



PACIFICA HOUSING

Equitable housing in pursuit of thriving communities

Pacifica Housing acknowledges, honours and respects the Lekwungen speaking peoples of the Songhees Nation and Esquimalt Nation on whose territory Pacifica Housing operates, as well as the WSÁNEĆ people and Snuneymuxw First Nation and Snaw'naw'as' First Nation.

We are thankful to be able to carry out our good work, live, and learn on these lands.





COVER: Pacifica Housing at the 2022 Victoria Pride Parade

ABOVE: Members of our talented Victoria team

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PACIFICA HOUSING

Equitable housing in pursuit of thriving communities

Pacifica Housing is one of Vancouver Island’s largest operators and providers of affordable homes and supportive services. Through our community services programming, and with nearly 1,300 affordable homes and new developments coming in the future, we support more than 2,500 individuals and families in Greater Victoria and Nanaimo.

OUR MISSION

To advance the independence of individuals and families through equitable housing and supportive services.

OUR VISION

Equitable housing in pursuit of thriving communities.

OUR VALUES



Authenticity

Finding congruence inside and outside Pacifica Housing through open and honest speech and action.



Leadership

Courageously creating opportunities through collaboration where there were none before.



Respect

Showing that everyone has value by treating people with dignity, compassion, and unconditional kindness.



Social Justice

Challenging an unjust status quo so that everyone can enjoy fair and equitable access to their economic, political, and social rights.

A FOUNDATION OF HOUSING WITH HEART

- Lead intentionally with the principles of Justice, Equity, Diversity and Inclusion (JEDI)
- Incorporate Housing First and harm reduction approaches to supportive services
- Integrate supportive services that empower individuals as they move through the housing continuum towards independence
- Develop an intentional culture of environmental stewardship

OUR EXECUTIVE TEAM



Carolina Ibarra
Chief Executive Officer



Gareth Duggal
Director of Finance



Ryan Hube
Director of
People & Culture



Calvin Leitner
Senior Manager of
Strategic Initiatives



Kayla Lilledahl
Director of
Supportive Services

OUR BOARD OF DIRECTORS



Marnie Hill
Board Chair



James Gustafson
Vice Chair & Treasurer



Raj Sahota
Secretary



Alison Paul
Director



Sang-Kiet Ly
Director



Timothy Chu
Director



Darryl Matkaluk
Director



Ryan Goodman
Director

IN LOVING MEMORY

(1981-2022) Ryan’s passion for urbanism and design was only outshone by his passion to make a difference. Pacifica Housing is forever grateful for the time Ryan dedicated to the organization.

A SPECIAL THANKS

Pacifica Housing would like to express our sincere gratitude to outgoing Board Member Jamie Hall for his many years of service. Jamie joined the Pacifica Board in 2010, serving as a director until 2022.



Jamie Hall
Director

MESSAGE FROM THE CEO: CREATING THRIVING COMMUNITIES THROUGH ENGAGEMENT & ADVOCACY

As I reflect on 2022, I see an organization that has adapted to a constantly shifting environment. We pivoted in response to emergent community needs and the current housing environment. As society cautiously moved into a post-pandemic era, we moved away from emergency COVID-response services - such as high volume delivery of food and temporary reactive services - back to a focus on housing, eviction prevention and advancing the independence of individuals through supportive services.

As we have seen a growing trend of families in particular struggling to retain housing stability, we added capacity to our Community Connections program, where we have provided short-term support to over 250 people and prevented 88 evictions. Our team is more intentional about supporting people to move along the housing continuum toward sustained independence. This year we supported over two dozen people on their journey from supportive housing to independent living, thanks to funding renewed through BC Housing. We have also better articulated what success looks like in supportive services – successes that often require approaches that are unique to each individual – so we can better measure and communicate our impact.

Our long-standing Streets to Homes program continued to grow and deliver. The total number of participants we support increased by over 15%, with individuals with a history of chronic homelessness who have remained successfully housed for over 5 years now totalling 86. Our Community Services team is also adapting to the considerable challenge of addressing the unique needs of the growing number of seniors at risk of homelessness.

In relation to housing stock, Pacifica Housing's number of affordable market units grew while we lost subsidized units as a result of ending operating agreements in the midst of inflation and rising interest rates. It was a temporary reduction as the overall portfolio is preparing to grow in all areas in 2023.

“Yet, the reality is that it has become more and more challenging to keep up with the volume of new affordable units needed in the midst of the accelerated loss of subsidized housing stock. This continued trend is why we turned our efforts to more intensive advocacy in this area, along with our peers in the sector.”



Reconnection/community engagement was another feature of 2022. Once again, we participated in community events such as Victoria's Pride Parade, hosted community BBQs and pop ups, and brought back previous initiatives – and created new ones – to facilitate resident engagement. It is through creating and joining community that we will all thrive.

Over the coming year, I look forward to continuing our trend of engagement and advocacy. As always, our teams will continue to identify and adapt to community needs, so that we may honour our vision of equitable housing in pursuit of thriving communities.

