



June 9th, 2022

APPENDIX B

**Fran Hunt-Jinnouchi**  
Executive Director  
Aboriginal Coalition to End Homelessness  
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Attention: Don Elliot  
Capital Regional District  
625 Fisgard Street  
Victoria, BC V8W 1R7

RE: Revised Scope & Deliverables for 2023-24/CRD Board of Directors

## INTRODUCTION

The Aboriginal Coalition to End Homelessness (ACEH) Society's mandate and strategic directions align and/or complement those of the Capital Region District's (CRD) visionary interests in relation to housing and homelessness. The ACEH's work, although focused on serving the needs of the City's highest risk and most vulnerable in the downtown core also supports the CRD's Regional Housing Affordability Strategy centred on "the development of policies and strategies designed to promote and support a range of housing types and tenures to meet the needs of individuals of all ages, incomes, and abilities."

However, the ACEH's work is distinctive in that it focuses on meeting Indigenous needs in a holistic manner: physical, mental, emotional, and spiritual through Indigenous approaches and worldview and Housing First principles. In this context, the ACEH's emphasis on Indigenous housing and wellness priorities aligns well with the CRD's Statement on Reconciliation, which "looks to First Nations for leadership in understanding how to create new decision-making systems together on their Traditional Territories." Taken together, the ACEH's critical work on community well-being and reconciliatory housing modelling echoes both the CRD's 2019-2022 Board Priorities and the 2019-2022 Corporate Plan, which both identify "Community Wellbeing," and "First Nations Reconciliation," as strategic goals.

Consequently, the ACEH will use this funding - if approved in areas of most need - to continue to support capacity development for the organization to meet its mandate, Operations Plan objectives, and 5-Year Housing Strategy which in turn supports the broader goals of the CRD. Specifically, the requested CRD financial support for 2023-24 will be used for leadership and operations: Executive Director (ED), required administrative support through an Executive Assistant (EA) as well as costs towards operations expenses such as the annual lease cost for the Broughton Street Office / Storefront which creates space for senior administrative offices, a nursing clinic and Registered Nurse, a Counselling room and Indigenous Clinical Counselor, Outreach Team offices, Community Kitchen, Elder Mentor meeting space, and work space for a Youth Programs & Services Coordinator. These funds are critical to support the ED, EA, and the overall operations of the organization towards wrap-around services, programming space, and a facility for cross-sectoral provider engagement and outreach.



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In addition to a broad range of responsibilities the Executive Director oversees, there are four capacity building areas that are of paramount importance to the ACEH's strategic directions:

- **Indigenizing housing development to meet the needs of the people we serve.** We envision an Indigenous continuum from unhoused to independent housing within the ACEH developed Dual Model of Housing Care. This entails Culturally Supportive Housing that is underpinned by a Decolonized Harm Reduction Framework. And focused on prevention and homelessness reduction. Financial projections point to 250 housing units as a solid baseline towards financial sustainability to cover core operational costs for the Society in the future, which is a housing target over the next five years contained within priorities of the 5-Year Housing Strategy.
- **Weaving in Indigenous youth housing and programming.** The goal is to create an action plan based on findings from the surveys of 69 Indigenous Youth in downtown Victoria to address their expressed needs regarding housing, programming, cultural supports, and holistic wellness needs (which includes physical, mental, emotional and spiritual supports).
- **Wrapping up research projects.** Rolling out the Culturally Supportive Housing Toolkit, Decolonized Harm Reduction Framework, Gender-Based Violence project (in partnership with the Victoria Police Department, Indigenous women, and 2SLGBTQQA+ individuals), as well as the Canadian Institutes of Health Research in partnership with the University of Victoria to design, implement and evaluate an Indigenous Alcohol Harm Reduction Residence Program resulting in the creation of a model to be shared widely.
- **Respond to the identified needs and service gaps** through the Indigenous Systems Improvement Map Research (completed in 2021) which will include the opening of a facility (currently referred to as the Gathering Space) to provide wraparound services to the Indigenous Street Family.

These four components are intimately linked to the ACEH's 5-Year Housing Strategy and Operations Plan providing strategic direction over the next 3 to 5 years. The model for practice in these plans emphasizes Indigenous health and wellness in the downtown core. The 5-Year Housing Strategy (2023 – 2028) is geared towards homelessness prevention and reduction inclusive of youth and adults and builds on the essential characteristics that distinguish the ACEH from other service providers, which is its Dual Model of Housing Care (DMHC) with embedded decolonized harm reduction core practices. The ACEH's growing body of research has fostered strategic directions deeply rooted in evidenced based learning and the voices of the Indigenous Street Family (ISF).



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#### EXECUTIVE DIRECTOR DELIVERABLES 2023-24

- 1) Implement the 5-Year Housing Strategy, Year one of five.
- 2) Complete the webinars for the Gender-Based Violence research project with an island-wide focus, finalize reporting and share findings with the Collaborative Response Network and build on the MOU and research findings with the Victoria Police Department regarding Indigenous women and 2SLGBTQQIA+ peoples.
- 3) Canadian Institute of Health Research: Produce the Indigenous Alcohol Harm Reduction program model as well as evaluation findings with the wrap up vetting from the ACEH Elders & Knowledge Keepers Advisory Council.
- 4) Decolonized Harm Reduction Framework (DHRF): Implement the Seasonally Aligned 12-month DHRF pathways to healing and recovery program incorporating lessons learned from 2022-23 pilots.
- 5) Culturally Supportive Housing Care Toolkit: Roll out and partnership building to develop culturally-supportive housing island-wide.
- 6) Represent ACEH at key community tables: For example the CAA Advisory; CAA Placement Committee; Greater Victoria Coalition to End Homelessness Steering Committee; Victoria Community Action Team (VCAT); Downtown Service Providers; Primary Care Network - Indigenous Collaborative (PNC); Homeless Individuals and Families Information System (HIFIS) Working Group; Indigenous Provincial Homelessness Steering Committee.

*The ACEH Directors will be alternates at these tables when the Executive Director cannot attend.*

#### EXECUTIVE ASSISTANT DELIVERABLES 2023-24

The Executive Assistant will be overseeing the following projects/initiatives:

- 1) Oversight and management of the ACEH Storefront office to provide services to the unhoused downtown population.
- 2) Administrative assistance to the Executive Director.





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### ANNUAL BUDGET

DESCRIPTION	AMOUNT
Executive Director (contribution to salary)	\$65,000
Executive Assistant (contribution to salary)	\$45,000
ACEH overhead related costs	\$40,000
<b>Total</b>	<b>\$150,000</b>

*Requesting 2.5% – 5 % inflationary increase if available*

### CONCLUSION

The overall vision of the ACEH is to provide culturally responsive services and housing focused on meeting the physical, mental, emotional, and spiritual needs of those we serve through a Decolonized Harm Reduction Framework. The ACEH has increased its annual revenue from \$242K in 2018 to over \$4M in 2022, demonstrating sound governance, leadership and abilities. The ACEH plans to continue to grow programming and services with a focus on pathways to healing and recovery.

Thank you in advance for your consideration and support to date which has been instrumental in helping our society be responsive to the needs of the Indigenous Street Family.

Sincerely,

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