



Cowichan Housing Association

**ANNUAL
REPORT
2019**



THANK YOU TO OUR SUPPORTERS AND PARTNERS
PAST AND PRESENT AND TO ALL WHO HAVE PARTICIPATED IN THE
DEVELOPMENT OF THE COWICHAN ATTAINABLE HOUSING STRATEGY



BC Housing
Canadian Mental Health Association- Cowichan Valley Branch
City of Duncan
Clements Centre
Cow Valley Division of Family Practice
Cowichan Basket Society
Cowichan Family Life Association
Cowichan Green Community
Cowichan Independent Living Resource Centre
Cowichan Intercultural Society
Cowichan Lake Community Services
Cowichan Neighborhood House Association
Cowichan Tribes
Cowichan Valley Regional District
Cowichan Valley Youth Services
Cowichan Women Against Violence
CVRD Island Savings Centre
CVRD, Economic Development
Developers
Discovery Youth and Family Substance Use Services
Duncan Community Corrections
Duncan Mental Health
Duncan United Church
First Nations Health Authority
Habitat for Humanity
Halalt First Nation
Hiiye'yu Lelum Society
Hiiyeyu Lelum Society: Healthiest Babies
Hiiyeyu Lelum Society
H'ulh-etun Health Society
Island Health
Ladysmith Community Justice Program
Ladysmith Community Resources Association
Literacy Now Cowichan
Lyackson First Nation
M'akola Housing
M'akola Development
Malahat Nation
Meals on the Ground
Ministry of Child and Family Development
Ministry of Social Development
MLA Doug Routley
MLA Sonia Furstenu
MP Alastair McGregor
Municipality of North Cowichan
Our Cowichan Communities Health Network
RCMP- North Cowichan/Duncan Detachment
School District 79
School District 79 Cowichan Valley Open Learning Cooperative
Social Planning Cowichan
Town of Ladysmith
Ts'ewulhtun Health Centre
United Way Central & North Vancouver Island



Contents

Message From the Chair 4
From the Executive Director 5
Board of Directors and Staff..... 6
Executive Summary 7
Our Vision 10
Our History..... 10
Our Staff and Volunteers 11
Our Strategic Plan Priorities..... 12
Our Achievements in 2018-2019 12
BUILDING A FOUNDATION..... 12
INCREASING AFFORDABLE HOUSING OPTIONS 13
PREVENTING HOUSING LOSS AND HOMELESSNESS 16
DEVELOPING A SUSTAINABLE FRAMEWORK 20
2020-2021 Work Plan 21
CHA Financial Report..... 22
Annual Financial Statements March 31 2019..... 24



Message From the Chair



“All change means disorganization of the old and organization of the new.” - Saul Alinsky

This past year has been one of significant transition at Cowichan Housing Association, including much *“organization of the new”*. With the success of the CVRD Regional Housing Service referendum in November, CHA began to reorganize itself in anticipation of implementing the Regional Housing Service and delivering on the region’s desire for affordable and attainable housing.

The intent of the Regional Housing Service is to translate analysis into action. The *Cowichan Attainable Housing Strategy* provides a solid understanding of the housing needs in all parts of the region and recommendations for how to proceed. Two other documents have also provided CHA with a strong basis for action, *Close to Home: Housing First Plan for Youth in the Cowichan Region* and *Working with One Heart & Mind: A plan to address and prevent homelessness in the Cowichan Region*.

In January and February of 2019 CHA framed out the structure of the Regional Housing Service and established the role that they will play in facilitating the development of affordable housing in the Cowichan Region. The Regional Housing Service includes a housing fund held by the CVRD that will provide; feasibility funding for projects in the early stages of development, capital contributions to rental housing developments and emergency assistance to mitigate housing loss arising from natural or manmade disasters. CHA will provide; services that support developers of affordable housing, build the capacity of the region and provide ongoing research and data to community organizations.

The *“new”* at CHA includes a transition in the Executive Director position. Former ED, Terri Mattin, excelled in grappling with the complexity of housing and homelessness issues. Her work in building a strong coalition of like-minded organizations and the completion of the *Cowichan Attainable Housing Strategy* provides us with the stable footing to move forward. Joining CHA in April was new Executive Director, John Horn. We are thrilled that John brings with him first-hand experience and knowledge in undertaking successful new housing projects.

This summer, CHA received funding to undertake the work approved through the referendum. Our focus has been on establishing the funding applications and review processes in time for the next round of funds from senior government. Constructing affordable housing requires a lot of work, commitment, and partnerships, it does not happen quickly. CHA is confident that all the tools are now in place to move forward and we are optimistic positive change is on its way.

Chris Hall
Chair, Cowichan Housing Association



From the Executive Director

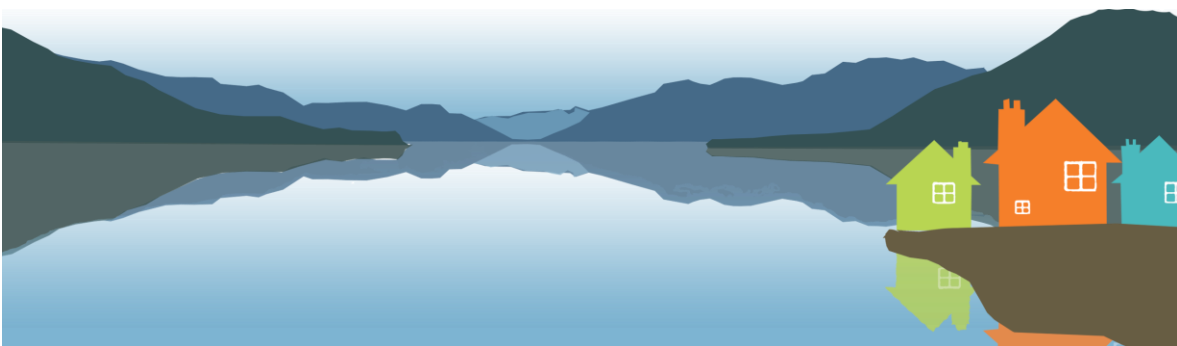


2018 / 2019 has been a busy year for CHA and has brought with it a number of important changes for the organization and its community partners. One of those changes has been in the staffing of the organization; I have had the privilege of assuming the Executive Director role from Terri Mattin in April of 2019, and have been actively engaged in learning what role CHA plays in the community and how we might best assist in the development of affordable and attainable housing. I have had an opportunity to meet with local elected officials, municipal staff, social agency staff and community members and I have been struck by the welcoming and optimistic attitude that characterizes every interaction I have. It truly is a privilege to be a part of this community, and to contribute to creating more affordable housing options for residents of the Cowichan region.