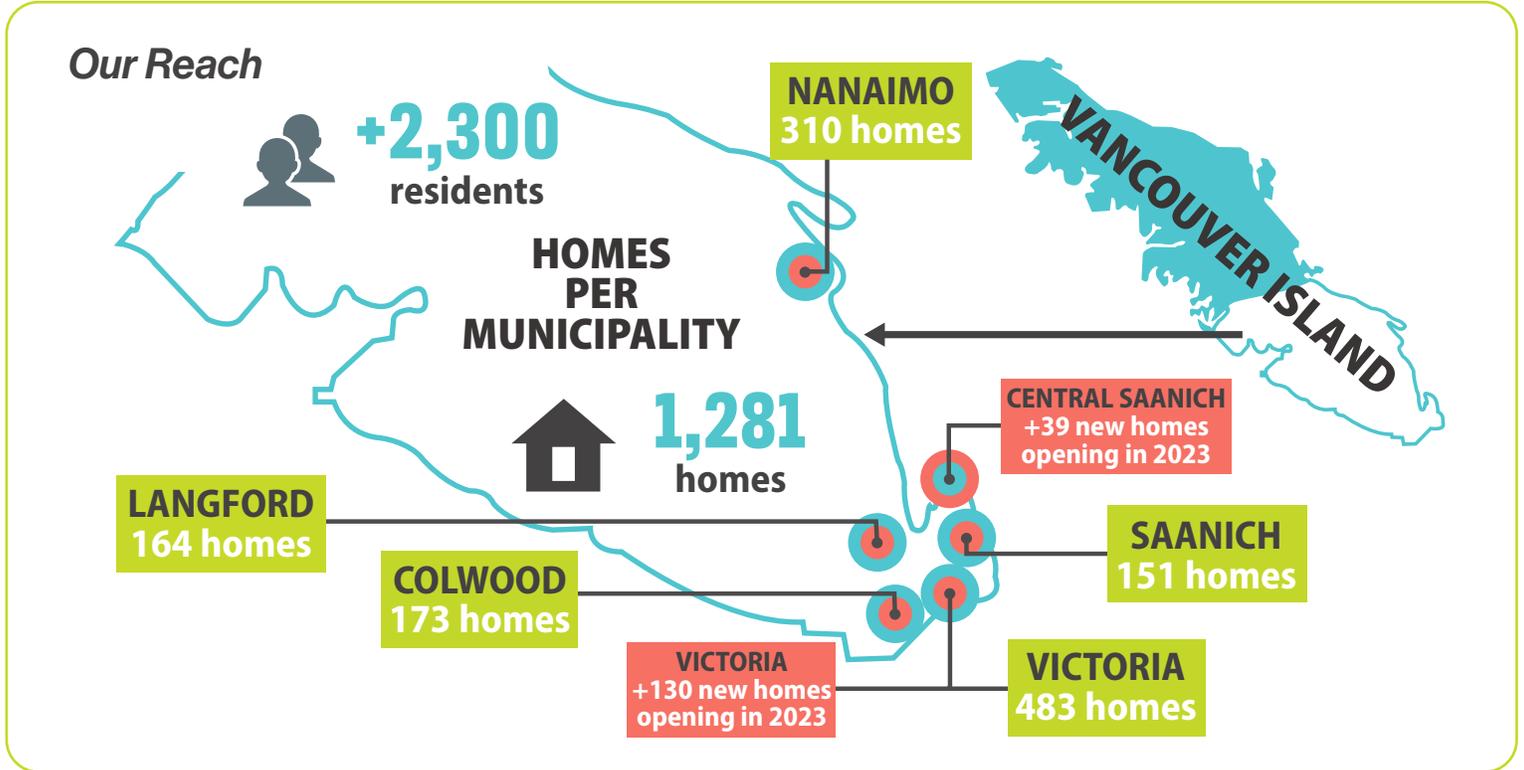
Sincerely,

A handwritten signature in black ink that reads "Carolina Ibarra". The signature is fluid and cursive.

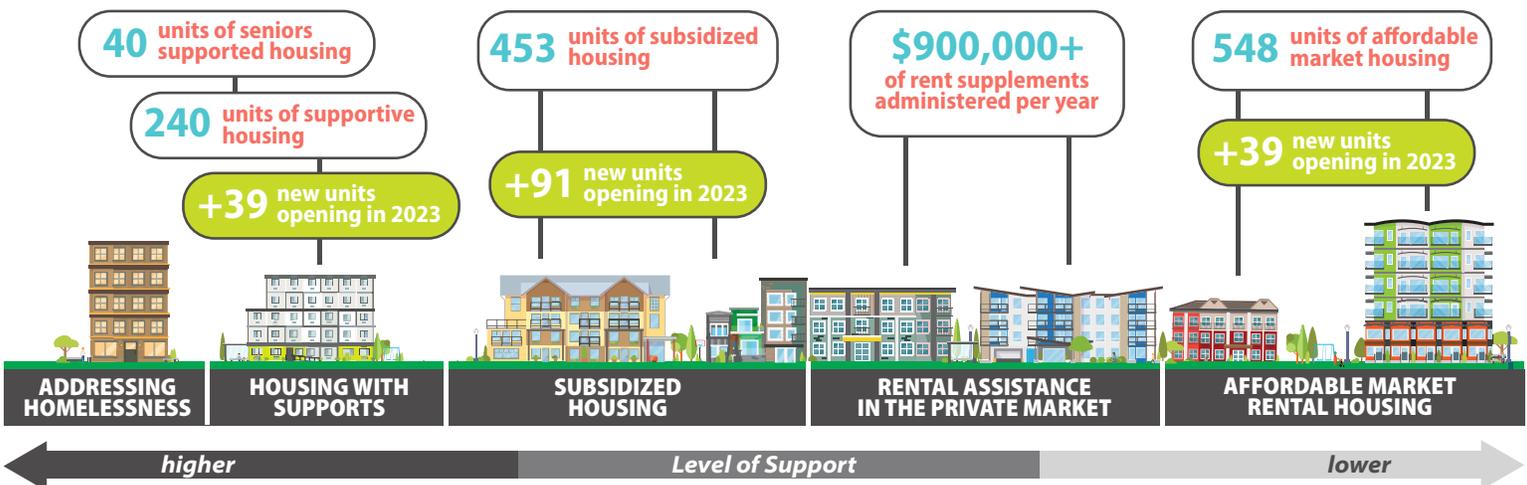
Carolina Ibarra
CEO, Pacifica Housing

EQUITABLE HOUSING IN PURSUIT OF THRIVING COMMUNITIES

Since 1988, Pacifica Housing has successfully developed and/or operated dozens of projects along the housing continuum, with the key purpose of providing equitable housing and support services for people at multiple entry points in Greater Victoria and Nanaimo. We develop community-based projects that meet people where they are at, helping those who are marginalized exit the cycle of homelessness.



Opening More Units across the Housing Continuum



BUILDING NEW HOMES



As 2022 ended, Pacifica Housing was preparing its newest housing project, The Dalmatian, for occupancy on Johnson Street in downtown Victoria. The innovative project with the City of Victoria's new, integrated fire hall and 130 affordable homes is expected to reach full occupancy by fall 2023.

In the Burnside Gorge area of Victoria, at the former Burnside School property, construction is underway with framing nearly completed, of 88 new units of affordable family housing and a childcare space. Construction is on schedule with completion projected for late 2024. Funding for the project has come from BC Housing, CMHC, City of Victoria, School District 61 and the BC Ministry of Education and Child Care.



