current information on what these requirements are, as well as training and access to all relevant information and tools required to achieve this deliverable.

GOAL 4: Communication & Engagement

4.1: 2024/2025 Regional Resources Guide

Prepare a Regional Resources Guide that is based on the services published by BC211, Pathways, other sources as well as the inventory of youth that is currently underway. The Regional Resources Guide will be electronic, housed on the Alliance website and printable. Resources will be sought to expand the scope of the areas covered as well as printed options. The Regional Resources Guide will cover the entirety of the CRD including 13 municipalities and three electoral areas.

GOAL 5: General Administration

5.1: 2023/2024 Annual Report

Prepare and publish the 2023/2024 AEHCR Annual Report in accordance with any and all requirements under the *Societies Act* and other legislation/regulation as may be applicable.

5.2: Presentation to the Hospitals and Housing Committee of the CRD

Prepare and provide a presentation to the CRD's Hospitals and Housing Committee. The presentation is to occur on or before July 3, 2024, and will offer detail of the AEHCR accomplishments under the 2023/2024 Service Agreement as well as an overview of what the AEHCR will be working on under this Agreement.

5.3: 2024/2025 Plan of Action

Collaborate with AEHCR members and other partners as appropriate to develop and receive necessary approval of the 2024/25 AEHCR Plan of Action that is to include a timeline of all deliverables as contained within this Agreement. This is to be provided to the CRD following the Alliance's Board of Directors approval, anticipated July 30, 2024.

5.4: 2024 Annual General Meeting

Hold the 2024 Annual General Meeting in accordance with any and all requirements under the *Societies Act* and other legislation/regulation as may be applicable.

5.5: Quarterly Progress Reports

Prepare and provide brief written Quarterly Progress Reports to the CRD which are due on: Q1 July 31, 2024; Q2 October 31, 2024; Q3 January 31, 2025; Year End Report April 30, 2025. Attend follow-up meetings as may be required.

5.6: CRD/AEHCR Mid-Year Check-in

Notwithstanding the obligation under item 5.5 to attend follow-up meetings as may be required, the CRD and AEHCR will meet for a mid-year check-in that is to be scheduled no later than November 15, 2024. In support of this check-in, the AEHCR will prepare and provide a high-level summary of progress on deliverables contained within this Agreement through Q1 and Q2 and a more detailed overview of how progress will be made on any outstanding deliverables as contained within this Agreement and by the end of the Agreement Term.

5.7: Disbursements

All funding disbursed upon signing of this Agreement.

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 07, 2024**

SUBJECT Reaching Home Program Agreement

ISSUE SUMMARY

The Capital Regional District (CRD) and the Government of Canada need to negotiate and execute an amending agreement to allow the CRD to continue to act as Community Entity (CE), responsible for administering the Reaching Home Program (RHP): Canada's Homelessness Strategy.

BACKGROUND

The CRD is administering \$11.6 million (M) in Designated Communities funding between 2019 and 2024 on behalf of the Government of Canada through the Reaching Home Program (RHP).

The RHP is a community-based program aimed at preventing and reducing homelessness across Canada. This program provides funding to urban, Indigenous, rural, and remote communities to help them address their local homelessness needs. The RHP aligns with the goals of the National Housing Strategy (NHS) to support the most vulnerable Canadians in maintaining safe, stable, and affordable housing and to reduce chronic homelessness nationally by 50% by 2028.

Local priorities are set out in the 'Community Plan to End Homelessness', which is approved by a Community Advisory Board (CAB). Appendix A, attached, contains a summary overview of the range of sub-projects currently supported through the RHP. The CAB supports the CRD, as CE, in implementing the RHP by undertaking a range of activities in critical community-based program delivery. Appendix B, attached, is the CAB Terms of Reference.

On November 28, 2023, the Government of Canada notified the CRD of its intention to extend the RHP Contribution Agreement (which was to end on March 31, 2024) for a further two years for an additional amount of \$6.1M. Following consultation with the CAB, the CRD has launched a Request for Proposals (RFP) process to identify projects for funding starting April 1, 2024. The draft agreement amendment is attached as Appendix C.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That Capital Regional District staff be authorized to negotiate, execute agreements with the Government of Canada and receive funds through the Reaching Home Program and do all things incidental to finalize such agreements and deliver the program.

Alternative 2

That this report be referred to staff for additional information based on Hospital and Housing Committee direction.

IMPLICATIONS

Social Implications

The Reaching Home Program directly supports vulnerable Canadians and will directly contribute towards advancing this priority through the work of sub-projects in community. Though the CRD as CE, does not directly provide social and/or clinical services in support of vulnerable populations, the funding is allocated to several community projects that do. Projects are identified through RFPs with priorities guided by the 'Community Plan to End Homelessness' and specific recommendations from the CAB. Upon receipt of applications for funding, CE staff screen applications for eligibility and then distribute to CAB members for evaluation and scoring which results in a list of project recommendations. This process is to help ensure alignment between the needs of individuals experiencing or are at imminent risk of homelessness as outlined in the Community Plan to End Homelessness and the requirements of the RHP.

Legal Implications

In additional to the general terms of the RHP Contribution Agreement related to administrative and program delivery obligations, there are three distinct projects that are also requirements of the agreement amendment:

Coordinated Access and Assessment (CAA)

Section 8.1 of Appendix C outlines, that in partnership with the Indigenous Homelessness Community Entity, the CRD will be required to have a Coordinated Access system in place by March 31, 2026. The minimum requirements, as prescribed by Canada, include expectations related to governance, access points, triage, vacancy matching and referrals.

Homeless Individuals and Families Information System (HIFIS)

To support the successful implementation of CAA, Section 8.2 of Appendix C stipulates that communities must implement HIFIS to achieve the minimum requirements for Coordinated Access.

Point-in-Time Count and Enumeration

To further data collection activities, Canada is requiring a Point-in-Time Count be completed every three years, starting in the fall of 2024. This activity will include both an enumeration and survey of people experiencing homelessness in the community to standards set out by Canada. Additionally, future enumerations shall be conducted annually, in a similar time period beginning in 2025 as outlined in Section 8.5 Appendix C.

Financial Implications

Consistent with projections in the 2024-2028 CRD Provisional Financial Plan, Table 1 shows the total RHP funds expected from the Government of Canada for the next two years. Note that the Government of Canada's fiscal year cycle is April 1 – March 31.

Table 1: Designated Communities (DC) Funding by Year

Designated Communities	2024-2025	2025-2026	Total
Funding for Initiatives	\$2,594,879	\$2,594,879	\$5,189,758
Administration	\$ 457,919	\$ 457,919	\$ 915,838
Sub-Total	\$3,052,798	\$3,052,798	\$6,105,596

The RHP responsibility over program oversight includes financial administration, reporting and record keeping as well as oversight of eligible expenditures. Quarterly, the CE submits claims to the Government of Canada based on actuals spent and annual is subject to financial review conducted by the Government of Canada and is subject to an annual audit of the program's activities conducted by a third party. These conditions remain unchanged in the amending agreement.

Service Delivery Implications

All costs associated with the delivery of the RHP are recovered through the administrative allocation as permitted by the program. Therefore, there is no additional cost associated with program delivery.

Intergovernmental Implications

Entering into these agreements will sustain a partnership that has proven effective in addressing the Government of Canada and CRD's mutual interests in working to better address the challenge of homelessness in Canada. The delivery of the program through a community-based approach also positions the CRD in an influential role in working with the provincial government and its agencies to address homelessness.

CONCLUSION

The CRD can sustain its partnership with the Government of Canada to address issues related to homelessness by continuing to act as the CE for the RHP. To better position itself to execute the agreements in a short time frame, staff recommend the CRD Board delegate the finalization and execution of the agreements to CRD staff. In total, this will represent an additional \$6.1M for RHP funds into the community with all costs for delivering these funds to eligible community-based projects being covered through the administrative allocation as permitted by the program.

RECOMMENDATION

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That Capital Regional District staff be authorized to negotiate, execute agreements with the Government of Canada and receive funds through the Reaching Home Program and do all things incidental to finalize such agreements and deliver the program.

Submitted by:	Don Elliott, MUP, 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: Reaching Home Program Sub-Projects 2023-24
Appendix B: Reaching Home Program Community Advisory Board Terms of Reference
Appendix C: Draft Reaching Home Program Amendment Agreement 2024-2026

DESIGNATED SUB-PROJECTS 2023-24				
Organization	Sub-Project Title	File Number	Total Funding Allocation 2023-24	Project Description
Victoria Cool Aid Society	Positive Flow Client Service Worker	D2021-01	\$103,811	The Victoria Cool Aid Society is being funded from April 1, 2021 - March 31, 2024 for a Client Service Worker to support clients who are ready to move from supportive housing into more independent, affordable rental housing in the CRD. The Client Support Worker will provide supports to people as they move into more independent affordable housing. This will free up supportive housing for people experiencing homelessness in the community.
CRD	Community Planner	D2021-02	\$137,887	Tasked with developing the local Coordinated Assessment and Access system and use of the Homelessness Individuals and Families Information System in Greater Victoria, the CRD Community Planner will be key in the CRD meeting the requirements of the Community Entity in the Reaching Home Program.
Beacon Community Association	Homelessness Prevention Fund (HPF)	D2022-1	\$210,429	The HPF is a partnership between eight organizations working together to provide emergency assistance to individuals and families who are in financial crisis and at imminent risk of losing their housing through provision of non-repayable subsidies to cover rent or utilities.
Victoria Cool Aid Society	Indigenous Tenant & Cultural Supports	D2022-02	\$150,880	The Victoria Cool Aid Society is providing housing and cultural supports to Indigenous people who are homeless or at risk of homelessness. The program funds an Indigenous Client Services worker and Elders, along with a rich variety of cultural activities, life skills education and support, contact with Elders, and supports to connect with clinical services.

Pacifica Housing	Streets to Homes	D2022-03	\$347,801	This project funds housing outreach workers who are working with clients with a history of chronic or episodic homelessness to locate market housing, support them in their housing, and re-house them if necessary. BC Housing provides rent supplements for these clients to make the rent more affordable. The Streets to Homes project is a collaborative community initiative designed to address homelessness in the community. It has a large network of housing resources and landlords, and provides supports by community referrals. This project is connected to other housing providers in the community and coordinates referrals to their program through shelters and drop in centers, along with many other portals.
Peers Victoria Resources	Housing Outreach and Support	D2022-04	\$242,450	Peers provides housing and case management services to people who may be from the sex industry who are chronically or episodically homeless. Housing outreach and support workers are providing assistance in locating rental housing, help with moving and storage, administration of rent supplements, support to secure income assistance and to apply for housing, and services that help with life skills and financial assistance through connections with provincial ministries. The housing support workers liaises with shelter and other housing support providers in the region to co-serve clients looking for housing and to share related costs. Peers provides an innovative complement to the existing housing and shelter supports with a unique target population of current and former sex workers. Their service model is harm reduction oriented and based on peer leadership.
Threshold Housing Society	Youth Homelessness Prevention & Housing Stabilization	D2022-05	\$333,700	Threshold Housing is funded to provide support services for a wrap-around youth transitional housing program. Activities target at-risk youth ages 16-24. As youth become more stable, they graduate to more independent living situations. Threshold helps at risk youth build self-reliance by providing transitional housing, life skills supports, referrals to outside agencies, preparation for tenancy, financial literacy, cooking classes, social activities, pre-employment support, housing loss prevention, and school completion as required.
Burnside Gorge Community Association	Supporting Families Transitioning to Permanency	D2022-06	\$136,871	Housing Outreach Workers will assist 35 families annually that are homeless, chronically homeless, or living in precarious housing transition into stable, long-term housing. Qualified families will be able to access up to \$3,000 to cover costs associated with transitioning to permanent housing, including first months' rent, damage deposit, utility and service connections, furniture and basic needs supplies. Additional support will be offered by Housing Outreach Workers liaising with landlords and acquiring income assistance or other financial resources.
John Howard Society - Victoria	Housing Access Team (HAT)	D2022-07	\$570,380	A collaborative, community-based program that will focus on moving individuals through the housing continuum and into suitable, permanent housing. Staff will work one on one with each client, removing as many barriers to housing as possible. Needs assessments will be completed, and discussions with community partners to support housing placements.

Pacifica Housing	Community Connections	D2022-08	\$106,707	The Community Connections Program is a client-centred homeless prevention program that funds a Tenant Support Worker to proactively identify and provide immediate support services for vulnerable tenants struggling with independent-living within Pacifica's portfolio of 25 subsidized and rent-geared-to-income (RGI) buildings. Tenants supported through Community Connections include those with a history of chronic and episodic homelessness, mental health and substance misuse concerns, and those who had previously participated in other housing programs such as Supportive Housing, shelters, or precarious living situations as they moved through the local Coordinated Assessment and Access (CAA) homelessness response system.
Community Social Planning Council	2023 PiT Count	D2022-09	\$45,774	The Community Social Planning Council of Greater Victoria will be coordinating and reporting results for the 2023 Point-in-Time Count. Activities include working closely with the Aboriginal Coalition to End Homelessness and Volunteer Victoria to ensure success of the survey implementation.
Elizabeth Fry Society	Victoria Collaborative-A Way Home	D2022-10	\$384,142	A Way Home is a collaboration between the Elizabeth Fry Society (EFry) and Lookout. The objective is to place individuals into housing, provide prevention and diversion support services as well as discharge planning from institutions.
Greater Victoria Coalition to End Homelessness	Micro-credentials	D2022-11	\$159,719	Co-developing free, accessible micro-credentialed training modules for workers in the homelessness response housing sector. Facilitating coordinated service delivery and standardized best practices throughout the region. Aligning with community-based requests, recommendations, and Housing First principles.
Tsawout First Nation	Reconciling On-Reserve Housing Injustices	D2022-12	\$384,923	Tsawout First Nation is building a responsive community of care ensuring Indigenous families receive housing security through the support of families experiencing rent arrears with eviction prevention services. This program aims to bridge the jurisdictional gap between Indigenous People experiencing homelessness on and off reserve by providing wraparound housing services to community members who are experiencing homelessness or are precariously housed.
Victoria Women's Transition House Society	Homelessness Prevention Project	D2022-13	\$219,943	The Homelessness Prevention Project assists women who are survivors of intimate partner violence and abuse to secure safe, stable housing for themselves and their children. This will be accomplished through temporary financial support for maintaining housing, including covering expenses such as utility bills, moving and storage fees, rent and security deposits.