2018/2019 has also been a period characterized by significant accomplishments including the initiation of the Regional Housing Service in partnership with the Cowichan Valley Regional District and the completion of the Cowichan Attainable Housing Strategy. As well, the Cowichan Housing Association is working with its community partners to become a designated community under the Federal government's Reaching Home homelessness strategy. Reaching Home invests in local homelessness projects and enhances community capacity to develop long-term sustainable solutions to preventing and reducing homelessness, and supports the goals of the National Housing Strategy which include reducing chronic homelessness by 50% by 2028.

As we move into the 2019 / 2020 fiscal period we look forward to helping our partners develop a range of housing options to meet the needs of families and individuals in the Cowichan region.

John Horn,
Executive Director, Cowichan Housing Association



Board of Directors

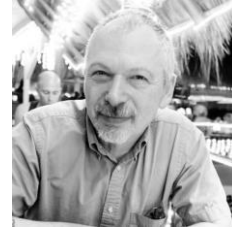
Our Board is made up of individuals with expertise in community planning, housing, financial management, law, housing management, literacy and homelessness prevention services.



Chris Hall, Chair



Patricia Gray, Treasurer



Guido Weisz, Director



Gail Calderwood, Secretary



Joy Hayden, Director



Monica Finn, Director

Thank you to our outgoing and past Board Members

Craig Marchinko, James L. Cosh, Morgan McLeod and Georgina (Georgie) Jackson.
Debbie Williams, Brigid Reynolds, Tina Schoen, and Gerry Giles.

Cowichan Housing Association Staff and Contractors



John Horn
Executive Director



Morgan Saddington
Administrative Coordinator



Wendy Montgomery
Contractor, Housing Loss
Prevention



Executive Summary

Who We Are

Cowichan Housing Association (CHA) believes that stable, secure, accessible and affordable housing is foundational to healthy individuals, families and communities.

We work to prevent homelessness and increase affordable housing options in the Cowichan Region through research, community development, homelessness prevention programming, and facilitating affordable housing development.

CHA incorporated in January 2015. We have accomplished a great deal in a very short time and have grown into a highly knowledgeable and professional organization.



Our Initiatives

Since our inception in 2015, CHA has been hard at work to address homelessness and move the needle on affordable housing.

Our affordable housing initiatives have included:

- Business Case for a Housing Trust Fund
- Cowichan Housing and Homelessness Coalition
- Housing First for Youth Needs Assessment and Plan; One Heart One Mind
- Regional Housing Data Information
- Cowichan Attainable Housing Strategy
- CVRD Regional Housing Service

Our Programs Include



Our Progress at a Glance

Regional Housing Service

2018-2019 was a landmark year for Cowichan Housing Association. In spring of 2018, CHA brought forward a proposal to the CVRD Board for A Regional Housing Service. Together with many community supporters and volunteers, we worked hard to inform citizens of the region about the benefits of supporting affordable housing, and in October 2018, the people of the region voted on a referendum to pass this initiative. The **CHA Regional Housing Service** provides for up to \$500,000 per year for seed funding for affordable housing projects and \$250,000 per year to provide the support to local organizations to move projects forward. During 2019-2020, CHA will be implementing the service to get affordable housing development going.

Attainable Housing Strategy

To enable and inform the Regional Housing Service, CHA led the development of a five-year **Attainable Housing Strategy** that involved broad research and community consultations throughout the region. The Strategy was informed by a comprehensive **Background Report** and will be continuously updated to ensure communities have the latest information and research.

Research, Data and Policy Analysis

Finally, CHA has completed a comprehensive housing database that will assist local governments and the housing sector with affordable housing research and best practices, demographics, and needs for and supply of affordable housing. In the coming year, we will develop an online Housing Information Hub with information on housing innovation, partnerships, funding sources and affordable housing development tools.

Youth Housing First

Last year, CHA completed a **Housing First for Youth Plan** that responded to an emerging crisis in youth homelessness. The Plan called for action along the spectrum of housing for our young people, beginning with Host Homes and a Youth Shelter to address immediate safety and shelter needs. This year, we are working in partnership with Social Planning Cowichan and others to develop and implement a Host Homes pilot, and the youth shelter.

Affordable Housing Projects

This year, CHA provided support to a range of organizations that have been working to develop their ideas and funding proposals for affordable housing projects. Our support included background research and data, information on funding, assessment and refinement of concepts and fostering partnerships. During 2019 CHA will have much greater capacity and a concerted role in facilitating these projects and increasing capacity of organizations to move their projects forward.



Community Education and Awareness

Our work to develop the Attainable Housing Strategy involved numerous community meetings and workshops involving over 200 participants as well as presentation to all local governments in the region. The highlight of the year was partnering with the CVRD to host Avi Friedman for our Creating Housing in Cowichan form in September.

Collaborating for Higher Impact: Cowichan Coalition on Homelessness

This year, CHA worked in partnership to develop the Cowichan Coalition on Homelessness and Affordable Housing's organizational and operational structure to build its capacity to be a leading entity for addressing homelessness and affordable housing. As part of this work, we facilitated the Regional Affordable housing Committee that oversaw the Attainable Housing Strategy work.