130
New homes
ready for
occupancy

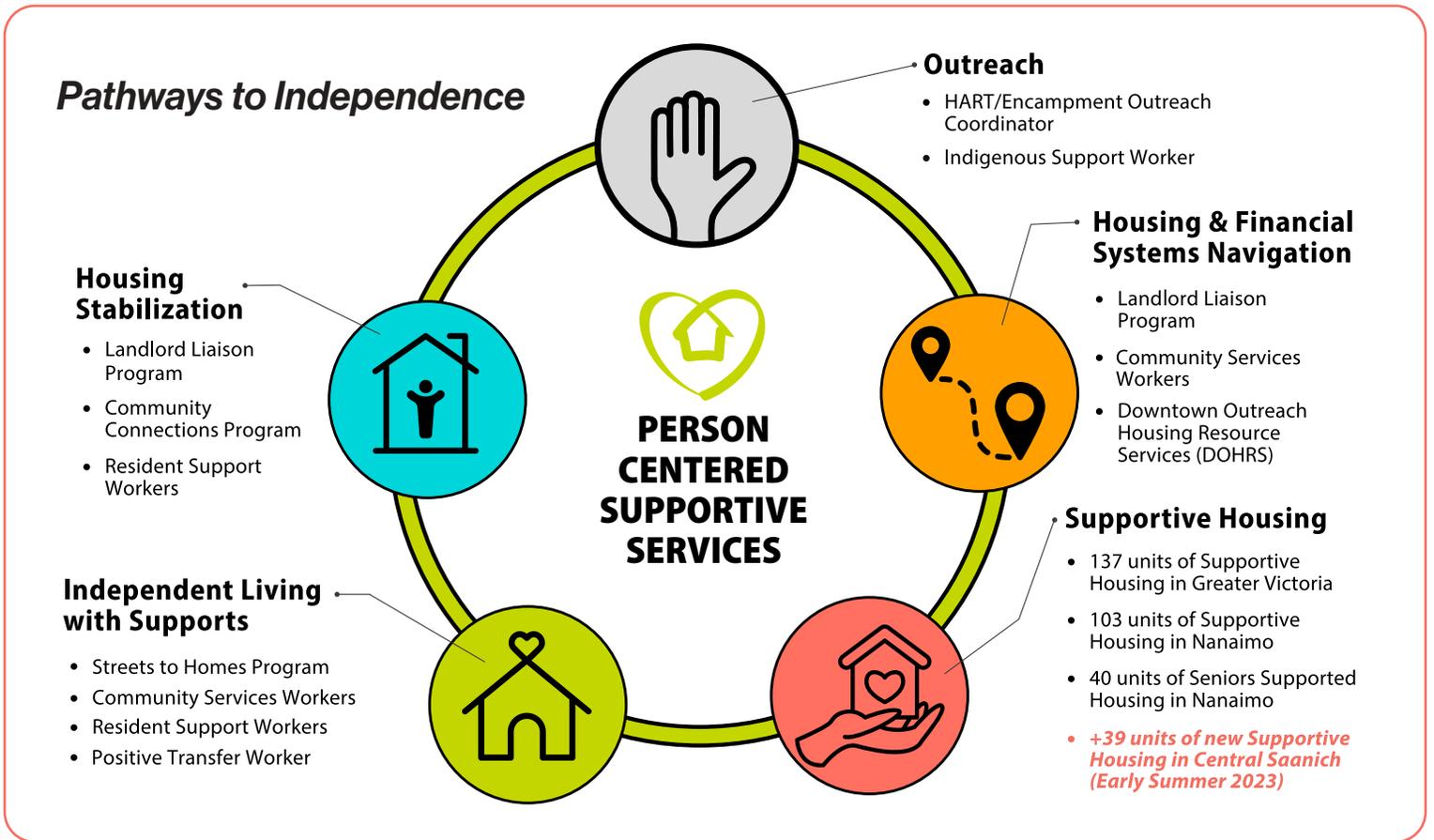


88
New homes
under
construction



ADVANCING INDEPENDENCE THROUGH SUPPORTIVE SERVICES

With care and compassion, our Supportive Services teams continued to work with clients in a trauma-informed way that emphasizes safety, trustworthiness, choice, connection, collaboration, strengths, skill building, and self-care.



Housing and Financial Systems Navigation



In April, our Community Services team supported the careful, permanent reopening of our Downtown Outreach Housing Resources Services (DOHRS) office for in-person services. While the pandemic saw the DOHRS team become very skilled at meeting community needs from a distance, this service delivery update better supported our person-centered approach, resulting in an overwhelming number of client assessments for housing for the remainder of 2022.

Historically, people accessing the DOHRS office for services have been single or couples without children, but we continue to see a gradual rise in the number of families who are seeking housing navigation services, in addition to a rise in the number of seniors seeking housing. The majority of people actively searching for housing are doing so primarily due to current rental costs becoming unaffordable; imminent eviction for non-payment of rent; eviction for landlord use of property/property has sold; imminent renovation; or, their current housing is inappropriate to meet their physical or mental health needs.

In April, our Community Services team was revitalized by some much-needed multi-year funding for our Community Connections program in Victoria. This provides our Resident Support Worker with more eviction prevention resources to support residents of our independent living units experiencing circumstances that put their housing stability at risk.

Many of the people we serve face multiple barriers to maintaining housing stability in an independent-living setting – including trauma, systemic trauma, mental health, substance misuse, brain injury, and other socio-economic barriers to housing. Our Community Services team helps those who do not possess basic life skills and require wrap around services to support them in achieving successful outcomes.

Community Connections Program

The Community Connections program provides comprehensive non-medical case management services to those requiring support to stabilize and maintain their tenancies within Pacifica Housing’s portfolio of independent living homes.



164

Program referrals



291

Residents served (including youth, children & seniors)



88

Evictions prevented



\$9,313

In grocery and/or travel vouchers distributed

Streets to Homes Program

The Streets to Homes program helps individuals with a history of chronic and/or episodic homelessness secure and maintain permanent housing, including a rent subsidy and supportive services to promote long-term housing stability and independent living.



139

Program clients



14

Clients stably housed for over 3 years



44

Evictions prevented



72

Clients stably housed for over 5 years



120+

Participated in economic or social integration services



14

Clients stably housed for over 10 years

Positive Transfer Program

Pacifica Housing’s Positive Transfer worker collaborates with other local agencies, on behalf of their clients and caseworkers, to support those transitioning to independent-living situations from supportive housing or shelters.



25

Program clients



18

In Pacifica Housing buildings



7

In CRD housing

Housing Action Response Team

The HART team, which includes Pacifica Housing’s Encampment Coordinator, supports people living in encampments and sheltering on the streets access housing resources and referrals to critical services.



305

Individuals were engaged with by our Encampment Coordinator



L to R: Share and Celena share their insights on the rise in seniors seeking housing through the DOHRS office in Victoria

OPENING THE DOHRS FOR SENIORS IN CRISIS 🎯 IMPACT STORY

Looking back on 2022, an emerging theme we see on a weekly basis is seniors losing housing. Many of the seniors coming to our Downtown Outreach Housing Resources Services (DOHRS) office need help because of 'renoviction' - an eviction put in place to renovate or repair a rental unit. Many times, the suite they have called home for a long time is in a house or apartment that has sold. The new owners don't need tenants, or they need the suite for a family member moving in, which means our client needs to leave. These seniors have been renting the same home for years and discovering how expensive housing is these days is a HUGE shock, especially since they have probably been on a fixed income for years.

Emotional support is needed just as much as navigating how to find new housing. For many of the seniors we help, the logistics of finding that new home is daunting and scary. Many don't have email addresses and don't know how to navigate online sites, application forms, and resources; this adds more distress to someone already in crisis.

I think this is what sets us apart from other agencies, though. Yes, we help clients with specific applications, but we also offer emotional support. We go above and beyond to make sure that person finds a home. In many cases, the clients

applying to Pacifica Housing have also applied to other social housing providers or private market companies. We'll take the time with them to go through those outside applications since we recognize how terrifying it is for a senior facing first-time homelessness in the middle of a housing and affordability crisis.

One of our favourite success stories from the past year is about a senior named Kathy.