Victoria Youth Clinic	Family Reconnect Program	D2022-14	\$276,837	The Family Reconnect Program supports youth aged 14-24 who are experiencing homelessness in stabilizing their housing situations. This will be accomplished through wraparound support services as well as supporting individuals in re-establishing supportive relationships with their families.
Sooke Shelter Society	Outreach Team	D2022-15	\$348,710	Sooke Shelter Society will be providing housing support services, including prevention and housing set-up services to Sooke residents who are experiencing or at risk of homelessness.
Victoria Brain Injury Society	Housing Outreach Program	D2023-01	\$25,000	The Housing Outreach Program (HOP) provides housing supports to brain injury-affected adults to reduce the threat of homelessness. Through financial aid, home resources and training, HOP addresses housing challenges by empowering survivors with increased communication, confidence, and tenancy skills. HOP will aid brain injury survivors in housing navigation, fostering self-reliance and equip individuals with strategies like budgeting, emergency readiness and maintenance.
Songhees Nation	Housing Strategies Plan - Bring Them Home	D2023-02	\$75,000	Songhees Nation is beginning a comprehensive engagement planning process to develop an over-arching Lands and Housing Strategies Plan. The plan will address housing needs in First Nation community, contribute direction for an intentional re-integration of homeless Indigenous Peoples while honouring Indigenous culture and heritage within the community. The plan will also maximize land use and long-term economic potential for lands and long-term housing sustainability. This Housing Strategies Plan will contribute to Songhees Nation's 10 year Strategic Plan, provide information and direction, and answer questions for long-range community planning.
Pacifica Housing	Community Services Truck	D2023-03	\$52,000	The Community Services Truck will be used to keep vulnerable residents housed and on track to regaining/maintaining independence. The vehicle will aid in meeting client service needs, primarily assistance with junk removal, housing set-up, donation pickups that build food security and basic needs resources which contribute greatly to housing stability and retention.
Salvation Army	Finding Home Project	D2023-04	\$45,944	The Finding Home project at the Victoria Additions and Rehabilitation Centre (ARC) is for residents whose 12 month stay in Salvation Army's transitional housing program is coming to an end. Finding Home is a housing navigation and support pilot program intended to support people leaving transitional housing with finding permanent affordable and/or supportive housing . This project is designed to increase the continuum of care at the ARC.

Reaching Home Program Community Advisory Board (CAB) Terms of Reference

PREAMBLE

On April 1, 2019, the Capital Regional District (CRD) entered into a five-year agreement with the Government of Canada to act as the Community Entity (CE) responsible for administering the Designated Communities Funding Stream of the Reaching Home Program, the Government of Canada's homelessness strategy. Reaching Home requires that all CEs facilitate a Community Advisory Board (CAB) that is inclusive and representative of the community and supports community planning and priority identification. The geographic scope of the CAB is the boundaries of the Greater Victoria Census Metropolitan Area (CMA), as defined by Statistics Canada.

1.0 PURPOSE

Reaching Home is a community-based program aimed at preventing and reducing homelessness across Canada. This program provides funding through various streams across Canada including Designated Communities (urban centers), Indigenous Communities, Territorial Communities and Rural and Remote Communities. Reaching Home supports the goals of the National Housing Strategy, in particular to support the most vulnerable Canadians in maintaining safe, stable and affordable housing and to reduce chronic homelessness nationally by 50% by fiscal year 2027 to 2028.

2.0 ESTABLISHMENT AND AUTHORITY

- a) Members of the Reaching Home CAB will be recommended by the General Manager, Planning and Protective Services to the CRD Board for approval.
- b) The convening Chair and Vice Chair of the Reaching Home CAB will be selected on an annual basis.

3.0 ROLES AND RESPONSIBILITIES

- a) Create and implement a Terms of Reference and other policies and procedures central to the functions of the CAB that address membership terms and conditions, including recruitment processes, length of tenure, attendance requirements, and/or any delegated tasks. Provide advice to the CE (CRD) in its actions directed toward fulfillment of its roles and responsibilities (see Appendix A).
- b) Through the CAB, provide advice to the Alliance to End Homelessness in the Capital Region (AEH) on CE responsibilities delegated to the AEH as outlined in Appendix B.
- c) Collaborate with the Indigenous Homelessness CAB to ensure effective coordination of funding for the purpose of service delivery in the community.
- d) Develop an engagement strategy that includes details on how it will achieve and sustain broad and inclusive representation.
- e) Provide approval 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 Greater Victoria area.
- f) Assess and recommend projects for funding to the CE.
- g) Be representative of the community by recruiting members that provide broad and inclusive representation of the community.

- h) Support the CE (CRD) and its partners in the planning and implementation of coordinated access.
- i) Approve Community Progress Reports.

4.0 MEMBERSHIP

- a) The Reaching Home CAB will consist of up to 16 voting members. BC Housing, Vancouver Island Health Authority and the Alliance to End Homelessness in the Capital Region are considered standing members and will have the opportunity to appoint members to the CAB.
- b) The Reaching Home CAB will have up to 13 voting members from the following groups:
 - Agencies serving Indigenous people experiencing homelessness
 - First Nations located within the boundaries of the CMA
 - Local non-profit organizations providing housing to people experiencing homelessness
 - Local health or social support service providers
 - People with lived experience of homelessness
 - Police or Correctional service providers
 - Local business community
 - Senior serving agencies
 - Youth serving agencies or Child Welfare authorities
 - Newcomer serving agencies
 - Local neighborhood or community associations
- c) Ex-officio representation from both Service Canada and the CE (CRD staff) who will advise on program eligibility requirements, and guide the CAB if and when significant changes to the program are introduced.
- d) Non-standing members will be identified through a public recruitment and selection process.
- e) The CAB may provide input on membership to CRD Staff who in turn will submit a slate of members for approval by the CRD Board.
- f) Whenever possible, Indigenous representation will be a true reflection of the percentage of Indigenous people experiencing homelessness at any point in time.
- g) The Community Entity will make an effort to provide for the participation of individuals from groups who experience systemic discrimination in the community, particularly those who are identified within various protected grounds of federal and provincial human rights legislation.
- h) In the event of the death, resignation, termination or disqualification of a CAB member, CRD staff can appoint a successor for the remainder of the term.
- i) If a member is absent from two or more consecutive meetings of the CAB without approval of the CAB Chair, the CRD Board may, upon the recommendation of the General Manager of Planning and Protective Services, terminate the appointment of such member thereby creating a vacancy on the CAB.
- j) Members will be appointed to serve an initial two-year term and can serve up-to an additional consecutive two-year term for a maximum of four years at the discretion of the General Manager of Planning and Protective Services and with CRD Board approval.

5.0 MEETINGS

- a) The CAB will meet on a quarterly basis throughout the year.

6.0 PROCEDURES

- a) Any directions and decisions requiring a vote will be done by assigning each member one vote.
- b) A quorum of the CAB is a majority of the representatives nominated and/or appointed from time to time. In the case that a conflict of interest is declared, quorum will still be in effect and not be reassessed dependent on the number of voting members leaving.
- c) Representatives of the CAB shall serve without remuneration.
- d) At the request of a CAB member, and with the consent of the CAB Chair, guests or delegations may be invited to attend, present to and/or participate in meetings of the Committee.
- e) The CAB Terms of Reference will be reviewed annually or as required.

7.0 RESOURCES AND SUPPORT

- a) The Senior Manager of the CRD Regional Housing Division, the Manager of CRD Housing Initiatives and Programs, will provide strategic support and act as liaisons for the Committee.
- b) Minutes and agendas are prepared and distributed by the CRD Regional Housing Division.
- c) The CRD Regional Housing Division will employ staff that provide additional administrative and planning support as required.

Appendix A

Reaching Home Program

Designated Communities

1.0 Community Entity Roles and Responsibilities

- a) Enter into agreements with the Government of Canada to administer the Reaching Home Program.
- b) Ex-officio representation on the Community Advisory Board (CAB) to include the Community Entity (CE) who will advise on program eligibility requirements, and guide the CAB where significant changes to the program are introduced.
- c) Implement Reaching Home in accordance with Employment and Social Development Canada (ESDC) approved work plans.
- d) Manage all aspects of program administration.
- e) Implementing selection processes and soliciting and assessing sub-project proposals in an open and fair manner;
 - Facilitating calls for proposals;
 - Determining eligibility of proposals based on Program Directives;
 - Overseeing proposal evaluation and recommendation processes;
 - Completing due diligence and approving project budgets;
 - Executing final agreements with sub-projects and other planning projects;
 - Managing sub-project funding agreements, including financial and activity monitoring of sub-projects to ensure compliance with sub-agreements and achievement of expected results;
 - Implement required data collection processes with sub-project organizations;
 - Reporting quarterly and annually to ESDC on program implementation, sub-project performance, financial claims, and progress toward achievement of outcomes;
 - Conducting and submitting annual audit to ESDC;
 - Overseeing Community Progress Report development, submission to ESDC and publication.
- f) Ensure Designated Communities funding stream is fully invested to address priorities identified in the Community Plan. Ensure Indigenous Homelessness funding stream is fully invested to address priorities identified by the CAB.
- g) Inform the CAB about the status and results of sub-projects and other activities related to the prevention and reduction of homelessness in the community.
- h) Manage all public communications related to the implementation of the Reaching Home Program.
- i) CABs and CEs are expected to identify Official Language Minority Communities (OLMCs) within their community and ensure that appropriate services and supports are available in both official languages where there is significant demand. See Directives for more details on CE roles related to OLMCs.
- j) Through working with community partners, including, if applicable, in partnership with the Indigenous Homelessness stream Community Entity within the Designated Community where the recipient is located, CEs shall provide annually to Canada, beginning in 2020-2021, using a template provided by Canada, no later than 60 days following the period covered by the report (i.e., the previous fiscal year), a Community Progress Report, satisfactory to Canada in scope and detail. The Community Progress Report will be published publicly in a time and manner prescribed by Canada.

2.0 Coordinated Access

- a) Oversee the development of policies and procedures outlining how the coordinated access process operates in the areas of access, assessment, prioritization and matching & referral.
- b) Have a Coordinated Access system in place by March 31, 2022, that fully meets all Reaching Home minimum requirements for Coordinated Access. The minimum requirements, as prescribed by Canada, outline Canada's expectations for the design of Coordinated Access systems across the following areas: coverage, governance operating model, access, assessment, prioritization, matching and referral, and Homelessness Management Information System (HMIS) platform.
- c) Where one CE is responsible for delivering both streams, the CE will be responsible to engage with the CAB(s) and Indigenous service providers as they are critical partners in a community's efforts to prevent and reduce homelessness, and their participation in coordinated access is essential to its success.

3.0 Homeless Individuals and Families Information System (HIFIS)

- a) Develop a set of local agreements to manage privacy, data sharing, and client consent within a community-wide HMIS in compliance to municipal, provincial and federal laws.
- b) Work with BC Housing and ESDC to sign necessary Data Provision Agreements and an End-user License Agreements to support the use of HIFIS to support the delivery of Reaching Home.
- c) Setup a governance structure to oversee decisions related to implementing and maintaining HIFIS and the data collected.
- d) Access a server and establish corresponding security and safeguards to secure the data collected.

Appendix B

Reaching Home Program

Designated Communities

1.0 Alliance to End Homelessness in the Capital Region (AEH)

- a) Coordinate 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 through the AEH Executive Director.
- b) Support 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 Greater Victoria area.
- c) Engage with 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.
- d) Receive and report on quantitative and qualitative data that outlines progress toward the achievement of the goals of the regional Community Plan to End Homelessness.
- e) Provide advice and feedback on any plans or strategies required by the Government of Canada related to the Community Entity's delivery of the Reaching Home Program.

Appendix C

Reaching Home Program - Designated Communities

Conflict of Interest Policy (from BC Community Charter)

Division 6- Conflict of Interest

100 Disclosure of conflict

- a) This section applies to council members in relation to:
 - council meetings
 - council committee meetings, and
 - meetings of any other body referred to in section 93 *[application of open meeting rules to other bodies]*.
- b) If a council member attending a meeting considers that he or she is not entitled to participate in the discussion of a matter, or to vote on a question in respect of a matter, because the member has:
 - a direct or indirect pecuniary interest in the matter, or
 - another interest in the matter that constitutes a conflict of interest, the member must declare this and state in general terms the reason why the member considers this to be the case.
- c) After making a declaration under subsection (2), the council member must not do anything referred to in section 101 (2) *[restrictions on participation]*.
- d) As an exception to subsection (3), if a council member has made a declaration under subsection (2) and, after receiving legal advice on the issue, determines that he or she was wrong respecting his or her entitlement to participate in respect of the matter, the member may:
 - return to the meeting or attend another meeting of the same body,
 - withdraw the declaration by stating in general terms the basis on which the member has determined that he or she is entitled to participate, and
 - after this, participate and vote in relation to the matter.
- e) For certainty, a council member who makes a statement under subsection (4) remains subject to section 101 *[restrictions on participation if in conflict]*.
- f) When a declaration under subsection (2) or a statement under subsection (4) is made,
 - the person recording the minutes of the meeting must record,
 - the member's declaration or statement,
 - the reasons given for it, and
 - the time of the member's departure from the meeting room and, if applicable, of the member's return, and
- g) unless a statement is made under subsection (4), the person presiding at that meeting or any following meeting in respect of the matter must ensure that the member is not present at any part of the meeting during which the matter is under consideration.

101 Restrictions on participation if in conflict

- a) This section applies if a council member has a direct or indirect pecuniary interest in a matter, whether or not the member has made a declaration under section 100.
- b) The council member must not
 - remain or attend at any part of a meeting referred to in section 100 (1) during which the matter is under consideration,
 - participate in any discussion of the matter at such a meeting,

- vote on a question in respect of the matter at such a meeting, or
 - attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter.
- c) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

102 Restrictions on inside influence

- a) This section applies if a council member has a direct or indirect pecuniary interest in a matter, whether or not the member has made a declaration under section 100.
- b) The council member must not
- remain or attend at any part of a meeting referred to in section 100 (1) during which the matter is under consideration,
 - participate in any discussion of the matter at such a meeting,
 - vote on a question in respect of the matter at such a meeting, or
 - attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter.
- c) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

103 Restrictions on outside influence

- a) In addition to the restriction under section 102, a council member must not use his or her office to attempt to influence in any way a decision, recommendation or action to be made or taken by any other person or body, if the member has a direct or indirect pecuniary interest in the matter to which the decision, recommendation or other action relates.
- b) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

104 Exceptions from conflict restrictions

- a) Sections 100 to 103 do not apply if one or more of the following circumstances applies:
- the pecuniary interest of the council member is a pecuniary interest in common with electors of the municipality generally;
 - in the case of a matter that relates to a local service, the pecuniary interest of the council member is in common with other persons who are or would be liable for the local service tax;
 - the matter relates to remuneration, expenses or benefits payable to one or more council members in relation to their duties as council members;
 - the pecuniary interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the member in relation to the matter;
 - the pecuniary interest is of a nature prescribed by regulation.
- b) Despite sections 100 to 103, if a council member:
- has a legal right to be heard in respect of a matter or to make representations to council, and
 - 105 is restricted by one or more of those sections from exercising that right in relation to the matter, the council member may appoint another person as a representative to exercise the member's right on his or her behalf.