Leveraging Resources

During 2015 to 2018, CHA was supported through core funding provided by Island Health through the CVRD. We also worked hard to leverage this funding to foster special initiatives and homelessness programming. This year, we leveraged approximately \$97,000 in project funding from Homelessness Partnering Strategy, United Way, CVRD and Vancity.

Housing Loss Prevention Programming

147

Ready to Rent Courses and Workshops

147 individuals completed RentSmart/Ready to Rent training courses or workshops to help them get and maintain housing, for a total of 395 since 2015.

103

Tenancy and Housing Support and Referrals:

103 individuals and families were supported with tenancy information and referrals to resources and shelter, for a total of 299 since 2015.

29

Emergency Assistance:

29 individuals and families, many of whom have children, were assisted through emergency housing financial assistance, for a total of 88 since 2015.

Community Connections



240
Newsletter
subscribers



331
Facebook
followers



15,664
unique
website visits



Our Vision

Cowichan Housing Association (CHA) believes that stable, secure, accessible and affordable housing is foundational to healthy individuals, families and communities. We work to prevent homelessness and increase affordable housing options in the Cowichan Region through research, community development, homelessness prevention programming, and facilitating affordable housing development.

Our History

Cowichan Housing Association (CHA) evolved out of the work of Social Planning Cowichan (Regional Affordable Housing Directorate). We officially incorporated on January 14, 2015. Thanks to our founding and first year Board members for their important work: Brigid Reynolds, Chris Hall, Monica Finn, Debbie Williams and Tina Schoen, Gerry Giles and Gail Calderwood.

Since inception, our work has focused in four main areas:

- Fostering and facilitating Affordable Housing planning and development
- Housing Loss and Homelessness Prevention
- Community Research, Data
- Community Engagement and Education

During our first two years, CHA developed a strong organizational foundation and a solid Strategic Plan. As a new organization, we worked hard to develop our administrative, financial and Board capacity to lay the groundwork for fulfilling our mandate with efficiency and accountability.

Working with the Regional Homelessness Advocacy Committee, we designed and developed our Housing Loss and Homelessness Prevention programming with the aim to help individuals and families get and/or keep the housing they already had, and thereby prevent homelessness for as many people as possible. We held two Homelessness Action Week events that drew 400 people, most of whom were homeless or precariously housed, and provided food, services and links to ongoing resources.

We built upon previous initiatives that had identified affordable housing needs and challenges to begin the work of community organizing, coordination and collaboration needed to foster affordable housing development.

Many organizations and agencies have been concerned about the lack of affordable housing over the last decade, but little had been achieved. Together with our community partners, we examined successes of other communities and found that those who have been able to move the needle on housing work together, have a solid foundation of research, and have involvement of all levels of government. We undertook research and brought together over 100 stakeholders to build a collaborative process for working together.



Our Staff and Volunteers

Core Staffing

CHA's core staffing consists of an Executive Director and Administrative Coordinator on partial FTE, devoted to CHA's Core Activities: Affordable Housing Research, Development and Coordination, Community Liaison and Education, and Board and Financial Operations.

Projects

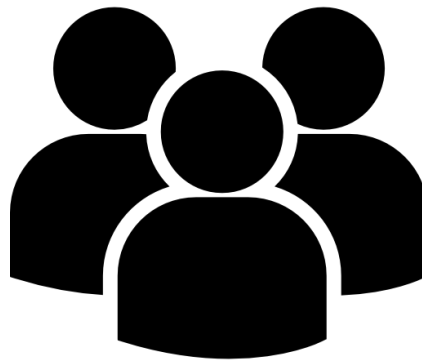
Our projects are largely one year in duration and therefore staffed through Term Employment and Consultancy contracts. During 2017-2018, we engaged three part-time or term employees and three temporary contractors to support the Close to Home and HPS Projects, including Housing First Training, Evaluation, Coordination and Research, and data requirements analysis services.

Volunteers

In addition to our Board of Directors, CHA engages volunteers in three ways:

- i) committee and working groups in kind participation
- ii) contributions of time for special skill sets such as IT support; and
- iii) through stipend-based / honoraria arrangements where funding allows, that provide a small compensation to individuals who contribute their time and services.

- During 2018-2019, our Directors contributed over 500 hours of volunteer time through regular Board, community meetings and special committees.
- CHA also supported two primary committees and held a number of special stakeholder meetings involving approximately 100 unique individuals for an estimated 600 hours.
- Finally, we received approximately 30 hours of professional IT support valued at \$3,000,



Our Strategic Plan Priorities

<p>PREVENT HOUSING LOSS AND HOMELESSNESS</p> <p>Provide Housing Loss Prevention Programing Develop Housing First for Youth Establish the Cowichan Coalition</p>	<p>INCREASE AFFORDABLE HOUSING OPTIONS</p> <p>Develop a Regional Housing Strategy and Action Plan Support Affordable Housing Initiatives Provide Education, Leadership and Coordination</p>
<p>DEVELOP A SUSTAINABLE FRAMEWORK</p> <p>Foster a Regional Housing Fund Strengthen and Expand Funding Sources</p>	<p>BE AN HEALTHY AND SUSTAINABLE ORGANIZATION</p> <p>Community Leadership and Capacity Effective Governance, Monitoring and Evaluation</p>

Our Achievements in 2018-2019

BUILDING A FOUNDATION

During our first three years, CHA investigated tools and resources for promoting affordable housing and learned from other communities that have been successful. We tackled the need for accurate and up to date data and information for making the case, and brought together key stakeholders to set the stage for action under the Regional Affordable Housing Committee. We also provided direct support to many potential affordable housing projects through information, data, research, and linkages to funding.

This was a landmark year for CHA in terms of building a sustainable foundation for affordable housing work through a Regional Housing Service. In spring of 2018, we put forward a proposal to the CVRD to provide funding to a Regional Housing Service. In October, 2018, a public referendum was held and proposed bylaw was passed to establish the Cowichan Housing Association Annual Financial Contribution Service.

On April 11, 2019, **Bylaw 4201** was established to provide an annual financial contribution service to Cowichan Housing Association to assist with providing programs and services related to affordable housing and homelessness prevention in the Cowichan Valley Regional District.