We gave Kathy a phone call after the realtor selling her rental of 8 years reached out to us. The realtor was desperate. Kathy needed to move as the house had sold and the new owners wanted the suite for their own use. The realtor told us Kathy had a timeline of under three months to find a new home, and that she had not yet made any progress with finding a new place to live.

When speaking with Kathy, you could tell she was a huge bottle of nervous energy. As a senior who lives alone with her cat and forces herself out to the grocery store once a week, we knew we would need a gentle approach with helping her.

Story continued on next page...

CONTINUED...

We gained Kathy's trust as she told us how upset she was with her situation. She refused to make an email address or try to navigate rental websites; Kathy was clear with us that it was hard for her to leave her home. Not only did she need help with applications, she needed resources for downsizing her furniture, help to find movers, and phone numbers for other building management companies.

“It was obvious Kathy needed support with the anxiety she was feeling so that we could get her into a new space. The reality was that she was very close to ending up homeless with her cat.”

- Celena, Housing Intake Worker, DOHRS

After some good phone chats, we convinced Kathy to leave her suite in Langford and come down to our office with the documents needed to help her apply for housing. We were extra gentle with Kathy when she arrived, as it was clear she was ready to break down. We poured her some tea and sat with her to listen to her fears about moving. We then softly explained why she was on a tight timeline and assured her that we would be beside her every step of the way. Kathy left our office that day with a smile on her face and a completed application. With the directions home we had printed for her in hand, she said she felt lighter - like there was a huge weight off her shoulders. We assured her the completed application was going straight to our Landlord Liaison and that we would advocate for her the best we could. She asked us if we would mind calling her the next day to check in and say hi.

From then on, Kathy and the DOHRS office became phone pals. We would check in with her every few days, and she would proudly tell us what she had packed up, whom she had called for help, and how her cat could sense something was going on. The moment we found out there was an affordable unit in a Pacifica building, Kathy, the DOHRS office, and Landlord Liaison got to work.

Things came together and Kathy secured the apartment! We kept calling to check in with her and see how packing was going, if she had secured the movers we had suggested, and to gauge her general mental health through the process. When she came back to the office to sign her lease a few weeks later, it was like talking to a whole new Kathy! Incredibly relieved, the only anxiety she had left was for her cat. She asked if we could continue to call and check in with her once she had moved.



“The last time we spoke with Kathy she was getting more comfortable with her new area, her cat was adjusting faster than she had predicted, and she was extremely grateful to us for helping her find a home.”

- Celena & Share, DOHRS office



What is a Landlord Liaison?

Operating out of the DOHRS office, The Landlord Liaison supports clients with the logistics of finding and retaining housing, landlord mediation and providing tenancy education.

SUPPORTIVE HOUSING

Our on-site Supportive Housing teams hold residents capable by providing guidance and support with activities of daily living, access to harm reduction and safe supply, and connection to a network of community and government support services, such as mental and physical health care, substance misuse counseling, and vocational training.

Our Supportive Housing teams also provide on-site community programs that empower and support our residents, including social and recreational activities to promote community engagement, community meals to enhance food security and volunteer opportunities to gain work experience.



2,697

Community meals served



70

Community volunteer program participants



1,635

Resident volunteer hours



9

Supportive housing community gardens



40

Supportive housing community garden beds

Pacifica Housing to Operate New Supportive Housing in Central Saanich

In December, Pacifica Housing was publicly announced as the operator of a new supportive housing site under construction at 7606 East Saanich Road (formerly called 1909 Prosser Road, prior to subdivision) in Central Saanich. BC Housing is purchasing the building with an estimated 39 new permanent homes of supportive housing. People will begin to move in at the end of May 2023.

This new supportive housing site will include self-contained units with various support services provided on-site, to help people achieve and maintain housing stability.

With the building design, priority will be given to people at risk of homelessness in the Central Saanich region who need minimal supports and are ready to move toward living more independently.

Staff will be on-site 24/7 working with each resident to understand their needs and help them set and meet their personal goals. Applicants will go through an assessment process to make sure there is a mix of residents with the right supports. All residents will have an individual support plan.

As BC Housing prepared to purchase and open 7606 East Saanich Road, both BC Housing and Pacifica Housing began to engage with neighbours to discuss how the residents of these new homes will integrate into the community. We will also be putting together a Community Advisory Committee and will share more information in 2023 about the application process.



Up to 39 homes with supports are coming to Central Saanich

Supports will include:



- On site Housing Support Workers, a Life Skills Worker and a Community Development Worker
- Life skills training and employment assistance
- Community Volunteer Program for residents
- Connections and referrals to community services and support groups

BUILDING HEALTHY RELATIONSHIPS IN SUPPORTIVE HOUSING

IMPACT STORY

Kris, 44 years old, had been homeless 'off-and-on' for three years before arriving at one of Pacifica Housing's supportive housing sites in Nanaimo.

The sudden passing of his brother seven years ago was incredibly difficult on Kris and his battle with substance use took over; soon it became impossible to maintain a job or a home. Life became a series of makeshift camps deep in the woods, stays in any shelter that would take him, and then back to the woods. For Kris, anger and emotional regulation issues made it challenging to find stability in most available housing programs.

Soon enough, Kris realized he could no longer cope on his own; his physical and mental health was rapidly declining and he knew he needed help, so he reconnected with local Nanaimo resources, which lead him to Pacifica Housing.

"When Kris first came to us, he was he was struggling with his emotions nearly everyday," recalls Kaiden, Supportive Housing Manager for Pacifica Housing.