105 Restrictions on accepting gifts

- a) A council member must not, directly or indirectly, accept a fee, gift or personal benefit that is connected with the member's performance of the duties of office.
- b) Subsection (1) does not apply to:
 - a gift or personal benefit that is received as an incident of the protocol or social obligations that normally accompany the responsibilities of office,
 - compensation authorized by law, or
 - a lawful contribution made to a member who is a candidate for election to a local government.
- c) A person who contravenes this section is disqualified from holding office as described in section 108.1 [*disqualification for contravening conflict rules*] unless the contravention was done inadvertently or because of an error in judgment made in good faith.

106 Disclosure of gifts

- a) This section applies if;
 - a council member receives a gift or personal benefit referred to in section 105 (2) (a) that exceeds \$250 in value, or
 - the total value of such gifts and benefits, received directly or indirectly from one source in any 12-month period, exceeds \$250.
- b) In the circumstances described in subsection (1), the council member must file with the corporate officer, as soon as reasonably practicable, a disclosure statement indicating;
 - the nature of the gift or benefit,
 - its source, including, if it is from a corporation, the full names and addresses of at least 2 individuals who are directors of the corporation,
 - when it was received, and
 - the circumstances under which it was given and accepted.
- c) A person who contravenes this section is disqualified from holding office as described in section 108.1 [*disqualification for contravening conflict rules*] unless the contravention was done inadvertently or because of an error in judgment made in good faith.

107 Disclosure of contracts with council members and former council members

- a) If a municipality enters into a contract in which;
 - a council member, or
 - a person who was a council member at any time during the previous 6 months, has a direct or indirect pecuniary interest, this must be reported as soon as reasonably practicable at a council meeting that is open to the public.
- b) In addition to the obligation under section 100 [*disclosure of conflict*], a council member or former council member must advise the corporate officer, as soon as reasonably practicable, of any contracts that must be reported under subsection (1) in relation to that person.
- c) A person who contravenes subsection (2) is disqualified from holding office as described in section 108.1 [*disqualification for contravening conflict rules*] unless the contravention was done inadvertently or because of an error in judgment made in good faith.

Project #: Project #
Amendment #: Amend #

Reaching Home: Canada's
Homelessness Strategy

Community Entity

Designated Communities

Contribution

Agreement

Between

His Majesty the King in Right of Canada (hereinafter
referred to as "Canada"), as represented by the Minister
of Housing, Infrastructure and Communities AND

Legal Name of the Recipient

(hereinafter referred to as "the Recipient")

Hereinafter collectively referred to as "the Parties"

Articles of Agreement

Whereas Canada has established Reaching Home: Canada's Homelessness Strategy (hereinafter referred to as "the Program") to support projects aimed at reducing homelessness and includes projects aimed at preventing individuals and families at imminent risk from becoming homeless;

Whereas the Recipient has applied to Canada for funding to carry out the project described in Schedule A;

Whereas Canada has determined that the Recipient is eligible to apply for funding under the Program and that the Project qualifies for support under the Program; and

Whereas Canada has agreed to make a contribution to the Recipient towards the costs of the Project;

Now, therefore, Canada and the Recipient agree as follows:

1.0 AGREEMENT

1.1 The following documents, and any amendments thereto, constitute the entire agreement between the Recipient and Canada with respect to its subject matter and supersedes all previous understandings, agreements, negotiations and documents collateral, oral or otherwise between them relating to its subject matter:

- (a) These Articles of Agreement;
- (b) Schedule A - entitled "Project Description";
- (c) Schedule B - entitled "Financial Provisions"; and
- (d) Schedule C - entitled "Additional Provisions".

2.0 INTERPRETATION

2.1 Unless the context requires otherwise, the expressions listed below have the following meanings for the purposes of this Agreement:

"Eligible Expenditures" means the expenditures which are listed in the Project Budget in Schedule B, and in compliance with the Conditions Governing the Eligibility of Expenditures set out in Schedule B;

"Fiscal Year" means the period commencing on April 1 in one calendar year and ending on March 31 in the next calendar year;

"Project" means the project described in Schedule A;

"Project Period" means the period beginning on the Project Start Date specified in Schedule A and ending on the Project End Date specified in Schedule A; and

"Working Day" means Monday through Friday except statutory holidays.

3.0 EFFECTIVE DATE AND SURVIVAL OF AGREEMENT

3.1 This Agreement shall come into effect on the date it is signed by the last of the Parties to do so and, subject to section 3.2, shall expire at the end of the Project Period unless the Agreement is terminated on a prior date in accordance with the terms of this Agreement.

3.2 The following provisions which are expressly identified as surviving this Agreement shall survive the expiry of this Agreement and shall continue in full force and effect: article 9, Project Records; article 10, Canada's Right to Audit; article 12, Inquiry by the Auditor General of Canada; article 13, Final Report; article 14, Evaluation; article 17, Indemnification; article 24 Disposition of Capital Assets; and article 29, Enurement.



4.0 PURPOSE OF THE CONTRIBUTION

4.1 The purpose of Canada's funding is to enable the Recipient to carry out the Project. The funding shall be used by the Recipient solely for the purpose of paying the Eligible Expenditures.

5.0 CANADA'S CONTRIBUTION

5.1 Subject to the terms and conditions of this Agreement, Canada agrees to make a contribution to the Recipient in respect of the Eligible Expenditures. The amount of Canada's contribution shall not exceed the total maximum amount specified in section 1.1 of Schedule B.

5.2 Where the Project Period covers more than one Fiscal Year, the amount payable by Canada on account of its contribution in each Fiscal Year of the Project Period shall not exceed the amount shown in section 1.2 of Schedule B for that Fiscal Year.

6.0 APPROPRIATION

6.1 Any payment under this Agreement is subject to the appropriation of funds by Parliament for the Fiscal Year in which the payment is to be made.

7.0 REDUCTION OR TERMINATION OF FUNDING

7.1 If

- (a) the Program named in this Agreement is cancelled,
- (b) the level of funding for the Program named in this Agreement for any Fiscal Year in which payment is to be made under the Agreement is reduced as a result of a governmental or departmental spending decision, or
- (c) Parliament reduces the overall level of funding for the programs of the Office of Infrastructure Canada for any Fiscal Year in which payment is to be made under this Agreement,

Canada may, upon not less than ninety (90) days notice, reduce its funding under this Agreement or terminate the Agreement.

7.2 Where, pursuant to section 7.1, Canada gives notice of its intention to reduce its funding, and where, as a result of the reduction in funding, the Recipient is of the opinion that it will be unable to complete the Project or will be unable to complete the Project in the manner desired by the Recipient, the Recipient shall notify Canada of same as soon as possible after receiving notice of the funding reduction and may, upon not less than thirty (30) days written notice to Canada, terminate the Agreement.

8.0 RECIPIENT DECLARATIONS

8.1 The Recipient

- (a) declares that it has provided Canada with a true and accurate list of all amounts owing to the Government of Canada under legislation or funding agreements which were past due and in arrears at the time of the Recipient's application for funding under the Program named in this Agreement,
- (b) agrees to declare any amounts owing to the Government of Canada under legislation or funding agreements which have become past due and in arrears following the date of its application for funding, and
- (c) recognizes that Canada may recover any amounts referred to in paragraph (a) or (b) that are owing by deducting or setting off such amounts from any sum of money that may be due or payable to the Recipient under this Agreement.

8.2 The Recipient declares that any person who has been lobbying on its behalf to obtain the contribution that is the subject of this Agreement was in compliance with the provisions of the Lobbying Act [R.S.C. 1985 c. 44 (4th Supp.)], as amended from time to time, at the time the lobbying occurred and that any such person to whom the aforementioned act applies, has received, or will receive, no payment, directly or indirectly, from the Recipient that is in whole or in part contingent on obtaining this Agreement.

9.0 PROJECT RECORDS

9.1 The Recipient shall

- (a) keep proper books and records, in accordance with generally accepted accounting principles, of all expenditures and revenues relating to the Project, including cash contributions received from Canada and cash contributions from other sources, as well as records substantiating the receipt and value of any in-kind contributions to the costs of the Project referred to in the Project Budget in Schedule B,
- (b) keep records of all Project-related contracts and agreements and all invoices, receipts and vouchers relating to Eligible Expenditures, and
- (c) keep records of all Project-related activity, progress and evaluation reports and reports of Project reviews or audits carried out by, or on behalf of, the Recipient.

9.2 The Recipient shall retain the books and records referred to in section 9.1 for a period of six (6) years following the Project Period.

10.0 CANADA'S RIGHT TO AUDIT

10.1 During the Project Period and for a period of six (6) years thereafter, the Recipient shall, upon request, grant representatives of Canada access to the books and records referred to in section 9.0 for the purpose of conducting an audit to verify compliance with the terms and conditions of this Agreement and verify expenses claimed by the Recipient as Eligible Expenditures. The Recipient shall permit Canada's representative(s) to take copies and extracts from such accounts and records. The Recipient shall also provide Canada with such additional information as Canada may require with reference to such books and records.



11.0 FINANCIAL AND ACTIVITY MONITORING

11.1 During the Project Period, the Recipient shall grant representatives of Canada reasonable access to the Project site and business premises of the Recipient, if different from the Project site, and to all Project-related books and records referred to in section 9.0 at all reasonable times for the purpose of conducting periodic financial and activity monitoring reviews of the Project. The Recipient shall also, upon request, provide representatives of Canada with copies and extracts from such books and records.

12.0 INQUIRY BY THE AUDITOR GENERAL OF CANADA

12.1 If, during the Project Period or within a period of six years thereafter, the Auditor General of Canada, in relation to an inquiry conducted under subsection 7.1(1) of the *Auditor General Act* [R.S.C., 1985, c. A-17], requests that the Recipient provide him, her or them with any records, documents or other information pertaining to the utilization of the funding provided under this Agreement, the Recipient shall provide the records, documents or other information within such period of time as may be reasonably requested in writing by the Auditor General of Canada.

13.0 FINAL REPORT

13.1 Unless the Recipient is required under a schedule to this Agreement to provide another, more specific, final report outlining the results of the Project, the Recipient shall provide Canada with a final report that summarizes the Project scope, describes the results achieved, explains any discrepancies between the results and the planned or expected results and contains such other information as Canada may specify in writing to the Recipient. The Recipient shall provide Canada with the final report within sixty (60) days following the Project Period.

14.0 EVALUATION

14.1 The Recipient agrees to cooperate with Canada in the conduct of any evaluation of the Project and/or the Program named in this agreement that Canada may carry out during the Project Period or within a period of three years thereafter. Without limiting the generality of the foregoing, if requested by Canada to do so for the purpose of conducting an evaluation, the Recipient agrees to:

- (a) participate in any survey, interview, case study or other data collection exercise initiated by Canada; and
- (b) subject to section 14.2, provide Canada with contact information of the Project partner organizations, if any, who participated in the Project, and of the members of the board of directors of the Recipient.

14.2 The Recipient shall provide Canada with the contact information of a person (name, address, phone number and e-mail address) referred to in paragraph 14.1(b) only if the person has given their written consent to the release of the information to Canada. The Recipient agrees to make all reasonable efforts to secure such consent during the Project Period. When providing a person's contact information to Canada, the Recipient shall provide Canada with an accompanying written statement certifying that the person has given their consent to the sharing of their contact information with Canada.

14.3 The evaluation process shall be informed by the principle of cultural sensitivity. In the event of a dispute, the provisions of Article 27.0 shall be followed.

15.0 CONTRACTING PROCEDURES

15.1 Contracting

- 1) Subject to subsection (2), the Recipient shall use a fair and accountable process, involving soliciting a minimum of three bids or proposals, when procuring goods and services from contractors in relation to the Project. The Recipient shall select the bid or proposal offering the best value at the lowest cost.
- 2) The requirement under subsection (1) shall apply, unless otherwise authorized in writing by Canada to all goods or services contracts valued at \$25,000 or more (before taxes). The Recipient must not unnecessarily divide a requirement for goods or services into a number of smaller contracts to avoid this requirement.

15.2 Restrictions Regarding Non-Arms-Length Contracts

- 1) Unless otherwise authorized in writing by Canada, all goods or services contracts, regardless of their value, entered into in relation to the Project between the Recipient and
 - (a) an officer, director or employee of the Recipient,
 - (b) a member of the immediate family of an officer, director or employee of the Recipient,
 - (c) a business in which an officer, director or employee of the Recipient, or a member of their immediate family, has a financial interest, or
 - (d) a business which is related to, or associated or affiliated with, the Recipient,

require the prior written approval of Canada. In any such contract, the Recipient shall ensure that Canada has a right of access to the relevant records of the supplying entity for the purpose of verifying, if necessary, the amount of the expenditure claimed by the Recipient in relation to a contract referred to in this subsection.

- 2) In this section, "immediate family" means the father, mother, step-father, step-mother, brother, sister, spouse (including common law partner), child, step-child (including child of common law partner), ward, father-in-law, mother-in-law or relative permanently residing in the household of the officer, director or employee.

15.3 Restrictions Regarding Sub-contracting of Recipient Duties or Responsibilities

- 1) The Recipient shall not subcontract the performance of any of its duties or responsibilities in managing the Project, including administrative responsibilities, to another party without the prior written consent of Canada unless the Recipient has already indicated in the approved Project Description attached as Schedule A to this Agreement that it intends to use a subcontractor or subcontractors to perform those duties or responsibilities.



16.0 TERMINATION OF AGREEMENT

Termination for Default

16.1 (1) The following constitute Events of Default:

- (a) the Recipient becomes bankrupt, has a receiving order made against it, makes an assignment for the benefit of creditors, takes the benefit of the statute relating to bankrupt or insolvent debtors or an order is made or resolution passed for the winding up of the Recipient;
- (b) the Recipient ceases to operate;
- (c) the Recipient is in breach of the performance of, or compliance with, any provision of this Agreement;
- (d) the Recipient, in support of its application for Canada's contribution or in connection with this Agreement, has made materially false or misleading representations, statements or declarations, or provided materially false or misleading information to Canada; or
- (e) in the opinion of Canada, there is a material adverse change in risk in the Recipient's ability to complete the Project or to achieve the expected results of the Project set out in Schedule A.

(2) If

- (a) an Event of Default specified in paragraph (1)(a) or (b) occurs; or
- (b) an Event of Default specified in paragraphs (1)(c), (d) or (e) occurs and has not been remedied within thirty (30) days of receipt by the Recipient of written notice of default, or a plan satisfactory to Canada to remedy such Event of Default has not been put into place within such time period,

Canada may, in addition to any remedies otherwise available, immediately terminate the Agreement by written notice. Upon providing such notice of termination, Canada shall have no obligation to make any further contribution to the Recipient.

(3) In the event Canada gives the Recipient written notice of default pursuant to paragraph (2)(b), Canada may suspend any further payment under this Agreement until the end of the period given to the Recipient to remedy the Event of Default.

(4) The fact that Canada refrains from exercising a remedy it is entitled to exercise under this Agreement shall not be considered to be a waiver of such right and, furthermore, partial or limited exercise of a right conferred upon Canada shall not prevent Canada in any way from later exercising any other right or remedy under this Agreement or other applicable law.

Termination for Convenience

16.2 Canada may also terminate this Agreement at any time without cause upon not less than ninety (90) days written notice of intention to terminate.