The Regional Housing Service has two primary goals:

- 1) to increase capacity (knowledge, expertise, and ability) for local communities to develop affordable housing projects; and
- 2) to increase local funds for affordable housing in order to leverage funding from other sources.

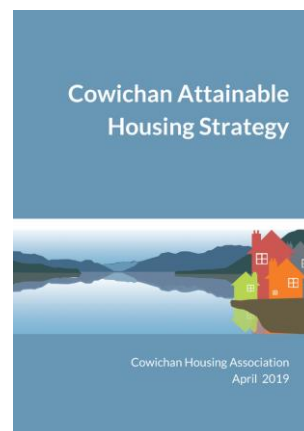
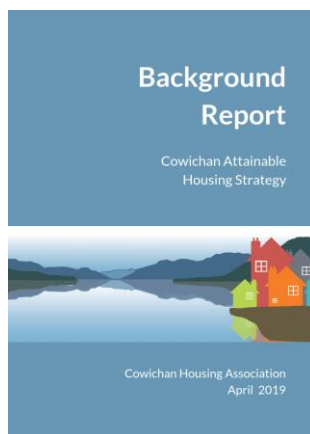
Bylaw 4201 sets out that the maximum annual budget that may be requisitioned in support of this service shall be the greater of \$765,000 or an amount equal to the amount that could be raised by a property value tax of \$.04585 per \$1,000 of net taxable value of land and improvements within the service area.

Of that \$765,000, \$15,000 will be retained by the CVRD for its administration of the Service and \$750,000 will be allocated to the Cowichan Housing Association. In the first year, the CVRD's referendum costs will be recovered from the Housing Trust Fund.

INCREASING AFFORDABLE HOUSING OPTIONS

Attainable Housing Strategy

In April 2019, Cowichan Housing Association launched a **Cowichan Attainable Housing Strategy** that lays out priorities and an implementation plan for increasing availability of affordable housing in the Cowichan Region. The programs and activities of the Regional Housing Service will be implemented to serve the aims of the Strategy, and will be evaluated on that basis.



Housing Research and Data

CHA works to keep abreast of the latest current statistical, policy and funding information and announcements to share, inform and educate the community and our partners on current issues and opportunities.



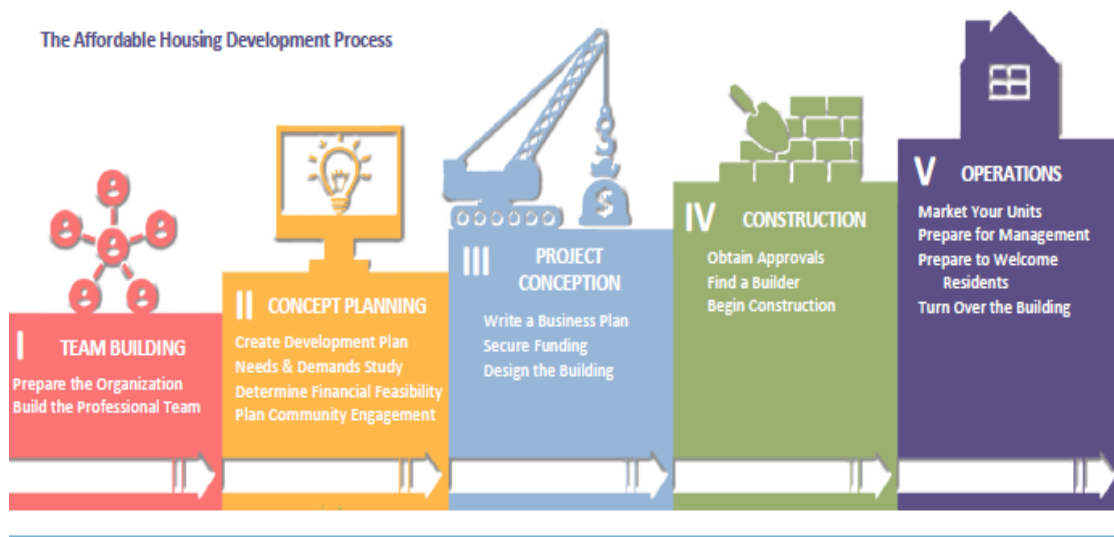
In addition to making sure we are linked in and receiving the wealth of new information and funding sources, we attend the Housing Central Conference and Vancouver Island RENT sessions. We also network with many organizations around the province to share information and best practices.

Affordable Housing Projects Support

CHA provides information, facilitation and support for Affordable Housing projects, including research to inform needs assessments, general and funding information and linkages, development and policy information and referrals, and partnership building.

This year, we responded to numerous requests for information and referrals, and provided concerted assistance to projects at various stages of design including:

- Youth Respite Housing (concept development and funding proposal)
- Youth Shelter Project (concept development, Business Plan and partnership development)
- Housing for Families (funding linkages and partnerships)
- Housing for Youth and Families Project (concept development, information on development processes)
- Housing for People Living with Disabilities



Key Community Partnerships and Liaison

Affordable Housing issues are connected to all sectors of the community. Everyone has a role to play and we all need to be working together. CHA works hard to ensure we are both informed and connected, and that others are informed and connected.



This year, we worked with numerous agencies and organizations who provided their time and expertise to help us develop, plan and gain important knowledge. In addition to the agencies listed below, we maintained liaison with our two MLA's Sonia Furstenau and Doug Routley, as well as MP Alastair McGregor, and were invited to take part in a Town Hall organized by our MP.

- Victoria Coalition to End Homelessness
- Capital Regional District
- BC Non Profit Housing Association
- BC Housing
- M'akola Development Corporation
- Habitat for Humanity

Community Education

2018 was a very big year for community education and networking. Our Action Planning for Attainable Housing workshop series involved a host of community sessions and workshops in the South End, Ladysmith, Chemainus, Duncan and Lake Cowichan with about 200 participants.