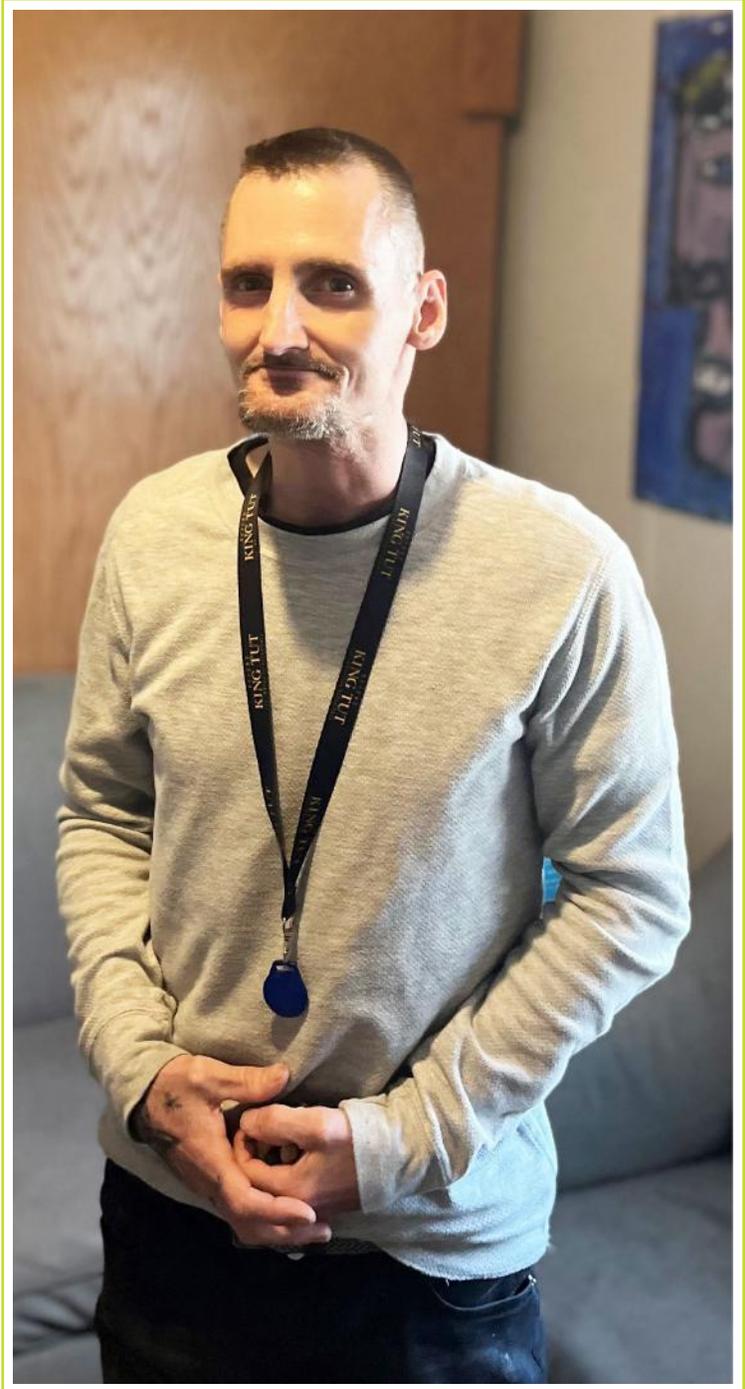
"It took probably the first three months for us to establish Kris' baseline and I'd say within six months I saw Kris trust us as a staff team fully."

- Kaiden, Supportive Housing Manager

Kris admittedly struggles with anxiety, substance use and emotional control, which can lead to outbreaks of emotion or depression. Kris also has various physical health diagnoses. These factors, combined with homelessness, can be extremely daunting to address without support.

"I've always had issues with my anger and my temper," says Kris. "But, where I am now, with the supports offered, I've been able to make some health connections so I can work one-on-one with my doctor and find some ways to get necessary testing done."

"I think the major thing for Kris was having support off site from our mobile outreach workers," states Kaiden. "They mediated and advocated for Kris and helped him get what he needed. Our team of Housing Support Workers keep track of Kris' appointments and encourage him. He was experiencing medical symptoms that were confusing and at times scary for him. He was taking medications for various things that weren't working for him and he wanted answers and support. I believe we walked alongside Kris, empowered, supported and advocated on his behalf to help him get these answers."



"Having [Pacifica Housing] staff sit in on my appointments has made it easier to find and talk about what needs to be done and also discuss and measure the ways that I have improved, along with the things I can work on."

- Kris, Supportive Housing Resident

Story continued on next page...

BUILDING HEALTHY RELATIONSHIPS IN SUPPORTIVE HOUSING *CONTINUED...*



Now, through all of his hard work, Kris has regained his drive and confidence. “Before, I had a lack of drive or hope that I could find something more stable,” recalls Kris. “I didn’t have a lot of confidence in myself in being outside and how society has accepted me as a homeless person. Here, staff show me a lot more patience and work with me, rather than cast me aside when issues arise. They continue to show a willingness to work with me and recognize that my issues don’t define me. They see the changes and what I can become.”

“Not only has he progressed, but our team has managed to support him and keep him housed where other supportive housing locations couldn’t,” says Kaiden. “Kris has reconnected with his son, gotten ahead of his medical situation, controlled and lessened his substance use and has gained so much confidence and self-worth. He also went from instances where he couldn’t control his emotions as he would have liked, to now having whole months where he has

“Before, I was only talking to my father periodically, but now we talk weekly and he’s even made the trip out here to see me twice since I’ve been here,” beams Kris. “Through my father I’ve been able to re-establish a relationship with my son that I did not have previously.”

- Kris, Supportive Housing Resident

better control of his emotions.”

“This connection helps my drive to continue to improve,” states Kris. “Everyday is a constant battle; you really have to work at it daily, but it’s easier now that I see that others are behind me as well.”

Needs for Successful Supportive Housing

- 1 Adequate and predictable funding that allows for effective staffing levels, health and safety programs, maintenance, programming, and administrative oversight**
- 2 Purpose-built sites**
- 3 Diversity of programs and locations to fit different needs**
- 4 Health care services including mobile primary care**
- 5 Safe supply in addition to recovery options and sober living options**



Measures of Success

- Building healthy relationships
- Building healthy boundaries
- Maintaining housing
- Managing emotional state
- Maintaining personal health
- Moving on to independent living where appropriate



What to Avoid

- Encampment sweeps
- Denying choice
- Breaking consistency for long term residents



STRENGTHENING COMMUNITY: CREATING OPPORTUNITIES TO IMPROVE THE RESIDENT EXPERIENCE



Staff and residents at a September engagement event at Wilson's Walk

Resident Engagement Initiatives



With funding support from the Community Housing Transformation Centre, Pacifica Housing has developed the Strengthening Community initiative, a survey research and resident engagement project designed to help the organization better understand whom we serve and what the resident housing experience has been. We also want to know – from the resident’s point of view – what we are doing well, what we need to improve, what important areas not under our control we may need to advocate for, and what interest residents have in supporting community building.

A community-based participatory approach was the guiding framework for the development, design, and implementation of the project, which includes a resident survey, engagement events, and focus group discussions. This approach, influenced and driven by Pacifica Housing leadership and the Pacifica Housing strategic plan, helps to answer the needs and preferences of residents by meaningfully involving them in the project.

As part of this approach, two Resident Advisory Committees (RACs) were formed in the summer of 2022; one for residents in Nanaimo and one for residents in Greater Victoria. The RACs supported the development of survey questions, provided input on resident engagement activities, and highlighted categories of importance from the perspective of the resident community. These categories include resident demographics; community and support; health, safety, and security; suite, building maintenance and accessibility; and, communication with Pacifica Housing.

Story continued on next page...

STRENGTHENING COMMUNITY: CREATING OPPORTUNITIES TO IMPROVE THE RESIDENT EXPERIENCE *CONTINUED...*

The University of Victoria's School of Public Administration was hired by Pacifica Housing to assist with the survey and RAC stages of the project, as well as reporting of preliminary results.

In September, Pacifica Housing distributed the co-created resident survey to 1275 Pacifica Housing resident homes. This survey was open to all Pacifica Housing residents over 18 years old, and 420 responses were received, for a 33% response rate.

The next phase of the project includes data analysis and facilitated resident focus groups to carry on with this work through community conversations. The goal of focus groups is to continue to learn about the resident housing experience and better understand the results of the survey, so that the organization can translate them into actions such as process changes and/or advocacy.