16.3 Obligations Relating to Termination under section 7.1 or 16.2 and Minimizing Cancellation Costs

(1) In the event of a termination notice being given by Canada under section 7.1 or 16.2,

- (a) the Recipient shall make no further commitments in relation to the Project and shall cancel or otherwise reduce, to the extent possible, the amount of any outstanding commitments in relation thereto; and
- (b) all Eligible Expenditures incurred by the Recipient up to the date of termination will be paid by Canada, including the Recipient's costs of, and incidental to, the cancellation of obligations incurred by it as a consequence of the termination of the Agreement; provided always that payment and reimbursement under this paragraph shall only be made to the extent that it is established to the satisfaction of Canada that the costs mentioned herein were actually incurred by the Recipient and the same are reasonable and properly attributable to the termination of the Agreement

16.4 The Recipient shall negotiate all contracts related to the Project, including employment contracts with staff, on terms that will enable the Recipient to cancel same upon conditions and terms that will minimize to the extent possible their cancellation costs in the event of a termination of this Agreement. The Recipient shall cooperate with Canada and do everything reasonably within its power at all times to minimize and reduce the amount of Canada's obligations under section 16.3 in the event of a termination of this Agreement.

16.5 The Recipient shall collaborate with Canada and community partners to ensure continuity of the Project and the continuation of service to clients in the event that a new Recipient is identified.

17.0 INDEMNIFICATION

17.1 The Recipient shall, both during and following the Project Period, indemnify and save Canada harmless from and against all claims, losses, damages, costs, expenses and other actions made, sustained, brought, threatened to be brought or prosecuted, in any manner based upon, occasioned by or attributable to any injury or death of a person, or loss or damage to property caused or alleged to be caused by any wilful or negligent act, omission or delay on the part of the Recipient or its employees or agents, and participating employers or Project participants, if any, in connection with anything purported to be or required to be provided by or done by the Recipient pursuant to this Agreement or done otherwise in connection with the implementation of the Project.



18.0 INSURANCE

18.1 The Recipient shall arrange, maintain and provide proof to Canada upon request that, during the Project Period, appropriate comprehensive general liability insurance coverage to cover claims for bodily injury or property damage resulting from anything done or omitted by the Recipient or its employees, agents or Project participants, if any, in carrying out the Project.

19.0 RELATIONSHIP BETWEEN THE PARTIES AND NON-LIABILITY OF CANADA

19.1 The management and supervision of the Project are the sole and absolute responsibility of the Recipient. The Recipient is not in any way authorized to make a promise, agreement or contract on behalf of Canada. This Agreement is a funding agreement only, not a contract for services or a contract of service or employment. Canada's responsibility is limited to providing financial assistance to the Recipient towards the Eligible Expenditures. The parties hereto declare that nothing in this agreement shall be construed as creating a partnership, an employer-employee, or agency relationship between them. The Recipient shall not represent itself as an agent, employee or partner of Canada.

19.2 Nothing in this Agreement creates any undertaking, commitment or obligation by Canada respecting additional or future funding of the Project beyond the Project Period, or that exceeds the maximum contribution specified in Schedule B. Canada shall not be liable for any loan, capital lease or other long-term obligation which the Recipient may enter into in relation to carrying out its responsibilities under this Agreement or for any obligation incurred by the Recipient toward another party in relation to the Project.

20.0 CONFLICT OF INTEREST

20.1 No current or former public servant or public office holder to whom the *Conflict of Interest Act* [S.C. 2006, c. 9, s. 2], the *Policy on Conflict of Interest and Post-Employment* or the *Values and Ethics Code for the Public Sector* applies shall derive a direct benefit from the Agreement unless the provision or receipt of such benefit is in compliance with the said legislation or codes.

20.2 No member of the Senate or the House of Commons shall be admitted to any share or part of the Agreement or to any benefit arising from it that is not otherwise available to the general public.

21.0 INFORMING CANADIANS OF THE GOVERNMENT OF CANADA'S CONTRIBUTION

21.1 The Recipient hereby agrees that a public announcement with respect to this Agreement and subsequent communication opportunities (e.g. funding announcement) may be made by the Minister or delegates in the form of a press release, press conference or otherwise, and that all reasonable and necessary assistance in the organization of the public announcement, as the Canada sees fit, shall be provided.

21.2 The Recipient shall notify Canada twenty (20) working days in advance of initial and subsequent official ceremonies or events related to the announcement of the funding of the Project. Canada reserves the right to approve the time, place, and agenda of the ceremony as well as the participation of the Minister or delegate to the ceremony or event.

21.3 The Recipient shall notify Canada fifteen (15) working days in advance of publications, advertising, and press releases planned by the Recipient or by a third party with whom it has an agreement relating to the Project. Canada and Recipient joint publication material will be approved by Canada prior to the release.

21.4 The Recipient shall ensure that in any and all communication activities, publications, advertising and press releases regarding the Project, recognition, in terms and in a form and manner satisfactory to Canada, are given to Canada's financial assistance to the Project.

21.5 The Recipient agrees to display signs, plaques or symbols as Canada may provide in locations on its premises as Canada may designate. The Recipient agrees to recognize federal funding through the use of a digital sign or the Canada wordmark and the following wording, "This project is funded in part by the Government of Canada" or "This project is funded by the Government of Canada", when creating a website or webpage to promote or communicate progress on a funded Project or Projects.

21.6 The Recipient shall cooperate with representatives of Canada during any official news release or in-person and virtual media events relating to the announcement of the Project.

22.0 ACCESS TO INFORMATION

22.1 The Recipient acknowledges that Canada is subject to the *Access to Information Act* [RSC 1985, Chapter A-1], and information obtained by Canada pertaining to this Agreement may be disclosed by Canada to the public upon request under the aforementioned act.

23.0 PROACTIVE DISCLOSURE

23.1 The Recipient acknowledges that the name of the Recipient, the amount of the contributions and the general nature of the Project may be made publicly available by Canada in accordance with the Government of Canada's commitment to proactively disclose the awarding of grants and contributions.

24.0 DISPOSITION OF CAPITAL ASSETS

24.1 During the Project Period, the Recipient shall preserve any capital asset purchased by the Recipient with funding provided under this Agreement and shall not dispose of it unless Canada authorizes its disposition.

24.2 At the end of the Project Period, or upon termination of this Agreement, if earlier, Canada reserves the right to direct the Recipient to dispose of any capital asset purchased by the Recipient with funding provided under this Agreement by:

- (a) selling it at fair market value and applying the funds realised from such sale to offset Canada's contribution to the Eligible Expenditures;
- (b) turning it over to another organization or to an individual designated or approved by Canada; or
- (c) disposing of it in such other manner as may be determined by Canada.

24.3 Where Canada elects to exercise its right under section 24.2, the Recipient agrees to comply with the related direction provided by Canada.



24.4 For the purposes of section 24.0, "capital asset" means any single item, or a collection of items which form one identifiable functional unit, that:

- (a) is not physically incorporated into another product or not fully consumed by the end of the Project, and
- (b) has a purchase or lease value of more than \$1,000 (before taxes),

but does not include land or buildings purchased or leased by the Recipient in connection with the implementation of the Project.

25.0 INTELLECTUAL PROPERTY

25.1 Where in the course of carrying out the Project, the Recipient produces any work using funds provided by Canada, the copyright in the work shall vest in the Recipient. However, the Recipient hereby grants to Canada a non-exclusive, irrevocable and royalty free license to use, translate, adapt, record by any means or reproduce, except for commercial sale in competition with the Recipient, any such work which is produced by the Recipient.

25.2 The license granted under section 25.1 shall be for the duration of the copyright and shall include:

- (a) the right to sub-license the use of the work to any contractor engaged by Canada solely for the purpose of performing contracts with Canada; and
- (b) the right to distribute the work outside the Office of Infrastructure Canada as long as the distribution does not undermine any commercial use of the work intended by the Recipient.

25.3 The Recipient agrees to execute any acknowledgements, agreements, assurances or other documents deemed necessary by Canada to establish or confirm the license granted under section 25.1.

25.4 Additionally, with respect to any work licensed under section 25.1, the Recipient:

- (a) warrants that the work shall not infringe on the copyrights of others;
- (b) agrees to indemnify and save harmless Canada from all costs, expenses and damages arising from any breach of any such warranty; and
- (c) shall include an acknowledgment, in a manner satisfactory to Canada, on any work which is produced by it with funds contributed by Canada under this Agreement, acknowledging that the work was produced with funds contributed by Canada and identifying the Recipient as being solely responsible for the content of such work.

25.5 The Recipient shall include in the final report for the Project, which the Recipient is required to submit to Canada under the terms of this Agreement, a copy of any work licensed under section 25.1.

26.0 NOTICES

26.1 Any notices to be given and all reports, information, correspondence and other documents to be provided by either party under this Agreement shall be given or provided by personal delivery, mail, courier service, fax or email at the postal address, fax number or email address, as the case may be, of the receiving party as shown in Schedule A. If there is any change to the postal address, fax number or email address or contact person of a party, the party concerned shall notify the other in writing of the change as soon as possible.

26.2 Notices, reports, information, correspondence and other documents that are delivered personally or by courier service shall be deemed to have been received upon delivery, or if sent by mail five (5) working days after the date of mailing, or in the case of notices and documents sent by fax or email, one (1) working day after they are sent.

27.0 DISPUTE RESOLUTION

27.1 In the event of a dispute arising under the terms of this Agreement, the Parties agree to make a good faith attempt to settle the dispute. In the event that the Parties are unable to resolve the dispute through negotiation, they agree to give good faith consideration to resorting to other alternate dispute resolution processes to resolve the dispute. However, the Parties agree that nothing contained in this section shall affect, alter or modify the rights of either Party to terminate the Agreement.

27.2 If a dispute arises out of, or in connection with this agreement, the parties shall first seek to resolve the dispute via good faith discussions between the parties' representatives as identified in Schedule A of this Agreement.

27.3 The parties have twenty (20) business days from the date on which a party notifies the other party of the dispute to resolve the dispute. The parties may agree to an extension of this twenty (20) business day period. The Agreement shall be in writing and signed by a representative as identified by each of the parties listed in Schedule A in this agreement.

27.4 If the parties are not able to resolve the dispute within the time specified in section 27.3 of this agreement, the parties agree to mediate the dispute.

27.5 The parties have forty (40) business days starting on the date they agree to proceed to mediation to complete the mediation. The parties may agree to an extension of this forty (40) business day period. The Agreement shall be in writing and signed by each of the parties listed in Schedule A of this agreement.

27.6 If the parties are not able to resolve a dispute via mediation in the time specified in section 27.5 of this agreement, the parties agree to arbitrate the dispute in accordance with the Commercial Arbitration Act (R.S.C., 1985, c. 17 (2nd supp.)) As amended from time to time.

27.7 The provisions of this article 27.0 survive the termination of this agreement and remain in full force and effect.

28.0 ASSIGNMENT OF THE AGREEMENT

28.1 The Recipient shall not assign this Agreement or any part thereof without the prior written consent of Canada.



29.0 ENUREMENT

29.1 This Agreement is binding upon and enures to the benefit of the parties and their respective successors, successors-in-title and permitted assigns.

30.0 COMPLIANCE WITH LAWS

30.1 The Recipient shall carry out the Project in compliance with all applicable federal, provincial and municipal laws, by-laws and regulations, including any environmental legislation and legislation related to protection of information and privacy. The Recipient shall obtain, prior to the commencement of the Project, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Project.

31.0 APPLICABLE LAW

31.1 This Agreement shall be governed by and construed in accordance with the applicable laws of the province or territory where the Project will be performed or, if the Project is to be carried out in more than one province or territory, of the province or territory where the Recipient has its main place of business.

32.0 SEVERABILITY

32.1 If any provision of this Agreement is held void or unenforceable as a result of the dispute resolution process under article 36.0 of this Agreement or by a court or tribunal of competent jurisdiction, the remainder of this Agreement shall be unaffected and each remaining provision of this Agreement shall be valid and be enforceable to the fullest extent permissible by law.

33.0 WAIVER

33.1 Failure by any Party to exercise any of its rights, powers, or remedies under this Agreement or its delay to do so does not constitute a waiver of those rights, powers, or remedies. Any waiver by either Party of any of its rights, powers, or remedies under this Agreement must be in writing; and, such a waiver does not constitute a continuing waiver unless it is so explicitly stated.

34.0 AMENDMENT

34.1 This Agreement may be amended by mutual consent of the parties. To be valid, any amendment to this Agreement shall be in writing and signed by the parties.

35.0 UNINCORPORATED ASSOCIATION

35.1 If the Recipient is an unincorporated association, it is understood and agreed by the persons signing this Agreement on behalf of the Recipient that in addition to signing this Agreement in their representative capacities on behalf of the members of the Recipient, they shall be personally, jointly and severally liable for the obligations of the Recipient under this Agreement, including the obligation to pay any debt that may become owing to Canada under this Agreement.

36.0 COUNTERPARTS

36.1 This Agreement may be executed in counterparts, each of which shall be deemed an original but both of which taken together shall constitute one and the same agreement. The exchange of copies of this Agreement and of signature pages by facsimile or electronic transmission shall constitute effective execution and delivery of this Agreement as to the parties and may be used in lieu of the original Agreement for all purposes. Signatures of the parties transmitted by facsimile or electronic transmission shall be deemed to be their original signatures for all purposes.

37.0 INDEPENDENT LEGAL ADVICE

37.1 The Parties acknowledge and agree that they have been given full opportunity to seek independent legal advice and if they chose to avail themselves of said opportunity, had independent legal advice to the full extent deemed necessary by each of them, and that they have not acted under any duress or undue influence in the negotiating, preparation and execution of this Agreement.

SIGNATURES

Signed this _____ day of _____, _____

For the Recipient, by the following authorized officer(s):

(Name, please print)

(Name, please print)

(Signature)

(Signature)

(Position)

(Position)

And signed this _____ day of _____, _____

For Canada, by the following authorized officer:

(Name, please print)

(Signature)

(Position)



SCHEDULE A

PROJECT DESCRIPTION

NAME OF RECIPIENT: Enter text		
PROJECT TITLE: Enter text		
Recipient		Canada
Complete Mailing Address:		Complete Mailing Address:
Enter text		Enter text
Primary Contact Enter text		Primary Contact Enter text
Telephone Number Enter text		Telephone Number Enter text
Fax Number Enter text		Fax Number Enter text
Email Address Enter text		Email Address Enter text
Secondary Contact Enter text		Secondary Contact Enter text
Telephone Number Enter text		Telephone Number Enter text
Fax Number Enter text		Fax Number Enter text
Email Address Enter text		Email Address Enter text

Project Start Date	Project End Date	Total Number of Participants:
Date	Date	(If applicable) N/A

Project Description

Amendment # _____

Included in this amendment: additional funding of:

2024-2025 funding of \$XXX,XXX
2025-2026 funding of \$XXX,XXX

[For DC, TH and IH agreements with existing CCI allocations to support implementation of Coordinated Access]

Of this additional funding, the following amounts are intended to provide additional support towards maintaining and improving Coordinated Access systems.