One of the highlights of this series was a partnership effort with the CVRD to bring Avi Friedman as part of our Creating Housing in Cowichan workshop.



CHA was featured on **Change the World with Guy Dauncey on Shaw TV** - [click here](#) to watch his interview with Cowichan Housing Association's past Executive Director, **Terri Mattin**.



PREVENTING HOUSING LOSS AND HOMELESSNESS

Effective Funding and Systems

As part of our aim to promote effectiveness and efficiency, CHA participates and communicates with a range of initiatives and tables including the Duncan Community Advisory Board, BC Coalition to End Youth Homelessness, BC Non Profit Housing Association, Community Response Team, and the Cowichan District Hospital CSC. We also met regularly with local government staff and various Elected Officials to keep them informed of our activities.

Prevention Programming

CHA works to prevent housing loss and homelessness through education and training to tenants and landlords, providing tenancy information and referrals to resources and shelter, and through emergency housing assistance to families at imminent risk of losing their home.

Tenant and Landlord Education

The Ready to Rent model is grounded in a housing stability and homelessness prevention framework. RentSmart - Ready to Rent's housing stability model - has three main goals: 1) assist people to find and/or maintain good housing, 2) reduce conflict, damages and evictions, 3) increase housing stability.

147 individuals received Ready to Rent Courses or Workshops to provide tenancy education and support to assist them in getting and maintaining housing.

The "Emergency support funding has come to great use in the community ...as it is hard to keep up with rent and bills today. The cost of living has gone up and wages and social assistance stay the same, therefore emergency funding is much needed her in the valley. Thank you for all the assistance that your organizations provides."

"This money was very helpful to me. Appreciate the help. It got me out of a rut and back on my feet. I was scammed on a rental and learned my lesson from it. I really want to thank you from the bottom of my

Tenant and Landlord Support and Referrals

103 individuals provided with information and assistance for tenancy matters, and support to find housing or other resources.

Emergency Assistance

29 families were supported to prevent them from losing their housing.

Work with other service providers to inform and coordinate

Liaison and coordination with over **50** service providers helped to better coordinate information and services.

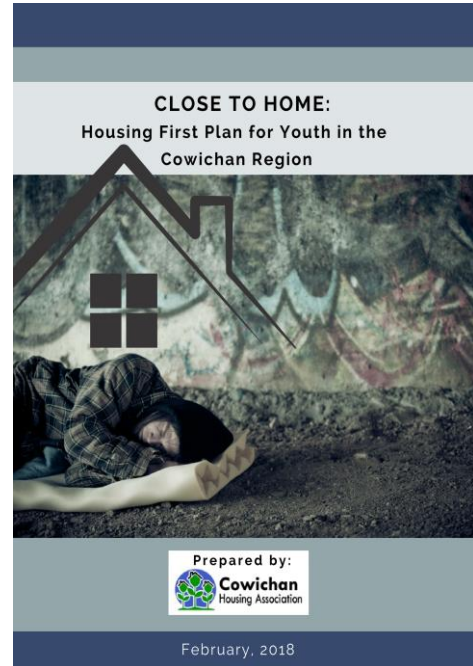


Housing First for Youth

The Close to Home Project was developed in response to concerns that were voiced at many tables over the past few years, and in particular, at the Mental Health and Substance Use Collective Impact Table, where dialogue around these issues led to the conclusion that adequate housing is a pre-cursor to moving forward and addressing community health and youth well-being in a meaningful way.

The Cowichan Region Housing First Plan was developed to build an integrated system of care that puts our young people at the centre, and places a focus on housing and preventing youth homelessness.

A key outcome of the project was the development of partnerships and collaborative work that has begun on all fronts and the passion and efforts of the community are shining a light on action.



This year saw a focus on developing a Host Homes Model for the Cowichan Region led by Social Planning Cowichan and a Youth Home led by Canadian Mental Health Association.





Close to Home Youth Housing Needs Assessment



Many youth who experience housing instability also struggle with one or more of the above pressures.

- Homelessness, and a lack of safe, affordable housing are critical issues for young people in the Cowichan Region.
- Research over the past 5 years has emphasized a growing concern around the numbers of youth experiencing homelessness and lack of affordable housing.
- The past 5 years have also seen a significant increase in issues related to poverty, mental health and substance use, particularly for youth.
- The longer a youth lives without stable housing and support systems, the more likely these concerns will increase, with potential long-term consequences.



Cowichan Housing Association has conducted a needs assessment for youth housing in the Cowichan Region. In November of 2017, 107 youth were surveyed from around the Cowichan Region to understand their housing situations and needs for housing.

Housing Situation of Youth Surveyed



What Would Help?

- Affordable Housing
- Youth Housing Options
- Youth Shelter
- Youth Drop-in Centre
- Help Finding Housing
- Emotional Support
- Social/Recreational Activities
- Employment/Training

Collaborating for Higher Impact

During 2017-2018, six key organizations came together to build response and collaboration around these issues. The “HOME Team” includes Cowichan Housing Association, Social Planning Cowichan, Our Cowichan Health Network, Mental Health and Substance Use Collective Impact Team, Cowichan Division of Family Practice and the United Way. In addition, the community developed a Community Plan to Address Homelessness led by the Duncan Community Advisory Board and United Way.

Together, we planned and held three community meetings that invited a range of community members, agencies, government departments to engage in dialogue about the issues, determine goals and priorities and develop a supporting structure to foster success.

The Vision of the Coalition is that all citizens in the Cowichan Region have a safe, affordable home and adequate supports for well-being.

Its Mission is to end homelessness in the Cowichan Region and to ensure an available supply of affordable and attainable housing.

Its Purpose is to connect, coordinate, collaborate, and communicate around issues of homelessness and affordable housing needs in the Cowichan Valley Regional District, and to promote, support and facilitate the development of affordable housing.