The experiences shared in these sessions along with the feedback previously collected through the surveys and advisory committee meetings will help inform programs, improvement of services and advocacy where required.



Nanaimo Resident Advisory Committee members discuss the resident survey

Resident Survey Technicalities (September 2022)

SURVEY DISTRIBUTION



- Email, poster campaign (door-door), resident pop-ups, mail outs
- Residents had access to both online & paper copies



429

Survey responses from residents



1275

Resident households had survey access



33%

Survey response rate

MEET CHRISTOPHER: PACIFICA HOUSING RESIDENT ADVISORY COMMITTEE MEMBER

IMPACT STORY

The first Victoria Resident Advisory Committee (RAC) meeting in July 2022 was an unexpected reunion for two Pacifica Housing residents who hadn't seen each other in years. For Christopher, it was a reminder of his time in a local shelter where the pair had met for the first time.

Looking back, Christopher identifies the time leading up to that shelter experience as a rock bottom point in his life.

Christopher was abroad, living in Dallas, Texas completing a Doctorate Degree in Exercise and Nutritional Science.

"I was within a year of graduating," he recalls.

"However, fate intervened. I was in a serious motor vehicle accident. The thunderous impact left me with a relentless cervical trauma that turned my once-thriving life into an inescapable 20-year-long 'pain-in-the-neck' nightmare."

- Christopher, Resident

"I had fallen homeless, drinking myself to death. Shockingly, I was pounding more beer each day than I would drink in an entire year before the accident," states Christopher.

Describing what he views as his 'three miracles', a series of local community services offered support for Christopher's health and housing needs. The first of these being direct access from the shelter system to Cool-Aid's Community Health Centre, followed by a referral to Island Health's substance misuse recovery program with transitional housing, and finally, subsidized housing with Pacifica Housing.

"I received top-notch health care infused with kindness and compassion," remembers Christopher. "My superb doctor helped get me into substance misuse recovery...It probably saved my life."

Many people may be surprised to learn that finding stable, long-term housing after going through a substance use and recovery program is often very difficult. Considering disruption in housing stability can significantly jeopardize all the hard work done by program participants, this is a major barrier to living substance-free long-term.



"My traumatized spirit was really exhausted from homelessness, my recovery program, and transitional housing. I seized a golden housing opportunity and moved from high stress transitional housing to a new Pacifica Housing suite with only the clothes on my back, a blanket, and a smile the size of Texas!"

- Christopher, resident

"The catharsis I experienced the first night, realizing I had an affordable, charming, safe, and permanent roof over my head; healing is near impossible without having our basic needs met, including secure housing," asserts Christopher.

Story continued on next page...

MEET CHRISTOPHER: PACIFICA HOUSING RESIDENT ADVISORY COMMITTEE MEMBER *CONTINUED...* IMPACT STORY

These days, Christopher enjoys the stability of day-to-day life. His doctorate is now complete and he is transferring to Pacifica Housing's new downtown building, The Dalmatian, where he will be closer to his support groups and other resources.

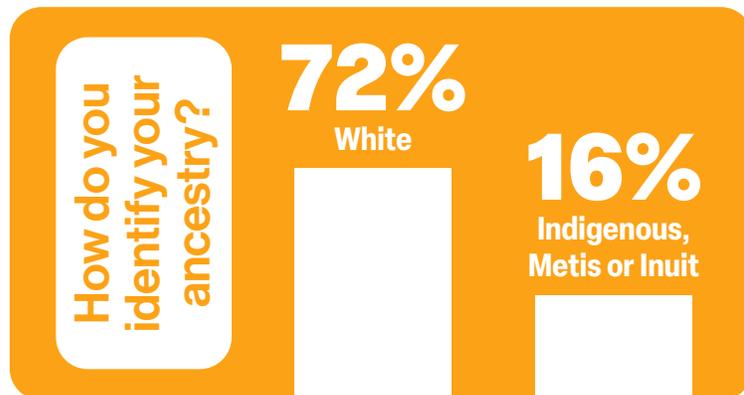
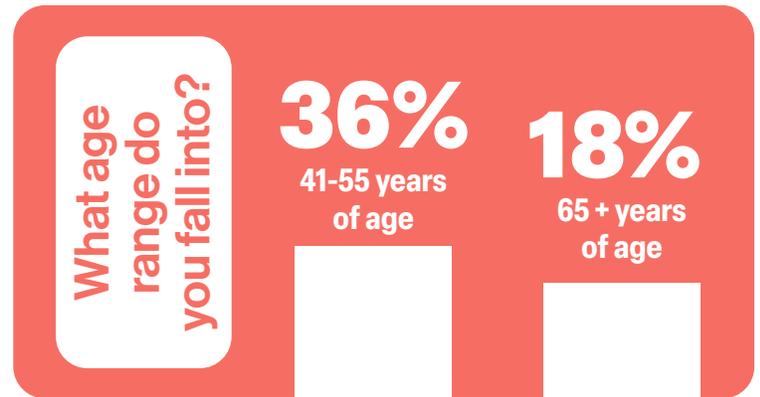
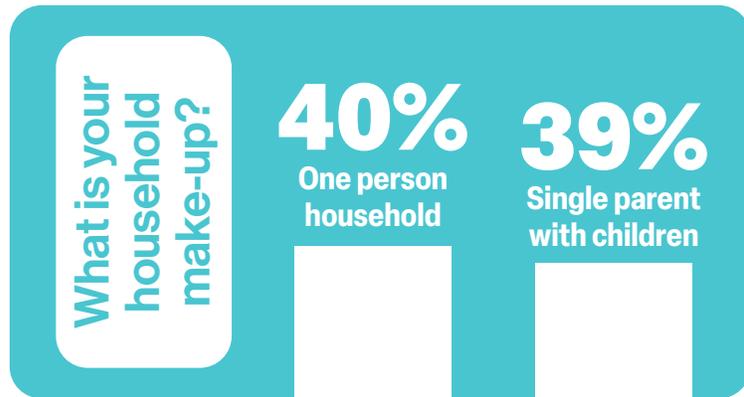
In expressing his gratitude, Christopher jumped at the chance to participate in Pacifica Housing's resident engagement project.

"I felt very grateful to be securely housed and wanted to give back by serving on the committee," states Christopher. "In supporting the development of the survey, the RAC was able to discuss and support adding several questions regarding communication and safety that we feel Pacifica Housing will be able address. Through this process, I have a greater understanding and appreciation of the depth and breadth of the housing crisis and some of the challenges both tenants and landlords constantly face. Now I have a more informed opinion on housing and am aware of some of the housing issues my fellow residents face."