2024-2025 funding of \$XXX,XXX
2025-2026 funding of \$XXX,XXX

Communities are required to match this additional funding for 2024-2025 and 2025-2026, with contributions from the community. This will be reported as part of the Community Plan for funding for 2024-2025 to 2025-2026.

The Articles of Agreement have been updated as follows:

- Revision of Header, 12.0 Inquiry by the Auditor General of Canada, 14.0 Evaluation, 15.0 Contracting Procedures, 16.0 Termination of Agreement, 18.0 Insurance, 21.0 Informing Canadians of the Government of Canada’s Contribution; and Signatures

Objectives

From April 1, 2019, to March 31, 2026, the Recipient, as the Community Entity for [name of community], will administer funding under the Designated Communities stream of Reaching Home in accordance with priorities identified through community planning.

The funding allocation under the Designated Communities funding stream for [name of community] is [\$000,000] annually in 2024-2025 and 2025-2026. Reaching Home funds will be used to support projects selected based on Community Planning priorities and recommendations of the Community Advisory Board, as well as program terms and conditions, and related policies and directives of Reaching Home.

The Recipient is allocated funding of [\$00,000] annually in 2024-2025 and 2025-26 to support continued investments towards maintaining and improving the Coordinated Access system.

[For DC and TH Communities only: where IH-CE is in the same community]

Through working with community partners, including in partnership with the Indigenous Homelessness stream Community Entity, the Recipient will be responsible for publicly reporting on the work to maintain and improve a Coordinated Access system and prevent and reduce homelessness using an Outcomes-Based Approach, including reporting on core community-level outcomes.

Activities

The Recipient will administer Reaching Home – Designated Communities funding stream, which includes the following activities that will be monitored against milestones in the Work Plan:

The Recipient is responsible for implementing strategies to address Community Plan priorities set out in conjunction with the Community Advisory Board. This includes maintaining and improving a Coordinated Access system, and continuing to prevent and reduce homelessness using an Outcomes-Based Approach.

The Recipient will engage community stakeholders and funding partners to actively work together to prevent and reduce homelessness.

The Recipient will identify funding, other than Reaching Home, received from partners to meet the community contribution-matching requirement.

The Recipient will promote the participation and representation of Indigenous organizations in the planning and implementation of the Community Plan priorities.

[NOTE: For DC agreements where there is also an IH CE in the same community, the following text would be added:]

The Recipient will facilitate collaboration with the Indigenous Homelessness stream Community Entity in the development and implementation of the Community Planning priorities. This includes continuing to prevent and reduce homelessness using an Outcomes-Based Approach.

The Recipient is responsible for undertaking activities to maintain and improve a Coordinated Access system.

The Recipient will work in partnership with the Indigenous Homelessness funding stream to maintain and improve a Coordinated Access system.

The Recipient will implement selection processes and solicit and assess sub-project proposals in an open, impartial and fair manner.

The Recipient will approve and enter into funding agreements with sub-projects recommended by the Community Advisory Board that meet the Community Plan priorities and terms and conditions of Reaching Home and related policies and directives, including eligible activities.

The Recipient is responsible for the management of sub-project funding agreements, including financial and activity monitoring of sub-projects to ensure compliance with sub-agreements and achievement of expected results. The Recipient will inform the Community Advisory Board about the status and results of sub-projects and other activities related to the prevention and reduction of homelessness in the community. The Recipient will report on its activities, including the management of sub-agreements and work to maintain and improve a Coordinated Access system, to Canada in accordance with the reporting requirements described in the Reaching Home funding agreement, as well as any additional reporting as required by Canada.

Expected Results

Activities are supported in accordance with Community Plan priorities as established by the Community Advisory Board.

Reaching Home Designated Communities stream funding is fully invested to address priorities identified in the Community Plan.

Reaching Home Designated Communities funding is matched on an annual basis with other funding partners.

The Community Homelessness Report is completed annually and a summary is published publicly, to the end of the program in 2027-2028.

All Coordinated Access minimum requirements are implemented by the end of 2025-2026. More specifically, the Recipient must:

- Maintain minimum requirements that were met by 2023-2024;
- Meet requirements that were modified as of 2024-2025; and,
- Meet new requirements introduced in 2024-2025.

All outcomes-based approach minimum requirements are implemented by the end of 2025-2026. More specifically, the Recipient must:

- Maintain minimum requirements that were met by 2023-2024;
- Meet requirements that were modified as of 2024-2025; and,
- Meet new requirements introduced in 2024-2025.



Outcomes

Reduction in and prevention of homelessness in the community is achieved as measured through community-wide outcomes prescribed by Canada and voluntary community-wide outcomes identified at the community level.

Through investments in Reaching Home-funded sub-projects: homeless individuals and families are connected to more stable housing; homeless individuals and those at imminent risk of homelessness experience greater housing stability; and homeless individuals and those at imminent risk of homelessness experience greater economic stability and self-sufficiency.

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SCHEDULE B

FINANCIAL PROVISIONS

LEGAL NAME OF RECIPIENT: Error! Reference source not found.
PROJECT TITLE: Enter text

1.0 MAXIMUM CONTRIBUTION OF CANADA

1.1 The total maximum amount of Canada's contribution towards the Eligible Expenditures of the Project is: **\$ 000,000.**

1.2 The maximum amount payable by Canada in each Fiscal Year of the Project Period on account of the contribution is as follows, unless otherwise authorized in writing by Canada:

- \$ 000,000 in Fiscal Year 2019/2020
- \$ 000,000 in Fiscal Year 2020/2021
- \$ 000,000 in Fiscal Year 2021/2022
- \$ 000,000 in Fiscal Year 2022/2023
- \$ 000,000 in Fiscal Year 2023/2024
- \$ 000,000 in Fiscal Year 2024/2025
- \$ 000,000 in Fiscal Year 2025/2026

2.0 INTEREST EARNED ON CONTRIBUTION

2.1 The amount of interest earned on advances may be retained by the Recipient provided it is used by the Recipient during the Project Period to pursue activities consistent with the objectives of the Agreement. If there is any unspent interest at the end of the Project Period, the amount of such interest shall be deemed part of Canada's contribution to which the Recipient is not entitled for the purpose of section 3.0 of this Schedule.

3.0 REPAYMENT REQUIREMENTS

3.1 In the event payments made to the Recipient exceed the amount to which the Recipient is entitled under this agreement, the amount of the excess is a debt owing to Canada and shall be promptly repaid to Canada upon receipt of notice to do so and within the period specified in the notice. Without limiting the generality of the foregoing, amounts to which the Recipient is not entitled include:

- (a) the amount of any expenditures paid for with the contribution which are disallowed or determined to be ineligible, and
- (b) any amount paid in error or any amount paid in excess of the amount of the expenditure actually incurred.

3.2 Interest shall be charged on overdue repayments owing under section 3.1 in accordance with the Interest and Administrative Charges Regulations (SOR/96-188) (the "Regulations") made pursuant to the Financial Administration Act (R.S.C., 1985, c. F-11). Interest is calculated and compounded monthly at the "average bank rate", within the meaning of such expression as contained in the Regulations, plus three per cent (3%) during the period beginning on the due date specified in the notice to repay and ending on the day before the day on which payment is received by Canada.

3.3 The Recipient acknowledges that where an instrument tendered in payment or settlement of an amount due to Canada under section 3.1 is, for any reason, dishonoured, an administrative charge of \$15 is payable by the Recipient to Canada in accordance with the Regulations.

4.0 OTHER SOURCES OF FUNDING

4.1 The Recipient declares that it has received or is entitled to receive

- (a) the following funding (cash) for the Project from the following sources:
 - (i) \$ 000,000
- (b) goods, services or other non-cash contributions for the Project from the following sources, having the following agreed estimated fair and reasonable monetary value:
 - (i) \$ 000,000

4.2 The Recipient agrees to inform Canada promptly in writing of any change to the declaration made under section 4.1.

4.3 The Recipient agrees that where there is a change to the declaration made in section 4.1, Canada may, in its discretion, reduce the amount of its maximum contribution to the Project by such amount, not exceeding the amount of the change in assistance received, that it considers appropriate.

4.4 If the amount of Canada's contribution already paid to the Recipient exceeds the reduced maximum contribution, as determined under section 4.3, the amount of the excess shall be deemed to be an amount to which the Recipient is not entitled and shall be repaid to Canada in accordance with section 3.0 of this Schedule (Repayment Requirements).

4.5 Upon completion of the Project, and if the amount set out in section 1.1 is in excess of \$100,000, the Recipient agrees to provide Canada with a statement identifying the total funding provided from all sources for the Project, including total funding received for the Project from federal, provincial/territorial and municipal governments.

5.0 PROJECT BUDGET

5.1 The following is the Project Budget:



COST CATEGORIES	CANADA	OTHER SOURCES		TOTAL
		CASH	IN-KIND	
1. Administrative Costs	\$ 000			
2. Capital Costs	\$ 000			
a. Facilities				
b. Capital assets	000			
3. Direct Costs	\$ 000			
a. Staff wages *	000			
b. Participant costs				
c. Project costs	000			
d. Child care costs				
e. Sub-projects Project Costs *	000			
TOTAL	\$ 000	\$ 000	\$ 000	\$ 000

Budget notes:

"Administrative Costs" means any expenditure incurred by the Recipient in the course of its regular or ongoing operations that enable the Recipient to manage the Project successfully;

"Facilities" means any expenditure incurred by the Recipient, in direct relation to a Project activity, towards the purchase of land or a building, construction or renovation of a building, or accomplishing any pre-development activities leading up to any of the latter ends;

"Capital Assets" means any expenditure incurred by the Recipient towards the purchase or leasing-to-own of materials subject to the provisions of section 24.0 of the Articles of Agreement;

"Staff Wages" means any wages, mandatory employment related costs (as required by law) or benefits (as required by a collective agreement or company policy) paid by the Recipient to, or on behalf of, an employee of the Recipient working directly on the Project;

"Participant Costs" means any wages, mandatory employment related costs (as required by law) or benefits (as required by a collective agreement or company policy), and any support payments (for travel, emergencies, disability, living expenses, dependent care, materials, etc.), tuition fees, or program participation or completion bonuses paid by the Recipient to, or on behalf of, Project Participants;

"Project Costs" means any expenditure incurred by the Recipient in direct relation to the Project activities that is not covered by any other cost category in the Project Budget;

"Child Care Costs" means any expenditure incurred by the Recipient in support of child care service offerings to aboriginal persons that are adapted to the particular needs of this clientele; and

"Sub-Project Project Costs" means any expenditure incurred by a Third Party in respect of a Sub-Project that does not meet the definition of expenditures included in the Sub-Project Administrative Costs cost category.

5.2 Canada will provide payment to the Recipient for Administrative Costs up to 15% of the total maximum amount of Canada's contribution referred to in section 1.1. The usage of this payment is exempt from the reporting requirements stipulated in this Agreement.

6.0 BUDGET FLEXIBILITY

6.1 The Recipient may, except in cases specified in section 6.2, make adjustments to its allocation of funds between any of the cost categories identified in the Project Budget without having to obtain Canada's approval, provided the adjustments do not result in an increase in Canada's maximum contribution set out in section 1.1. However, where the Recipient makes an adjustment allowed by this section, it shall notify Canada promptly in writing of the adjustment.

6.2 The Recipient must obtain Canada's written approval prior to making an adjustment to the Project Budget that increases or decreases the subtotal amount budgeted for:

(i)

any cost category identified with an asterisk (*) by any amount, or

(ii)

any other cost category by more than 10%;

6.3 Depending upon the extent and significance of the adjustments, written approval by Canada of adjustments made under section 6.2 may be required by Canada to be documented by way of a formal amending agreement signed by both parties.

[Note for Indigenous Organizations only receiving funding under any RH funding stream]**
6.4 Departmental managers responsible for preparing funding agreements are to ensure the following provisions apply for Indigenous recipients when the flexible contribution approach is used:

- (a) it is at the recipient's discretion to redirect funding among specified cost categories; and
- (b) the recipient may retain, during the term of the funding agreement, any unexpended funding remaining at the end of each fiscal year for use in the next fiscal year to further achieve results toward the program objectives. Any unexpended funding remaining at the expiry of the funding agreement constitutes a debt due to the Crown.



7.0 CONDITIONS GOVERNING THE ELIGIBILITY OF EXPENDITURES

7.1 The expenditures set out in the Project Budget above are subject to the following conditions:

- (a) expenditures must, subject to section 7.2, be incurred during the Project Period;
- (b) expenditures must, in the opinion of Canada, be reasonable;
- (c) the portion of the cost of any travel, meals and accommodation costs that exceeds the rates for public servants set out in the National Joint Council of Canada's Travel Directive is not eligible for reimbursement;
- (d) the portion of hospitality costs that exceed the rates set out in the Directive on Travel, Hospitality, Conference and Event Expenditures, Appendix 2 of Canada's Treasury Board is not eligible for reimbursement;
- (e) the portion of the cost of any goods and services purchased by the Recipient for which the Recipient may claim a tax credit or reimbursement is not eligible for reimbursement;
- (f) depreciation of capital assets is not eligible for reimbursement;
- (g) fines and penalties are not eligible for reimbursement;
- (h) the cost of alcoholic beverages are not eligible for reimbursement;
- (i) costs associated with software development for the collection and/or management of homelessness data that results in an inability to participate in the National Homelessness Information System initiative (NHIS) database; and that constitutes a redundant use of funds and duplicates activities already offered through the Homeless Individuals and Families Information System (HIFIS) are not eligible for reimbursement.

7.2 If, under the terms of this Agreement, the Recipient is required to provide to Canada an audited annual financial report at the end of the Project Period, and if the cost of the audit is otherwise an Eligible Expenditure, the audit cost is an Eligible Expenditure notwithstanding that it is incurred outside the Project Period.

8.0 TERMS OF PAYMENT

8.1 Subject to section 8.2, Canada will make payments of its contribution by way of **Payment Type**. Each payment shall cover a **Payment Period** period (hereinafter referred to as the "Payment Period") during the Project Period.

8.2 (1) Subject to subsection (2), Canada may, at any time and in its sole discretion,

- (a) change the basis of payments of its contribution to the Recipient to **Payment Type** for any period during the Project Period, or
- (b) change the Payment Period to a **Payment Period** period, or
- (c) change both (a) and (b).

(2) Where Canada decides to make a payment change pursuant to subsection (1), Canada shall notify the Recipient in writing of the change and of the period during which the change will be applicable.

(3) For the purposes of this Schedule,

"progress payments" means payments to reimburse the Recipient for Eligible Expenditures after they have been incurred,

"monthly period" means a calendar month that falls within the Project Period or, if the calendar month falls only partially within the Project Period, such portion thereof, and

"quarterly period", in relation to a series of consecutive three-month periods encompassing the Project Period and beginning on the first day of the calendar month determined by Canada for purposes of administering this agreement, means such a quarter that falls within the Project Period or, if the quarter falls only partially within the Project Period, such portion thereof.