Throughout the remainder of 2018-2019, the Coalition worked on its Terms of Reference and Structure and formed four specific sub groups to carry out focused activities in these areas:

During 2018-2019, the Cowichan Housing and Homelessness Coalition was supported through the efforts of a Leadership Team called the Home Team, made up of Cowichan Housing Association, Our Cowichan Communities Health Network, Social Planning Cowichan and United Way.

The Coalition’s priorities for 2019 are:

- System Coordination
- Coordinated Access
- Funding for Chronic homelessness support services
- Rental Subsidies



DEVELOPING A SUSTAINABLE FRAMEWORK

During 2017-2018, CHA focused on exploring sustainable models for affordable housing planning and development and bringing together key stakeholders and partners to determine a pathway. This year, CHA moved forward to propose and establish a Regional Housing Service.

As we move toward administering and fostering this Service, CHA is developing our Governance Framework to better serve the Attainable Housing Strategy.

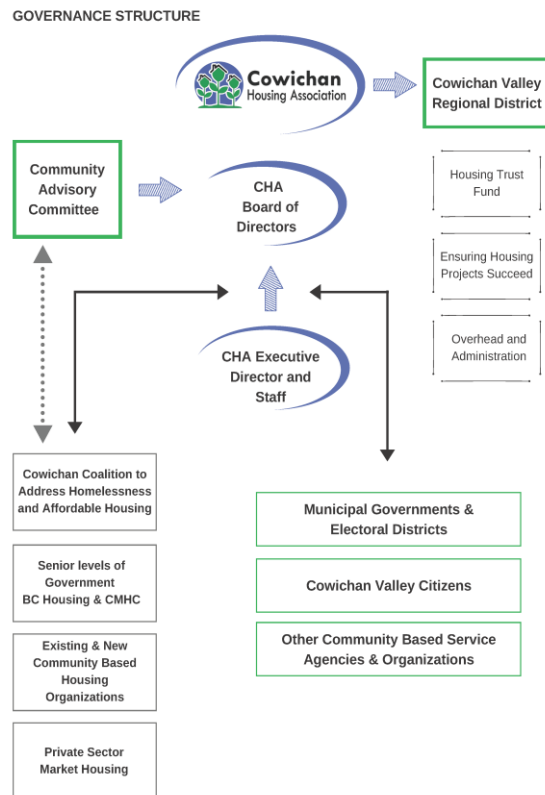
Cowichan Housing Association is currently governed by a Board of Directors under a Constitution and Bylaws, as well as Board, Financial and Personnel Policies. In 2019, CHA is revising its governance structure to support the new functions and responsibilities related to the Regional Housing Service and Attainable Housing Strategy.

As noted earlier Cowichan Housing Association's work will be conducted in accordance with the Cowichan Attainable Housing Strategy.

The Cowichan Coalition on Homelessness is a key structure through which CHA conducts its purpose. The Coalition has four streams of work including Affordable Housing, Homelessness Prevention and Response, Communications and Funding. CHA is the leadership organization for the Affordable Housing stream. Through the Coalition, coordination and support from each stream of work will come together. In so doing, it serves as the base organization through which work plans for the various interlinked services will be shared.

It is proposed that the current Regional Affordable Housing Committee be transitioned to a Community Advisory Committee and include the following:

- provide oversight and direction to the implementation of the AHS
- provide strategic direction, plans, policies, programs and services related to housing and the status of the social and economic well-being of various communities (people and places) within the CVRD
- provide recommendations to CHA regarding the administration and delivery of Housing Trust Fund grants and overall priorities for Housing Services.



2019-2020 Work Plan

Over the coming year, CHA will continue work initiated this year with a focus on implementing the Regional Housing Service and supporting Affordable Housing in the Cowichan Region.

HOUSING TRUST FUND

- Develop the Regional Housing Service Guidelines
- Develop a Community Advisory Committee and Housing Trust Fund Allocations Committee
- Implement an application process for the Project Development Funding and the Rental Housing Capital Contribution Fund
- Develop criteria for CHA emergency Contingency Fund

CHA SERVICES

- Undertake and make available data and research related to local community profiles and best practices in the development of affordable housing
- Provide assistance to developers of affordable housing
- Build community capacity to implement and operate affordable housing
- Enhance community collaborations to address housing and homelessness

MANAGEMENT

- Provide efficient, transparent and effective use of community dollars.



CHA Financial Report

History

In June of 2015, the Cowichan Valley Regional District entered into an agreement with the newly formed Cowichan Housing Association (CHA) to support CHA by providing \$313,435 seed funding *“in dealing with the issues of homelessness in the Cowichan Valley, with the focus of homelessness prevention and working on ensuring affordable housing in the entire Cowichan region”*. These funds contributed to the range of work undertaken, but have focused mainly on Affordable Housing Research and Development.

Projects Funding

CHA also seeks grant funding to support Homelessness Prevention programming and special initiatives. In 2018-2018, we received \$77,000 from HPS to support our Homelessness Prevention programming, and \$10,000 each from Vancity and the CVRD to support the Attainable Housing Strategy.

Year	Funding Source	Amount
2015-2016	Homelessness Partnering Strategy Real Estate Foundation (Housing Trust Fund Business Case)	30,338 10,000
2016-2017	Homelessness Partnering Strategy	35,011
2017-2018	Homelessness Partnering Strategy Homelessness Partnering Strategy (Close to Home Project)	67,260 156,460
2018-2019	Homelessness Partnering Strategy CVRD (Attainable Housing Strategy) Vancity (Attainable Housing Strategy)	\$77,000 \$10,000 \$10,000

The Annual Financial Statements for Cowichan Housing Association for 2018-2019 fiscal year are attached as Appendix A, next page.