Staff and residents at a resident engagement event in Nanaimo

Initial Resident Survey Results: Key Demographic Findings



BUILDING SECTOR CAPACITY THROUGH LEADERSHIP AND ADVOCACY



L to R: Kathy Stinson (Cool-Aid Society), Julian Daly (Our Place Society), Carolina Ibarra, Virginia Holden (GVHS), Corinne Saad (Gorge View Society)

Pacifica Housing recognizes our potential to lead, mentor, and advocate alongside our peers in the sector. Leading up to the 2022 municipal elections, many in the housing sector recognized the need to outline what is needed from municipal leaders to significantly move the needle on the creation and retention of affordable housing.

To that end, Pacifica Housing, alongside peers from The Vancouver Island Housing Leadership Network (VIHLN) – a coalition of non-profit affordable housing providers who serve on the front lines of the housing crisis – held a media event at the Camas Gardens supportive housing site in September to issue the following six calls to action:

VIHLN'S SIX CALLS TO ACTION

- 

1 **ESTABLISH A SEPARATE HOUSING CENTRE** - with elevated status within each municipality to facilitate/accelerate the approval of affordable and supportive housing proposals and promote an affordable housing lens through all departments' decisions and policies.
- 

2 **UNLOCK ACCESS TO MUNICIPAL LAND** - improving the financial viability of developing new housing.
- 

3 **COMMIT TO EXEMPTIONS FOR NON-PROFIT DEVELOPERS** - for property taxes, development cost charges and municipal improvement obligations.
- 

4 **ACCELERATE PROCESSES** - by adopting and expanding on the example of the City of Victoria in approving an accelerated process for new affordable housing projects consistent with the Official Community Plan.
- 

5 **PROMOTE MUNICIPAL COLLABORATION** - with our organizations and health authorities to ensure the right level of support is available to individuals in crisis when they need it.
- 

6 **CONSIDER THE VIHLN AS A RESOURCE** - as councillors endeavour to understand the complex challenges and barriers exacerbating the current situation to effectively advocate at the provincial and federal levels for the change our communities desperately need.

Together, the VIHLN oversee over 6,000 housing units across Vancouver Island with over 1,000 more in pre-development or under construction. By issuing these calls to action and increasing our advocacy efforts in the communities we serve, collectively we can add more purpose built housing to address the growing number of individuals cycling in and out of homelessness.

FOSTERING RESILIENT, SUPPORTIVE & COHESIVE TEAMS



Pacifica Housing CEO Carolina Ibarra presenting with the organization's Supportive Housing Managers

As the pandemic began, our sector had already experienced sustained pressure from multiple crises and capacity challenges from the lack of available skilled and experienced talent to respond to the increasingly complex needs of the growing populations we serve.

In November, Pacifica Housing CEO Carolina Ibarra led a presentation at Canada's premier affordable housing conference, the 30th Annual Housing Central Conference in Vancouver, to share strategies for fostering resilient, supportive and cohesive teams. The 75 minute presentation also included a panel discussion alongside our talented supportive housing leadership team.

Cohesion through Connection, Collaboration and Training

- Centralizing and unifying operations where possible
- Leadership training, coaching
- Staff training and promoting from within
- Quarterly meetings with CEO
- Weekly /bi-weekly team meetings
- Collaboration on problem solving



L to R: Kayla, Melissa, Carolina, Nicole and Kaiden talk teamwork

Staff Survey Results



92%

Feel supported by the person they report to



88%

Feel connected to their peers



94%

Are motivated by the work they do



93%

Feel supported by their team

INVESTING IN OUR PEOPLE

Our people are fundamental to achieving our mission. Like many other related health sectors, the non-profit housing and supportive services sector has experienced challenges with recruitment and retention throughout the pandemic era. In July, the HR department implemented a new recruitment system, which has resulted in much higher access to candidates and assisted us in filling key positions.

In 2022, we invested in nurturing a culture where we have an intentional space to celebrate, share, and grow together; and where we have the necessary supports, clarity, and training and development to carry out our inspiring and difficult daily work.



Indigenous peoples in Canada are significantly overrepresented among homeless populations, disproportionately at risk of becoming homeless, and face significant barriers to housing affordability. Recognizing this, the organization has engaged an Indigenous Consultant to help us implement our plan to embed Decolonization and Reconciliation into our operations, with input and collaboration from our teams along the way. This work, along with investments in Indigenous Cultural Safety training in April and Indigenous Ways of Communicating training in September supports our efforts to lead with equitable and culturally appropriate housing and programming.



2,416
Total hours
of training



620
Hours of Indigenous
cultural safety training



1,021
Hours of leadership
training



26
Courses active and/or
in development



\$130,000
Invested in training
and development

CAPITAL PROJECTS

In 2022, Pacifica Housing increased capacity in its Community Real Estate and Asset Strategies department to support the implementation of the organization's 10-year capital plan.

For the first time since the pandemic began, our new Building Condition Assessor worked diligently to schedule and conduct yearly inspections of all units and building components for our entire building portfolio in the Nanaimo and Greater Victoria regions. The information gathered informs decision making in determining building repair and replacement costs and supports the development of plans for capital projects, upgrades, and preventative and/or reactive maintenance needs.

Additionally, in 2022, our team oversaw the completion of several capital projects in Pacifica Housing's building portfolio that included structural repairs at our 23 unit townhouse in Saanich and roof replacement of 22 townhouse units in Nanaimo.



Construction phase



Completion

Structural Repairs at Bethune Ridge (Saanich)



Total Project Budget: \$722,867

Project Scope:

- Demolish the front envelope wall of the building consisting of units 6-15, as soil has inadequate bearing capacity
- Shoring of soil to stabilize the soil to bear adequate capacity
- Completely rebuild the front envelope to match the existing finishes

Project Completion Date:

Due to the unavailability of resources (labour and materials) the project timeline was extended and achieved substantial completion in August 2022.

Roof Replacement at Riverbend (Nanaimo)



Total Project Budget: \$695,500

Project Scope:

- Replace the roofs of all 22 townhouse units as there was heavy degradation of Asphalt shingles
- Replace all flashings, eaves, gutters and downspouts
- Repair any damages in the structural elements of each roof
- Paint the wooden components of the townhouses to improve their lifespan and visual appeal

Project Completion Date:

The project achieved substantial completion in July 2022.