8.3 (1) Where Canada makes payments of its contribution to the Recipient by way of advances,

- (a) each advance shall cover the Recipient's estimated financial requirements for each Payment Period. Such estimate shall be based upon a cash flow forecast that, in the opinion of Canada, is reliable and up-to-date; and
- (b) if the amount of an advance payment for a Payment Period exceeds the actual amount of Eligible Expenditures incurred by the Recipient during the Payment Period, Canada reserves the right to deduct the excess amount from any subsequent advance payment to be made under this Agreement.

(2) Where Canada makes payments of its contribution to the Recipient by way of progress payments, each progress payment shall cover the Recipient's actual Eligible Expenditures incurred during the Payment Period as approved by Canada following submission by the Recipient of the financial claim referred to in section 8.4 (1).



8.4 (1) Following the end of each Payment Period of the Agreement, the Recipient shall provide Canada with a financial claim using a form provided by Canada and signed/certified as true and accurate by an authorized official (or officials) of the Recipient. The financial claim shall contain:

- (a) a summary breakdown, per cost category in the Project Budget, of Eligible Expenditures incurred during the Payment Period;
- (b) an updated forecast of Project expenditures;
- (c) an activity report describing the work completed on the Project during the Payment Period; and
- (d) any supporting documentation relative to the financial claim that may be requested by Canada (e.g. a copy of the general ledger).

(2) The Recipient shall submit the financial claim required under subsection (1) no later than,

- (a) if the Payment Period is monthly, **forty-five (45) days** following the Payment Period;

and

- (b) if the Payment Period is quarterly, **sixty (60) days** following the Payment Period.

8.5 (1) Canada may withhold any advance payment due to the Recipient under this Agreement

- (a) if the Recipient has failed to submit when due
 - (i) a financial claim under section 8.4 (1); or
 - (ii) any other document required by Canada under this Agreement; or
- (b) pending the completion of an audit of the Recipient's books and records, should Canada decide to undertake such an audit.

(2) Canada may also withhold any progress payment due to the Recipient under this Agreement

- (a) if the Recipient has failed to submit when due any other document required by Canada under this agreement; or
- (b) pending the completion of an audit of the Recipient's books and records, should Canada decide to undertake such an audit.

8.6 Canada may retain a holdback of an amount up to 10% of its maximum contribution at the end of the Project Period pending

- (a) receipt and verification by Canada of a final financial claim for the last Payment Period where advances have been made,
- (b) receipt and acceptance by Canada of the final report for the Project that the Recipient is required to submit to Canada under the terms of this Agreement, and
- (c) receipt of any other Project-related record that may be required by Canada.

9.0 ANNUAL FINANCIAL REPORTS

9.1 (1) Within one hundred and twenty (120) days following the end of each "Reporting Period" during the Project Period, the Recipient shall provide to Canada a financial report containing,

- (a) a statement setting out:
 - (i) the total amount received from Canada under this Agreement during the Reporting Period,
 - (ii) the total revenue received from other sources for the Project during the Reporting Period, including cash and the value of in-kind contributions,
 - (iii) the total amount of GST/HST rebates and interest earned by the Recipient during the Reporting Period on advances of Canada's contribution if the amount of interest earned is in excess of one hundred dollars (\$100), and
 - (iv) the amounts realized during the Reporting Period from the disposition of any capital assets that had been originally purchased with funds from Canada's contribution under this Agreement, and
- (b) an itemized statement setting out, by expenditure category as per the Project Budget, the total amount of the expenditures incurred during the Reporting Period in relation to the Project and to the corresponding approved Investment Plan.

(2) For greater certainty, failure on the part of the Recipient to submit financial reports within the timeframe specified under subsection (1) may result in Canada withholding payment of an advance or progress payment in accordance with subsections 8.5(1) or (2) of this Schedule or withholding payment of any holdback retained by Canada in accordance with section 8.6 of this Schedule.

(3) For the purposes of this section, "Reporting Period" means each Fiscal Year that falls within the Project Period or, if the Fiscal Year falls only partially within the Project Period, such portion thereof.

9.2 Each financial report submitted to Canada pursuant to section 9.1 shall be accompanied by such supporting documentation as may be requested by Canada.



Audit Requirement

9.3 (1) Unless otherwise notified by Canada in writing, the Recipient shall engage an independent licensed public accountant to audit, in accordance with Canadian generally accepted auditing standards, each financial report required under section 9.1. The Recipient's letter of audit engagement shall include the requirements set out under section 9.1.

(2) If requested by Canada to do so, the Recipient shall allow representatives of Canada to discuss any audited financial report referred to in this section with the Recipient's auditors. The Recipient shall execute such directions, consents and other authorizations as may be required in order to permit its auditors to discuss the report with representatives of Canada and provide any requested information to them in relation to the audit.

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SCHEDULE C

ADDITIONAL CONDITIONS

LEGAL NAME OF RECIPIENT: Error! Reference source not found.
PROJECT TITLE: Error! Reference source not found.

1.0 WORK PLAN

1.1 For each Fiscal Year that falls within the Project Period or, if the Fiscal Year falls only partially within the Project Period, such portion thereof, the Recipient shall provide to Canada for approval a "Work Plan" outlining the activities to be undertaken by the Recipient in implementing the Project during the Fiscal Year or part thereof. Each Work Plan shall be prepared in accordance with guidelines issued by Canada.

1.2 The Recipient's approved Work Plan for the first Fiscal Year or part thereof of the Project Period is attached to and forms an integral part of Schedule A (Project Description) to this Agreement. The Work Plan for each subsequent Fiscal Year or part thereof shall be provided to Canada for approval no later than sixty (60) days prior to the beginning of each Fiscal Year to which it relates.

1.3 Canada will notify the Recipient of its approval of each subsequent Work Plan no later than thirty (30) days following receipt of each plan. Upon approval, each subsequent Work Plan shall be attached to and form an integral part of Schedule A.

1.4 The Recipient shall implement the Project in accordance with the approved Work Plans. The Recipient shall not make any material change to an approved Work Plan without the written approval of Canada.

2.0 REDISTRIBUTION OF FUNDING TOWARDS SUB-PROJECTS

Interpretation

2.1 For the purposes of this Agreement,

"Sub-Agreement Holder" means an organization other than the Recipient, to whom funding provided to the Recipient under this Agreement is further distributed to enable the organization to carry out a Sub-Project; and

"Sub-Project" means:

- (a) an activity eligible for financial support under the Project which is implemented by a Sub-Agreement Holder, or
- (b) an activity eligible for financial support under the Project implemented directly by the Recipient.

Sub-Project Selection Process

2.2 (1) The Recipient shall put into place a process satisfactory to Canada for ensuring that proposals for Sub-Projects to be funded with Canada's contribution, including Sub-Projects implemented directly by the Recipient, are assessed and selected in an open, impartial and fair manner. The Recipient agrees that the Community Entity will assess, approve and enter into funding agreements with Sub-Projects based on recommendations by the Community Advisory Board. The Recipient must ensure that Sub-Project proposals of a capital nature address their sustainability; for Sub-Projects of a capital nature Canada will provide a form to address this aspect that is to be included as part of such proposals.

(2) The Recipient shall also put into place written operational policies and procedures relating to its financial management of the Project and its administration of Sub-Projects, and shall provide a copy of those policies and procedures to Canada, together with the names and positions of personnel within the Recipient's organization with responsibilities for the financial management and decision making in connection with the carrying out of the responsibilities of the Recipient under this Agreement. The Recipient shall notify Canada promptly of any changes in such personnel that occur from time to time.

(3) A sub-project shall not be funded under this Agreement unless the organization demonstrates that it applies sound financial management practices and respects the highest level of integrity.

(4) Without limiting the foregoing and subject to subsection 5, a sub-project shall not be funded under this Agreement if a review, audit or investigation conducted by the federal government, the government of a province or a public body created under the law of a province in the previous 3 years concludes to irregularities in the organization's financial management practices or raises integrity issues.

(5) The restriction in subsection 4 does not apply if an organization demonstrates that the irregularities and issues have been resolved and that measures have been diligently put in place to prevent reoccurrence.

Agreements with Sub-Agreement Holders

2.3 (1) When the Recipient provides funding to a Sub-Agreement Holder to support the costs of a Sub-Project, the Recipient shall ensure that there is a written agreement between it and the Sub-Agreement Holder that sets out the terms and conditions under which the Recipient is providing funding to the Sub-Agreement Holder.

(2) The written agreement referred to in subsection (1) shall include:

- (a) an identification of the Sub-Agreement Holder (proper legal name and address);
- (b) a description of the purpose of the funding;
- (c) the effective date, the date of signing and the duration of the agreement;



(d) the financial and/or non-financial conditions attached to the funding and the consequence of failing to adhere to these conditions, including provision for a right of termination of the agreement in the event of a breach of the agreement;

(e) the costs of the Sub-Project eligible for reimbursement;

(f) the conditions to be met before payment is made and the schedule and basis of payment;

(g) the maximum amount payable;

(h) the provision of such reports by the Sub-Agreement Holder on its Sub-Project, outcomes and results as may be specified by Canada in any reporting guidelines or instructions provided to the Recipient by Canada or as may be specified elsewhere in this Agreement;

(i) a provision giving both Canada and the Recipient the right to conduct an audit of the books and records of the Sub-Agreement Holder, even though an audit may not always be undertaken, and to have access to the business premises and business site of the Sub-Agreement Holder to monitor and inspect the administration of the Sub-Project;

(j) a requirement for the Sub-Agreement Holder to repay to the Recipient the amount of any funding provided to which it is not entitled. The agreement should specify that amounts to which it is not entitled include the amount of any payments:

(i) made in error;

(ii) made for costs in excess of the amount actually incurred for those costs; and

(iii) that were used for costs that were not eligible for reimbursement under the agreement;

(k) if the Sub-Project involves an activity described in section 4.1 or 4.3,

(i) a repayment requirement modeled on the provisions of section 4.1 or 4.3, as the case may be, except that every reference to "Recipient" in those provisions shall be replaced by a reference to the term used by the Recipient to identify the Sub-Agreement Holder in its agreement with the Sub-Agreement Holder and every reference to "Canada" shall be replaced by a reference to the term used by the Recipient to identify itself in its agreement with the Sub-Agreement Holder; and

(ii) a provision giving both Canada and the Recipient, for the number of years following the end-date of the Sub-Project in respect of which the repayment requirement referred to in subparagraph (i) applies to the Sub-Agreement Holder, the right to inspect the operation of the facility referred to in section 4.1 or 4.3 at any reasonable time to verify the continuing use of the facility for the purposes for which it was funded; and

(iii) a provision stipulating that the Sub-Agreement holder shall not mortgage, charge or otherwise encumber the facility property during the period of the Sub-Project, or for the number of years following the end-date of the Sub-Project in respect of which the repayment requirement referred to in subparagraph (i) applies to the Sub-Agreement Holder, without the prior written approval of the Recipient; and

(iv) a provision stipulating that the Sub-Agreement Holder shall ensure that all environmental protection measures, standards and rules relating to the Sub-Project established by competent authorities are respected;

(l) a provision stipulating that payment of any funding under the agreement is subject to the availability of funds and that payment of funding may be cancelled or reduced in the event that Canada cancels or reduces its funding to the Recipient;

(m) a requirement for the Sub-Agreement Holder to give appropriate recognition of the contribution of Canada to the Sub-Project being carried out in its publicity and signage relating to the Sub-Project, including any information provided to the public on any web site or social media platform maintained by the Sub-Agreement Holder;

(n) a requirement that the Sub-Agreement Holder notify the Recipient (Community Entity) twenty (20) working days in advance of any and all communications activities, publications, advertising and press releases planned by the Sub-Agreement Holder relating to the Sub-Project; and

(o) a requirement for the Sub-Agreement Holder to cooperate with representatives of Canada during any official news release or ceremonies relating to the announcement of the Sub-Project.

Internal Memoranda of Understanding (MOU)

2.4 When the Recipient is implementing a Sub-Project directly, the Recipient shall ensure that there is an internal memorandum of understanding (MOU) with the head of the branch or division of its organization responsible for implementing the Sub-Project, as if the head of the branch or division implementing the Sub-Project was a Sub-Agreement Holder, setting out terms and conditions of the funding modelled on the requirements of section 2.3, with such modifications as the circumstances may require.

Provision of Copies of Agreements and MOUs

2.5 Upon request, the Recipient shall provide Canada with a copy of any or all agreements with Sub-Agreement Holders and MOUs referred to in sections 2.3 and 2.4, respectively.



Monitoring and Audit of Sub-Projects

2.6 The Recipient shall exercise due diligence in the administration of its agreements with Sub-Agreement Holders and of its MOUs referred to in section 2.4. Without limiting the generality of the foregoing, in exercising due diligence, the Recipient shall take appropriate measures for ensuring compliance by Sub-Agreement Holders and, in the case of MOUs referred to in section 2.4, by the responsible branch or division head of the Recipient, with the terms and conditions of the agreement or MOU, as the case may be, including:

- (a) monitoring the Sub-Project through, as appropriate, periodic visits to the Sub-Project site or other means such as telephone calls and questionnaires,
- (b) undertaking periodic audits or inspections of financial records to verify that costs claimed under the agreement or MOU, were actually incurred and were in accordance with the agreement or MOU, as the case may be,
- (c) furnishing the Sub-Agreement Holder or the branch or division head of the Recipient, as the case may be, with necessary advice, support and training to assist it in carrying out the Sub-Project and in realizing the objectives and achieving the results of the Sub-Project,
- (d) where there are breaches of the agreement or MOU, taking appropriate measures to resolve the situation, including, in the case of an agreement with a Sub-Agreement Holder, termination of the agreement with the Sub-Agreement Holder or legal action to enforce compliance with the agreement, and
- (e) in the case of an agreement with a Sub-Agreement Holder, making all reasonable efforts to recover any overpayments under the agreement.

2.7 The Recipient shall provide to Canada, upon request, a report of any monitoring review or audit of a Sub-Project undertaken by the Recipient under section 2.6.

2.8 Where Canada desires to exercise its right to audit the books and records of a Sub-Agreement Holder or to monitor and inspect its Sub-Project, Canada shall notify the Recipient of its desire to do so. The Recipient shall cooperate with Canada in obtaining access to the financial records and, if required by Canada, it shall take all necessary steps to enforce the Recipient's and Canada's right of access to the Sub-Agreement Holder's records, including taking legal proceedings against the Sub-Agreement Holder.