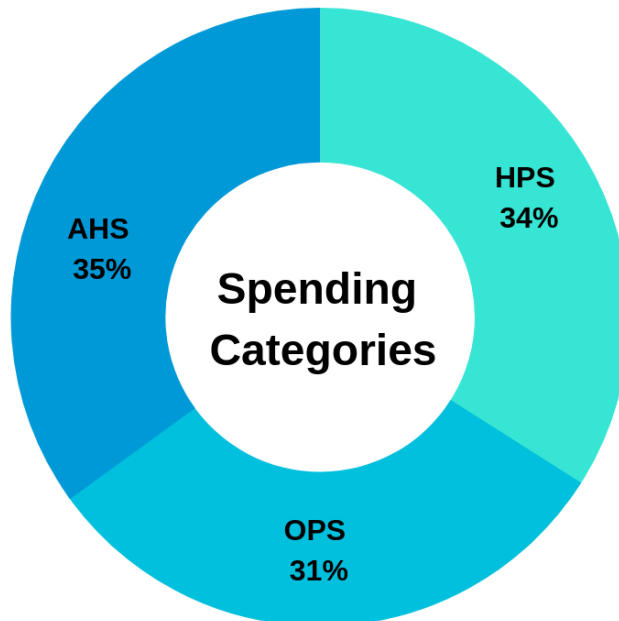
This year, CHA’s budget for all of our activities and initiatives was \$220,014 over three spending categories. The following outlines activities within each of those categories and provides a percentage of total budget devoted to each.



1. **Ops (CVRD funding used for Affordable Housing Support, Research, Admin and Development) 34%**
 - a. Support to Affordable Housing Projects (research, data, information, partnership development)
 - b. Research and data (collection and analysis of census data, policy, funding and other research)
 - c. Administration and Development (Strategic Planning, Financial and Administrative Processes, Overhead)

2. **Attainable Housing Strategy (AHS) development 35%**
 - a. Youth Homelessness and Housing Needs Assessment
 - b. Housing First Education and Training
 - c. Youth Housing First Plan
 - d. Project Evaluation

3. **Homelessness and Housing Loss Prevention (Homelessness Prevention Strategy Rural and Remote - HPS) 34%**
 - a. Facilitation of Cowichan Coalition
 - b. Emergency housing assistance
 - c. Housing and tenancy information and referrals
 - d. Ready to Rent Courses and Workshops
 - e. Service provider liaison



COWICHAN HOUSING ASSOCIATION
Financial Statements
Year Ended March 31, 2019
(Unaudited - See Notice To Reader)

Palmer Leslie
Chartered Professional Accountants



COWICHAN HOUSING ASSOCIATION

Index to Financial Statements

Year Ended March 31, 2019

(Unaudited - See Notice To Reader)

	Page
NOTICE TO READER	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Revenues and Expenditures and Changes in Net Assets	3 - 4
Notes to Financial Statements	5 - 8

Palmer Leslie
Chartered Professional Accountants





Alex E. Palmer, C.P.A., C.A.*
Tammy Leslie, C.P.A., C.G.A., C.A.*
Tavish Annis, C.P.A., C.G.A.*

*A Professional Corporation

NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of Cowichan Housing Association as at March 31, 2019 and the statement of revenues and expenditures and changes in net assets for the year then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Duncan, British Columbia
October 3, 2019

CHARTERED PROFESSIONAL
ACCOUNTANTS

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COWICHAN HOUSING ASSOCIATION

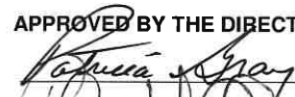
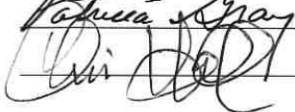
Statement of Financial Position

March 31, 2019

(Unaudited - See Notice To Reader)

	Total 2019	Total 2018
ASSETS		
CURRENT		
Cash	\$ 21,851	\$ 108,733
Term deposits	-	50,625
Accounts receivable (Note 5)	7,763	9,728
Prepaid expenses (Note 6)	1,500	1,000
	31,114	170,086
TANGIBLE CAPITAL ASSETS (Note 7)	2,972	3,998
	\$ 34,086	\$ 174,084
 LIABILITIES AND NET ASSETS		
CURRENT		
Bank indebtedness	\$ -	\$ 6,111
Accounts payable	2,345	11,146
Wages payable	2,779	831
Employee deductions payable	2,171	6,024
Deferred revenue (Note 8)	26,750	149,972
	34,045	174,084
NET ASSETS	41	-
	\$ 34,086	\$ 174,084

APPROVED BY THE DIRECTORS

 _____ Director
 _____ Director

The accompanying notes form an integral part of these financial statements

Palmer Leslie
Chartered Professional Accountants





COWICHAN HOUSING ASSOCIATION
Statement of Revenues and Expenditures and Changes in Net Assets
Year Ended March 31, 2019
(Unaudited - See Notice To Reader)

	Operations 2019	Housing Loss Prevention 2019	Close to Home Housing First for Youth 2019	Attainable Housing Strategy 2019	Total 2019	Total 2018
REVENUES						
Grant income	\$ 64,174	\$ 75,274	\$ 36,615	\$ 67,492	\$ 243,555	\$ 259,347
Interest	572	-	-	-	572	1,264
Other income	1,417	-	-	-	1,417	900
	<u>66,163</u>	<u>75,274</u>	<u>36,615</u>	<u>67,492</u>	<u>245,544</u>	<u>261,511</u>
EXPENSES						
Accounting and bookkeeping	1,253	-	-	-	1,253	4,713
Advertising and promotion	624	238	53	94	1,009	1,695
Amortization	1,026	-	-	-	1,026	928
Business taxes, licenses and memberships	155	285	-	-	440	394
Insurance	1,251	250	-	-	1,501	1,500
Interest and bank charges	72	-	-	-	72	323
Meals	310	746	414	23	1,493	2,200
Office supplies and administration	1,513	36	11	-	1,560	2,330
Program supplies and fees	-	5,213	-	25	5,238	3,080
Non-recoverable goods and services tax	652	105	628	1,149	2,534	1,129
Honorariums	-	400	3,222	100	3,722	2,324
Rental assistance	-	12,392	-	-	12,392	6,190
Conferences and training	700	-	-	-	700	953
Meeting expenses	40	29	743	1,737	2,549	834
Printing	1,437	757	962	586	3,742	1,721
Rent	3,000	3,000	500	2,500	9,000	8,475
Salaries and benefits	30,800	19,794	20,530	39,948	111,072	194,442
Subcontractors	21,490	31,500	9,149	21,188	83,327	25,810