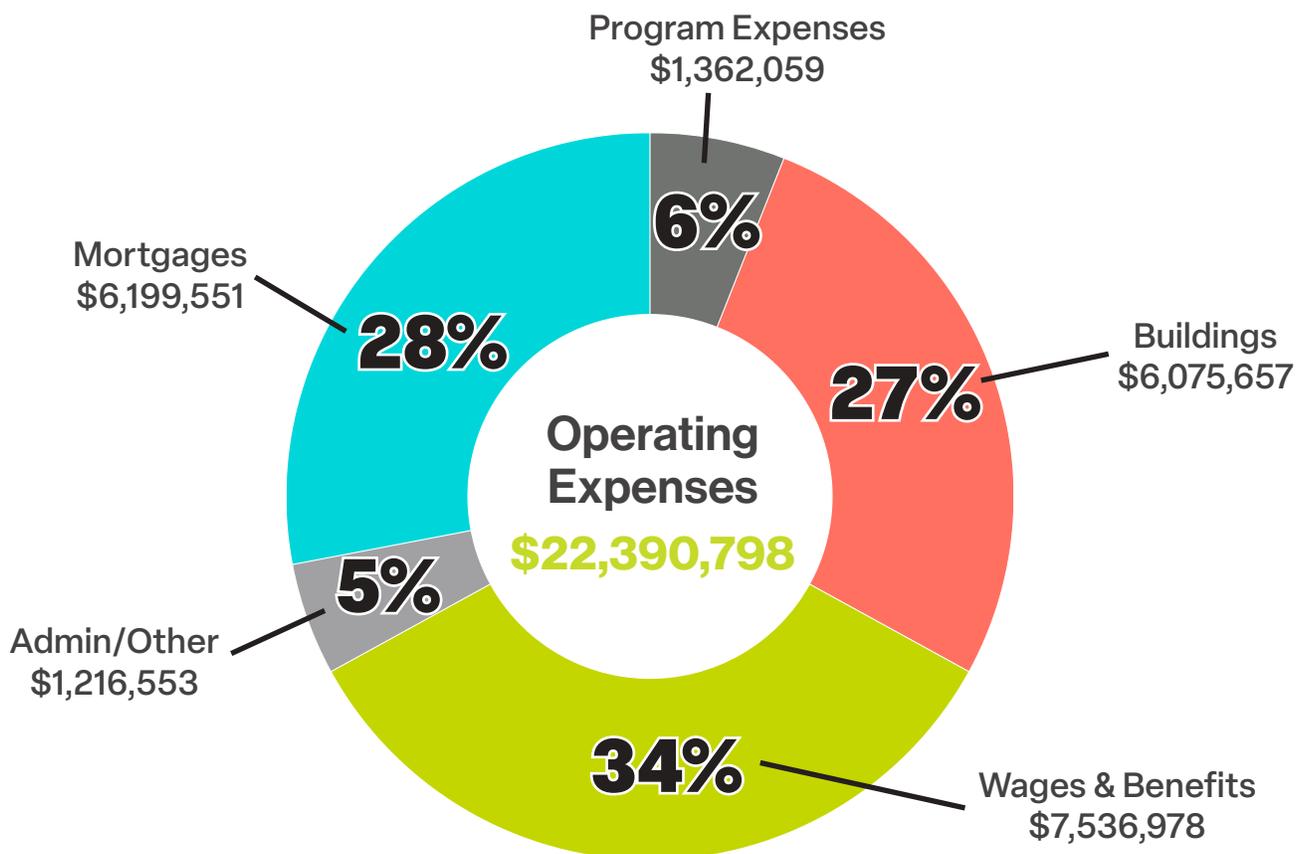
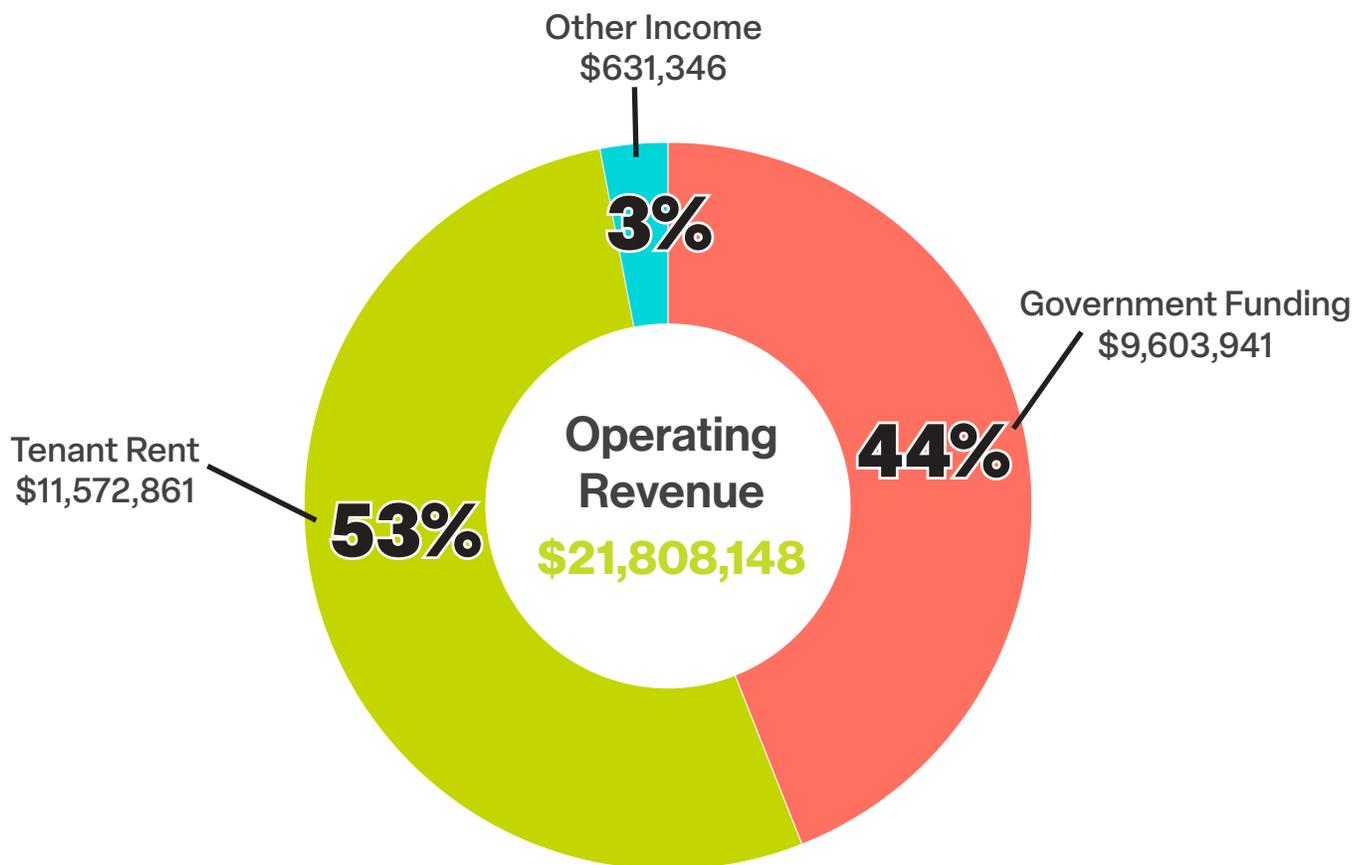


Before



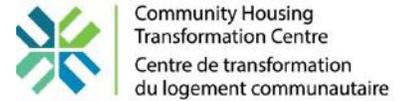
After

FINANCIAL OVERVIEW *



* Fiscal Year 2021: July 1, 2021 - June 30, 2022

PARTNERS & FUNDERS



PACIFICA HOUSING

827 FISGARD STREET
VICTORIA, BC V8W 1R9

P: (250) 385-2131
F: (250) 385-6776



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