3.0 REPORTING ON SUB-PROJECTS FUNDED THROUGH REACHING HOME

Report of Approved Sub-Projects

3.1 Each financial claim submitted to Canada pursuant to section 8 (Terms of Payment) of Schedule B to this Agreement shall be accompanied by a report identifying all agreements with Sub-Agreement Holders and MOUs approved by the Recipient to date containing the following information about each Sub-Project:

- (a) the Sub-Project file identifier;
- (b) in the case of agreements with Sub-Agreement Holders, the legal name of the Sub-Agreement Holder and Sub-Agreement Holder contact information;
- (c) in the case of MOUs, the name of the branch or division within the Recipient's organization responsible for carrying out the Sub-Project and Recipient branch or division contact information;
- (d) the amount of funding provided under this Agreement to be provided by the Recipient for the Sub-Project as well as the total budget of the Sub-Project;
- (e) identification of the applicable Reaching Home funding stream;
- (f) the Sub-Project start and end dates; and
- (g) the activity areas(s) supported by the Sub-Project, i.e. (i) housing; (ii) prevention and shelter diversion; (iii) client support services; (iv) capital investments; or (v) coordination of resources and data collection.

Results Reporting

3.2 The Recipient shall provide a project details report, acceptable to Canada, that sets out the detailed description of any new or amended Sub-Agreements, including those retained for direct delivery by the Recipient.

3.3 The report submitted pursuant to section 3.2 is required within thirty (30) days of an online results reporting system being available or in a timeframe and manner as prescribed by Canada. Any changes to the funding amount, activities, or end date of a Project approved by the Recipient must be documented and provided to Canada, within thirty (30) days of the change, once the Recipient has received the online results reporting system.

3.4 The Recipient shall provide to Canada, an annual results report detailing the outputs and outcomes achieved, using an online results reporting system provided by Canada, no later than sixty (60) days following each Fiscal Year of the Project Period, or in a timeframe and manner as prescribed by Canada, where applicable depending on the activity categories for each Sub-Agreement, including those retained for direct delivery by the Recipient.

Funded activities that include follow-up beyond the duration of the sub-project and/or Recipient agreement remain as obligations of the Recipient and survive termination or expiry of this Agreement. This includes 3 and 12 month follow-up requirements as follows:

Prevention and Shelter Diversion (Core Services) require a 3-month follow-up once a person has received a Core Prevention service. Follow-up for interventions received in the last three months of a fiscal reporting period (January to March) will always occur in the first three months of the next fiscal reporting period.

Housing Placements require a 12-month follow-up once an individual is placed into housing. Follow-up will always occur in the next fiscal reporting period for up to 12 months.



4.0 REQUIREMENTS IN RESPECT OF FACILITY PROPERTY AND REPAYMENT

Project Funding Used to Purchase Land or a Building for a Facility

4.1 If

(a) funding provided for a Sub-Project is used towards the costs of purchasing land or a building to establish a new facility to provide shelter space, transitional or supportive housing or other services for the homeless, and

(b) the amount of the funding referred to in paragraph (a) is in excess of \$50,000, the Recipient shall repay as a debt owing to Canada,

(c) an amount equal to 100% of the funding referred to in paragraph (a) if,

(i) five (5) years following the end date of the Sub-Project, a facility that provides shelter space, transitional or supportive housing or other services for the homeless has not been established on the property referred to in paragraph (a), or

(ii) at any time during the five-year period following the end date of the Sub-Project, Canada concludes, based on

(A) information provided by the Recipient under section 4.7, or

(B) the results of a site inspection conducted by Canada under section 4.9

that the facility referred to in paragraph (a) will not be established during said five-year period and notifies the Recipient of such conclusion in writing, and

(d) an amount determined in accordance with section 4.2 if, within five (5) years following the end date of the Sub-Project, the land or building referred to in paragraph (a) is sold and the proceeds of disposition are not forthwith committed to supporting a facility providing similar services to the homeless that is approved by Canada.

4.2 The amount repayable by the Recipient under paragraph 4.1(d), if the event referred to in that paragraph occurs, shall be determined as follows:

(a) if the event occurs within one year of the end date of the Sub-Project, a sum equal to 100% of the funding referred to in paragraph 4.1(a);

(b) if the event occurs within two years, but after one year of the end date of the Sub-Project, a sum equal to 80% of the funding referred to in paragraph 4.1(a);

(c) if the event occurs within three years, but after two years of the end date of the Sub-Project, a sum equal to 60% of the funding referred to in paragraph 4.1(a);

(d) if the event occurs within four years, but after three years of the end date of the Sub-Project, a sum equal to 40% of the funding referred to in paragraph 4.1(a); or

(e) if the event occurs within five years, but after four years of the end date of the Sub-Project, a sum equal to 20% of the funding referred to in paragraph 4.1(a).

Project Funding Used for Construction or Renovations

4.3 If

(a) funding provided for a Sub-Project is used towards the costs of constructing or renovating a building to establish a new facility to provide shelter space, transitional or supportive housing or other services for the homeless, or towards the costs of expanding or renovating an existing facility that provides shelter space, transitional or supportive housing or other services for the homeless, and

(b) the amount of the funding referred to in paragraph (a) is in excess of \$50,000, the Recipient shall repay as a debt owing to Canada,

(c) an amount equal to 100% of the funding referred to in paragraph (a) if the Sub-Project referred to in that paragraph is not completed by the end date of the Sub-Project, and

(d) an amount determined in accordance with section 4.4 if the activity referred to in paragraph (a) is completed by the end date of the Sub-Project but within five (5) years following the end date of the Sub-Project either of the following events occurs:

(i) the facility ceases to operate for its intended purpose and is not used for some other service approved by Canada in support of the homeless but is converted to some other use, or

(ii) the facility is sold and the proceeds of disposition are not forthwith committed to supporting a facility providing similar services to the homeless that is approved by Canada.

4.4 The amount repayable by the Recipient under paragraph 4.3(d) if either event referred to in subparagraph 4.3(d)(i) or (ii) occurs shall be determined as follows:

(a) for renovations representing 30% or less of the market value of the facility established as part of the project assessment process, if the event occurs within:

(i) one year of the end date of the Sub-Project a sum equal to 100% of the funding referred to in paragraph 4.3(a); or

(ii) two years, but after one year of the end date of the Sub-Project, a sum equal to 80% of the funding referred to in paragraph 4.3(a); and



(b) for construction and for renovations representing more than 30% of the market value of the facility established as part of the project assessment process, if the event occurs within:

- (i) one year of the end date of the Sub-Project, a sum equal to 100% of the funding referred to in paragraph 4.3(a);
- (ii) two years, but after one year of the end date of the Sub-Project, a sum equal to 80% of the funding referred to in paragraph 4.3(a);
- (iii) three years, but after two years of the end date of the Sub-Project, a sum equal to 60% of the funding referred to in paragraph 4.3(a);
- (iv) four years, but after three years of the end date of the Sub-Project, a sum equal to 40% of the funding referred to in paragraph 4.3(a); or
- (v) five years, but after four years of the end date of the Sub-Project, a sum equal to 20% of the funding referred to in paragraph 4.3(a).

4.5 For greater certainty, the Recipient acknowledges that the repayment requirements in sections 4.1 and 4.3 apply to it not only where the Sub-Project is implemented by it directly but also where it is being implemented by a Sub-Agreement Holder. Consequently, where the Recipient provides funding to a Sub-Agreement Holder for a Sub-Project that involves an activity referred to in section 4.1 or 4.3, the Recipient must ensure pursuant to paragraph 2.3(k) that its agreement with the Sub-Agreement Holder includes repayment obligations on the part of the Sub-Agreement Holder that are modeled on the provisions of section 4.1 or 4.3, as the case may be, except that every reference to "Recipient" in those provisions shall be replaced by a reference to the term used by the Recipient to identify the Sub-Agreement Holder in its agreement with the Sub-Agreement Holder and every reference to "Canada" shall be replaced by a reference to the term used by the Recipient to identify itself in its agreement with the Sub-Agreement Holder.

Repayment to Canada of Amounts Recovered from Sub-Agreement Holders

4.6 Where a Sub-Agreement Holder is required, under the terms of its agreement with the Recipient, to repay an amount to a Recipient pursuant to a repayment obligation referred to in section 4.5, the Recipient shall repay to Canada any such amount recovered by the Recipient from the Sub-Agreement Holder.

Annual Monitoring of, and Declaration on, Facility Establishment and/or Utilization Following Completion

4.7 If a Sub-Project involves an activity described in section 4.1 or 4.3, the Recipient shall, for the number of years following the end-date of the Sub-Project in respect of which the repayment requirements in section 4.2 or 4.4, as the case may be, are applicable (hereinafter "the Monitoring Period")

- (a) annually monitor, as the case may be,
 - (i) progress made towards the establishment of the facility, or
 - (ii) the use of the facility to verify its continuing use for the purposes for which the Recipient had provided its funding, andimmediately notify Canada if the activities leading to the establishment of a facility have ceased, the facility property has been sold or the facility has ceased to be used for its intended purposes, and
- (b) provide annually to Canada, using a form provided by Canada, a declaration regarding, as the case may be,
 - (i) the progress made towards the establishment of the facility during the year covered by the declaration, or
 - (ii) utilization of the facility during the year covered by the declaration.

4.8 Each annual declaration referred to in section 4.7 shall be provided to Canada no later than ninety (90) days following the end of the year covered by the declaration.

4.9 During the Monitoring Period, the Recipient shall ensure that representatives of Canada are allowed to inspect the operation of the facility at any reasonable time to verify its continuing use for the purposes for which it was funded.

No Mortgaging or Charging of Facility Property

4.10. If the Recipient itself carries out a Sub-Project involving an activity described in section 4.1 or 4.3, the Recipient shall not mortgage, charge or otherwise encumber the facility property during the period of the Sub-Project or during the Monitoring Period, without the prior written approval of Canada. Canada undertakes that its approval shall not be unreasonably withheld.

4.11 If a Sub-Agreement Holder is carrying out a Sub-Project involving an activity described in section 4.1 or 4.3, the Recipient shall ensure that the Sub-Agreement Holder does not mortgage, charge or otherwise encumber the facility property during the period of the Sub-Project or during the Monitoring Period, without the prior written approval of the Recipient.

5.0 ENVIRONMENTAL PROTECTION

5.1 The Recipient shall:

- (a) maintain and implement any and all environmental protection measures prescribed by Canada for ensuring that the harm to the environment resulting from the Project, if any, will remain minimal; and
- (b) ensure that all environmental protection measures, standards and rules relating to the Project established by competent authorities are respected.



6.0 INDIGENOUS CONSULTATION

6.1 Based on the program design, Canada's funding is to enable the Recipient to carry out the Project. Canada does not assess, approve and enter into funding agreements with Sub-Projects. The Community Entity will assess, approve and enter into funding agreements with Sub-Projects based on recommendations by the Community Advisory Board. Canada does not have sufficient details to understand the nature and scope of the potential impacts on s.35 rights at the time funding is provided to the Recipient because Canada has no knowledge of the specific activities of the sub-project. As such, Canada has determined that a Duty to Consult would not be triggered.

7.0 OFFICIAL LANGUAGES

7.1 Where the Project is to be delivered to members of either language community, the Recipient shall:

- (a) make Project-related documentation and announcements (for the public and prospective Project participants, if any) in both official languages where applicable;
- (b) actively offer and provide in both official languages any Project-related services to be provided or made available to members of the public, where applicable;
- (c) encourage members of both official language communities, including official language minority communities, to participate in the Project and its activities; and
- (d) organize activities and provide its services, where appropriate, in such a manner as to address the needs of both official language communities.

8.0 ADDITIONAL PROVISIONS

Coordinated Access

8.1 Through working with community partners, including, if applicable, in partnership with the Indigenous Homelessness stream Community Entity within the Designated Community where the Recipient is located, the Recipient shall be required to have a Coordinated Access system in place by March 31, 2026 that fully meets all Reaching Home minimum requirements for Coordinated Access. More specifically, the recipient shall: maintain all minimum requirements that were met between April 1 2019 and March 31, 2024; meet all minimum requirements that were modified as of April 1, 2024; and meet new minimum requirements introduced on April 1, 2024. The minimum requirements, as prescribed by Canada, outline Canada's expectations for the design of Coordinated Access systems across the following areas: governance and partnerships, access points to service, triage and assessment, the Coordinated Access Resource Inventory, vacancy matching and referral, and use of the Homeless Individuals and Families Information System (HIFIS) or an existing, equivalent Homelessness Management Information System (HMIS).

The Homeless Individuals and Families Information System (HIFIS)

8.2 Through working with community partners, including, if applicable, in partnership with the Indigenous Homelessness stream Community Entity within the Designated Community where the Recipient is located, the Recipient shall be required to implement HIFIS, or utilize an equivalent Homelessness Management Information System (HMIS) if one is already in place, to achieve Coordinated Access minimum requirements.

Outcomes-Based Approach

8.3 Through working with community partners, including, if applicable, in partnership with the Indigenous Homelessness stream Community Entity within the Designated Community where the Recipient is located, the Recipient shall be required to continue to prevent and reduce homelessness using an Outcomes-Based Approach by fully meeting all Reaching Home minimum requirements for an Outcomes-Based Approach. More specifically, the recipient shall maintain all minimum requirements that were met between April 1, 2019 and March 31, 2024, it shall meet all minimum requirements that were modified as of April 1, 2024, and it shall meet new minimum requirements introduced on April 1, 2024. The minimum requirements, as prescribed by Canada, outline Canada's expectations to use person-specific data that is real-time and comprehensive to meet homelessness reduction targets for core community-level outcomes.

Community Homelessness Report

8.4 Through working with community partners, including, if applicable, in partnership with the Indigenous Homelessness stream Community Entity within the Designated Community where the Recipient is located, the Recipient shall provide annually to Canada to the end of the program in 2027-2028, using a template provided by Canada, no later than sixty (60) days following the period covered by the report (i.e. the previous fiscal year), a Community Homelessness Report, satisfactory to Canada in scope and detail. A summary of the Community Homelessness Report will be published publicly by the Recipient in a time and manner prescribed by Canada.

Point-in-Time Count

8.5 The Recipient shall conduct a Point-in-Time Count Enumeration and a Survey on Homelessness, between October 1, 2024 and November 30, 2024. Surveys on Homelessness can be administered over the course of one month and must be completed on or before December 30. Future enumerations shall be conducted annually, in the same time period (October-November), beginning in 2025, with surveys every three years (i.e., 2024, 2027) in alignment with the Reaching Home nationally coordinated Point-in-Time Count timelines. The methodology for the PiT Count must adhere to the national Point-in-Time Count methodology as prescribed by Canada, including common national survey questions.

8.6 The Recipient may conduct the Point-in-Time Count in coordination with a Registry Week or another enumeration methodology provided that the methodological standards prescribed by Canada are followed.

8.7 In a manner prescribed by Canada, for 2024 and onward, the Recipient shall provide the results of the PiT Count to Canada within two months of completing the enumeration and two months of completing the survey, including, but not limited to:

- (a) an enumeration of people who were experiencing homelessness in shelters (e.g. emergency shelters, Domestic Violence shelters, extreme weather shelters), transitional housing, and the number who were in unsheltered locations on a single night; and
- (b) individual-level survey data from the common national survey questions asked of people experiencing homelessness.

8.8 These results will be used by Canada to report at aggregate levels (e.g. nationally, by region) without identifying results for particular survey respondents or for particular communities.