(continues)

The accompanying notes form an integral part of these financial statements

Palmer Leslie
Chartered Professional Accountants

COWICHAN HOUSING ASSOCIATION

Statement of Revenues and Expenditures and Changes in Net Assets (continued)

Year Ended March 31, 2019

(Unaudited - See Notice To Reader)

	Operations 2019	Housing Loss Prevention 2019	Close to Home Housing First for Youth 2019	Attainable Housing Strategy 2019	Total 2019	Total 2018
Telephone	305	509	90	-	904	649
Travel	1,807	20	-	142	1,969	1,821
	66,435	75,274	36,302	67,492	245,503	261,511
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(272)	-	313	-	41	-
NET ASSETS - BEGINNING OF YEAR	-	-	-	-	-	-
NET ASSETS - END OF YEAR	\$ (272)	\$ -	\$ 313	\$ -	\$ 41	\$ -

The accompanying notes form an integral part of these financial statements

Palmer Leslie
Chartered Professional Accountants



COWICHAN HOUSING ASSOCIATION

Notes to Financial Statements

Year Ended March 31, 2019

Unaudited - See "NOTICE TO READER" dated October 3, 2019.

1. OPERATIONS

Cowichan Housing Association ("the Association") is a Not-for-Profit Association working to increase affordable housing options and to prevent homelessness in the Cowichan Region. The Society was incorporated under the Society Act of British Columbia January 14, 2015.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Accounting standards

These financial statements have been prepared in accordance with standards for Not-for-Profit Organizations which is one of the financial reporting frameworks included in Canadian Generally Accepted Accounting Standards.

Fund accounting

The Association follows the deferral method of accounting for contributions. The Operating Fund reports unrestricted and restricted assets, liabilities, revenues and expenses related to the Association's housing. The Capital Fund reports the ownership, liabilities and equity related to the Association's property and equipment. Other funds reflect ongoing programs the Association is running.

Tangible capital assets

Tangible capital assets are stated at cost less accumulated amortization. Property and equipment are amortized over their estimated useful lives at the following rates and methods:

Equipment	20%	declining balance method
Computer equipment	50%	declining balance method

It is the Association's policy to expense any capital item with a total cost under \$500.

Income taxes

The Association is a Not-for-Profit Association and therefore considers itself tax-exempt under the Income Tax Act paragraph 149(1)(L).

Cash

Cash includes cash on hand and balances with banks net of bank overdrafts.

(continues)

Palmer Leslie
Chartered Professional Accountants



COWICHAN HOUSING ASSOCIATION

Notes to Financial Statements

Year Ended March 31, 2019

Unaudited - See "NOTICE TO READER" dated October 3, 2019.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Revenue recognition

Revenue consists of program funding from government agencies and interest from savings.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Estimates

The preparation of these financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations 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 current period. All estimates are reviewed periodically and adjustments are made to the statements of operations as appropriate in the year they become known.

3. FINANCIAL INSTRUMENTS

The Association's financial instruments consist of cash, accounts receivable, term deposits, accounts payable and accrued, and security deposits. It is the board's opinion that the Association is not exposed to significant credit risk, market risk or currency risk arising from these financial instruments as of March 31, 2019.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The association is exposed to this risk mainly in respect of its receipt of funds from its tenants and long-term debt.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the association manages exposure through its normal operating and financing activities. The Association is exposed to interest rate risk primarily through its bank indebtedness.

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COWICHAN HOUSING ASSOCIATION

Notes to Financial Statements

Year Ended March 31, 2019

Unaudited - See "NOTICE TO READER" dated October 3, 2019.

4. TERM DEPOSITS

Current period amounts are internally restricted by the Association for the repair and replacement of property and are represented by term deposits/GIC's held by financial institutions as follows:

	<u>2019</u>	<u>2018</u>
Term deposit @ 0.5% to mature January 30, 2019	\$ -	\$ 50,625

5. ACCOUNTS RECEIVABLE

	<u>2019</u>	<u>2018</u>
GST recoverable	\$ 796	\$ 987
Service Canada	6,967	8,741
	<u>\$ 7,763</u>	<u>\$ 9,728</u>

6. PREPAID EXPENSES

	<u>2019</u>	<u>2018</u>
Rent deposit	\$ 1,500	\$ 1,000

7. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Computer equipment	\$ 3,689	\$ 2,108	\$ 1,581	\$ 2,259
Furniture and fixtures	2,007	616	1,391	1,739
	<u>\$ 5,696</u>	<u>\$ 2,724</u>	<u>\$ 2,972</u>	<u>\$ 3,998</u>

The Association recorded amortization of \$1,026 in the current year (2018 - \$928).

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COWICHAN HOUSING ASSOCIATION

Notes to Financial Statements

Year Ended March 31, 2019

Unaudited - See "NOTICE TO READER" dated October 3, 2019.

8. DEFERRED REVENUE

Deferred contributions represent government funding received that remain unspent. Changes in the deferred contributions balance are as follows:

	<u>2019</u>	<u>2018</u>
Balance, beginning of year	\$ 149,972	\$ 210,481
CVRD VIHA Grant revenue received	100,623	135,572
Youth Housing First Project grant	-	14,400
Amount recognized as revenue in the year	<u>(223,845)</u>	<u>(210,481)</u>
Balance, end of year	<u>\$ 26,750</u>	<u>\$ 149,972</u>

9. ECONOMIC DEPENDENCY AND GOING CONCERN

The Association derives most of its funding from government agencies. In the event that such funding is not available, the Association would require alternate funding sources in order to meet its financial obligations.

10. UNALTERABLE CLAUSE

In the event of dissolution, any remaining assets of the Association are to be distributed to a recognized charitable organization in British Columbia, Canada with similar objectives or to a suitable level of government.

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