**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
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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,

A handwritten signature in black ink, appearing to read 'Jeff Bray'.

Jeff Bray
Community Co-Chair

A handwritten signature in black ink, appearing to read 'Sylvia Ceacero'.

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

Contents

	Page
Independent Auditors' Report	1-2
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to the Financial Statements	7-11

Independent Auditors' Report

Grant Thornton LLP

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Victoria, BC
V8W 2G5

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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
	<u>37,359</u>	<u>508,843</u>	<u>100,000</u>	<u>31,718</u>	<u>220,539</u>	<u>898,459</u>
Less: amounts recognized as revenue	<u>37,359</u>	<u>501,532</u>	<u>100,000</u>	<u>31,718</u>	<u>101,155</u>	<u>771,764</u>
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



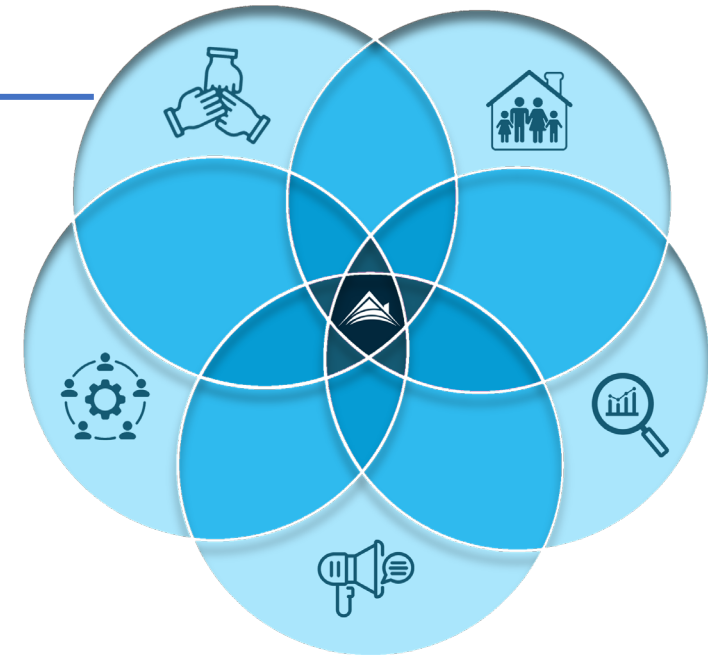
Five Strategic Goals Supporting Community Plan Outcomes

Collective Impact – Regional planning and coordination

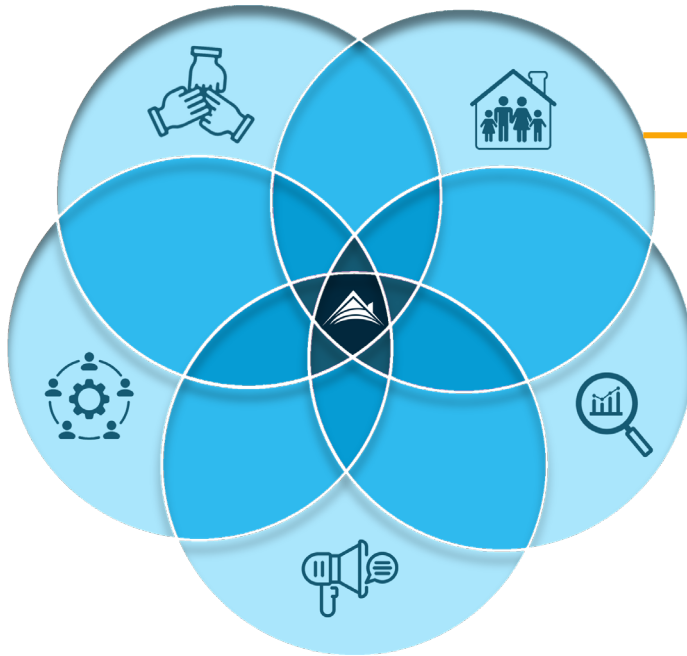
We align and focus the opportunities that arise from the intersection of our work in community through the development and strengthening of partnerships that result in system transformation, upstream and downstream.

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

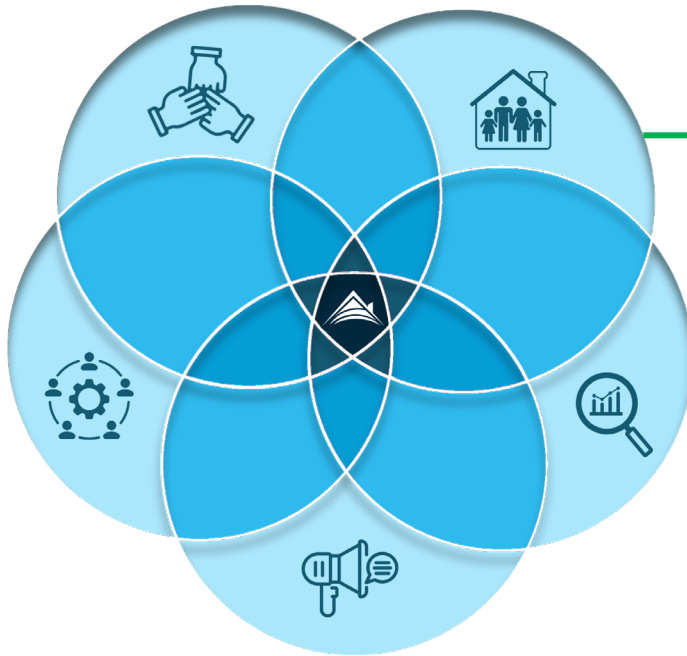


Sector Resilience: Supporting the People

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.

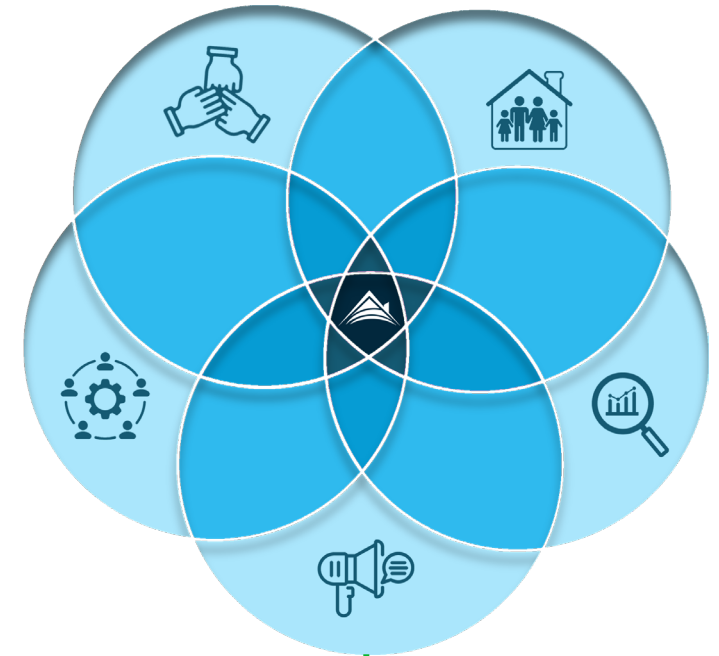
Five Strategic Goals Supporting Community Plan Outcomes

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.



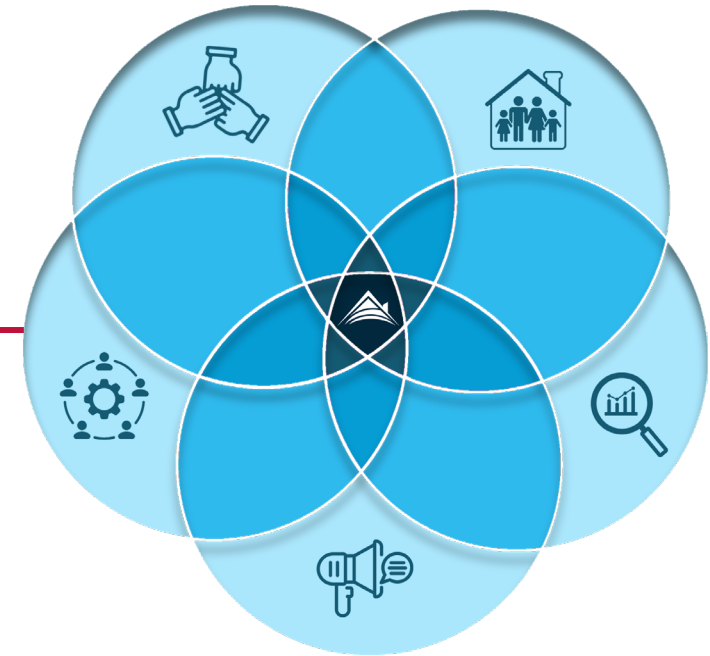
Five Strategic Goals Supporting Community Plan Outcomes

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!

Greater Victoria Coalition to End Homelessness

CRD Service Agreement Report 2022/23

2022 – 2023 REPORT

SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO

Table of Contents

2022 – 2023 REPORT SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO	1
Core Functions & Objectives	3
1. Regional Planning and Coordination.....	3
2. Ongoing Research	3
3. System Monitoring	3
4. Communications and Engagement	3
5. General Administration	3
KPI Implementation Activities.....	4
1. Regional Planning and Coordination (Collective Impact)	4
2. Ongoing Research and System Monitoring (Research and Data)	6
3. Communications and Engagement (Advocacy and Communications) (Collective Impact).....	9
4. General Administration (Organizational Strength)	10
Appendices.....	13
Appendix A: 2022-2024 GVCEH Strategic Plan - Plan of Action	13
Appendix B: AEHCR - Strategic Direction 2022-2024	20
Appendix C: AEHCR - 2022 Successes and 2023-2024 Plan of Action Draft.pdf	28
Appendix D: Burnside Gorge Community Map	43
Appendix E: Tree Poster	44
Appendix E: BGCA Demographics Poster	45
Appendix G: Fundamentals for the Homelessness Sector: A Micro-credential	46
Appendix H: Community Data Dashboard	51
Appendix I: Community Data Dashboard Update	54
Appendix J: Surfacing Our Strengths	65
Appendix K: 2021-2022 Annual Report	114
Appendix L: 2021-2022 Annual General Meeting Minutes	151

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
 - 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
 - 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.
 - 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

- 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)
- 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
 - 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
 - Tiny Homes CAC established.
 - 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)
 - September 16, 2022; October 14, 2022; November 23, 2022, December 12, 2022; January. 17, 2023; February. 13, 2023; Mar. 22, 2023
 - 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)
 - (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

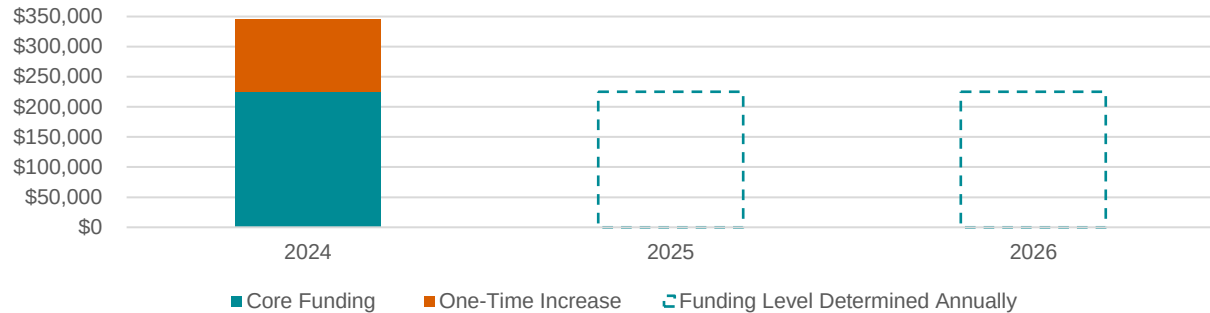
1. Coordinated Assessment and Access (CAA) – The Capital Regional District (CRD) is required to implement a CAA process supported by a by-name list in the community for those agencies receiving Reaching Home Program (RHP) funds. A Community Planner has been funded through the RHP to develop an enhanced 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.

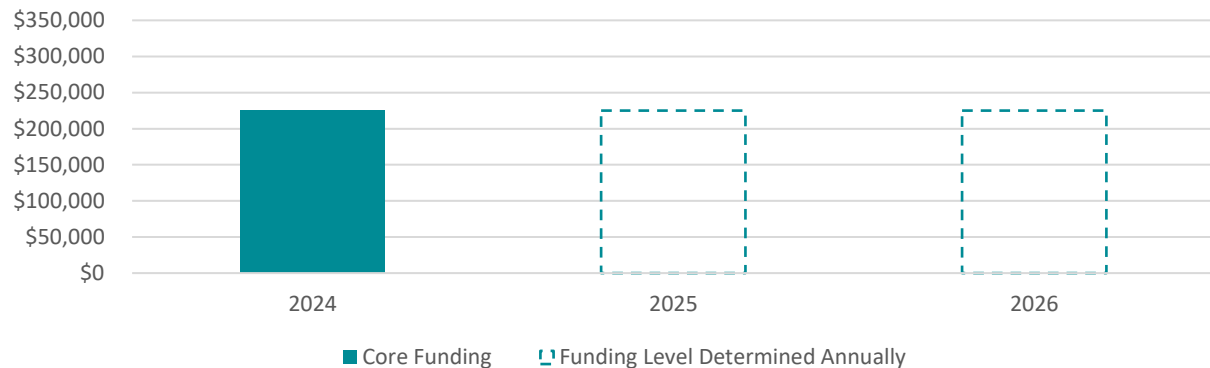
APPENDIX G: Funding Alternatives

Chart 1: Alliance Funding 2024-2026 – Alternative 1



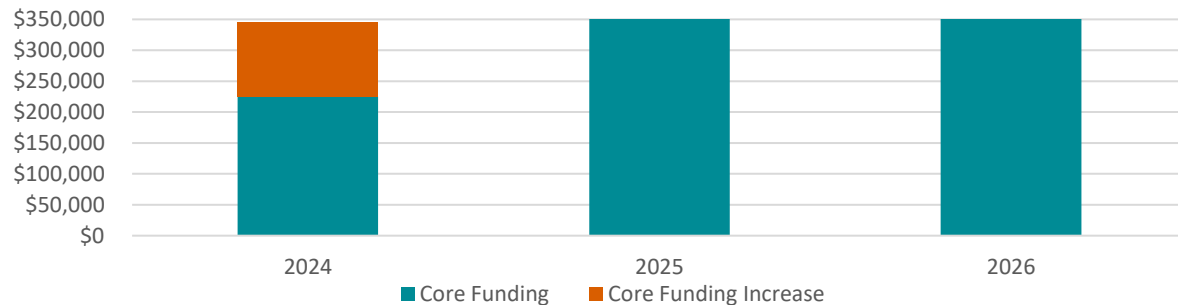
Provides for a one-time increase in operational support for 2024 that is to be revisited for 2025. This is to enable the CRD to balance those activities it wishes to advance directly and those it wishes to retain the support of a third-party while also seeking to manage requisition impact.

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.