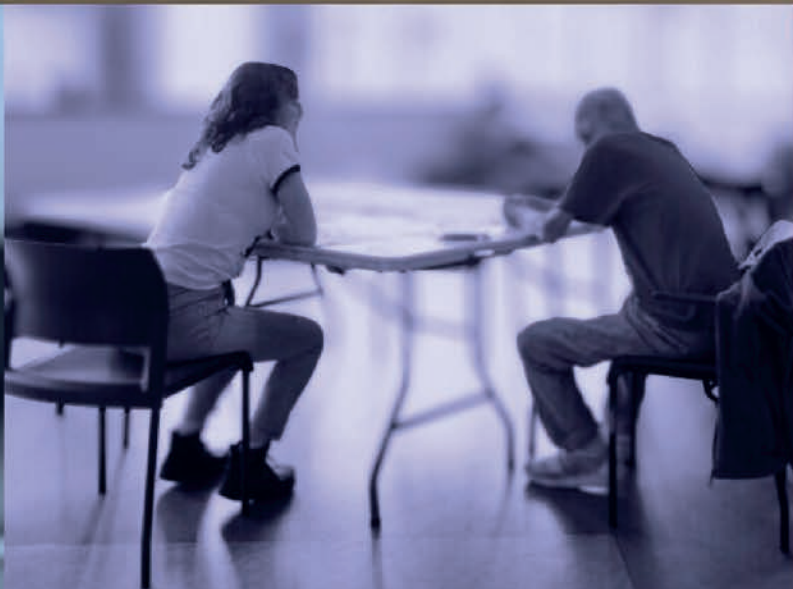




CoolAid

2022/23

# ANNUAL REPORT CARD





# 2021-2024 STRATEGY MAP

Working with our partners in the Capital region, we offer life-changing services to people who are impacted by poverty, colonization, stigma and homelessness.

These services include permanent housing, emergency shelter, health and dental care, employment assistance, and social and recreational opportunities.

**Vision** ▶ A community where no one is forced to sleep on the street or go hungry and everyone has the dignity that comes with home, health and connection.



## Pillars



Victoria Cool Aid Society respectfully acknowledges the Lekwungen and W̱SÁNEĆ peoples, on whose traditional territories we build homes and deliver our programs and services. Hay'sxw'qa. HíSW̱KE.

**WELCOMING, INCLUSIVE, AND CULTURALLY SAFE SPACES AND SERVICES**

## How the Strategy Works

We do a lot at Cool Aid, which is reflected in the variety of goals above. The pillars and perspectives in this plan act as categories for the goals, allowing for a tighter focus on certain areas. Each goal involves the work of many separate programs, and the strategies act to align those programs towards the goals. To validate how well Cool Aid is performing, we have also identified desired outcomes with associated indicators. As you will see in this report card, each pillar is separated into its own section, with the first page being an introduction to the pillar, while the remaining pages are dedicated to that pillar's goals. With two years of the Strategic Plan completed, Cool Aid is in a great position to meet our targets for the next fiscal year. As always, there is room for improvement and we continue to create the tools to help guide us through that process.

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# Message from the CEO

Working with Victoria Cool Aid Society these past eighteen years, alongside an incredible network of organizations and colleagues in the capital region – all dedicated to providing life changing options for people experiencing poverty, homelessness, various forms of oppression, and other challenges – has been the privilege of my career.

We had many successes this year, including opening the doors at 210 Gorge Road, our first purpose-built mixed-use development, where supported residents live alongside families and individuals of all ages and income levels. With raised garden beds available for use by both tenants and neighbours and a 'soon to be open' on-site coffee shop, this site is a prelude to Crosstown, opening next year! There we will take it to the next level, with the inclusion of a day-care, a community health centre, a social enterprise café, and other commercial opportunities.

But it is not just our physical spaces where we are seeing success! So many of the program focused areas of our strategic plan have performed phenomenally this year - whether we look at the 3,700 tests we completed for HIV and Hep-C, the 56 tenant and client advisory meetings, 22 cultural activities, or the reduction in unsafe work events - all have greatly surpassed our targets. We have one year left of our current strategic plan, and even though this publication is my last with Cool Aid, I am confident that next year's annual report card will continue this positive trajectory.

With so much growth over the past two years, it's important to take a moment to celebrate the diversity of people who make it all happen – our clients who keep us grounded and inspire us with their resiliency; our compassionate front-line staff who give it their all every day; our committed leadership team and board; our stalwart behind the scenes support staff; our dedicated volunteers, community supporters, funders and partners – Cool Aid thrives thanks to all of you.

Keep up the amazing work, Cool Aid – and know that I will always be cheering you on!





# Community Pillar

Community is at the heart of all that we do because we know that when people feel connected and part of something, they are more likely to experience a better quality of life. In addition to housing and shelter, Cool Aid provides a variety of vital opportunities for clients, staff, and volunteers to learn, grow, connect, contribute and belong to something bigger than themselves.

	Goal	Strategy	Desired Outcome
Client	Help people build on their strengths and grow their connections with community	Expand the range of opportunities for clients to provide feedback, contribute to decision-making and get recognition	Clients take advantage of advocacy and leadership opportunities
Staff	Strengthen Staff Engagement	Build communications and connection between management, site supervisors, and frontline staff	Frontline staff feel a sense of connection in their workplaces
Capacity	Strengthen relationships with neighbours, funders, volunteers, and donors	Invest in and expand volunteer program	Growth in volunteers strengthens Cool Aid programs



Board Games Program offered through the Downtown Community Centre



Cool Aid's Downtown Community Centre



## Desired Outcome: Clients take advantage of advocacy and leadership opportunities

**Strategy:** Expand the range of opportunities for clients to provide feedback, contribute to decision-making and get recognition

The client advisory committee is a comfortable space for clients to provide feedback on existing programs and contribute to new programs while the client engagement facilitator helps them build on their strengths.

Providing easier access to all that Cool Aid offers helps people build on their strengths and grow their connections in the community. And most importantly, through community, clients have a chance to support each other. The client advisory committee met 56 times this year to work on projects that help support the community and develop their individual strengths.

### Advisory, focus group, and tenant meetings



**78**

Advisory, Focus Group, and Tenant Meetings

**56**

Target

**47**

Advisory Meetings

**26**

Tenant Meetings

### Impacts of the Client Advisory Committee

#### Speaker guidelines

Staff collaborated with the client advisory committee to create best practices for clients to effectively and comfortably advocate for the lived-experience community.

#### Film Project

The committee partnered with UVIC to create a 10 minute video sharing client stories. The project created an opportunity for the community outside of Cool Aid to gain an understanding of client experiences, which hopefully decreases stigma.

#### Peer Support Program

Many clients experience challenges navigating services, resources, or resolving interpersonal challenges. The peer support program provides an opportunity for clients to seek advice from members of the community looking to give back. With the help of staff, committee members administered a survey seeking feedback on the previous iteration of the peer support program. After analyzing the results of the survey, the committee contributed to the program's design and implementation.



DCC Casual Worker (left) and Client Engagement Facilitator at Project Connect



### Desired Outcome: Frontline staff feel a sense of connection in their workplaces

**Strategy: Build communications and connection between management, site supervisors, and frontline staff**

Following the first in-house staff survey in 2021/22, Cool Aid hosted a Town Hall giving staff the opportunity to connect with members of the organization they may not see regularly. The Town Hall focused on building trust and increasing transparency within the organization. This year, Cool Aid administered the second in-house staff survey focusing on staff engagement, teamwork, and communication. Following the survey, opportunities were created for staff to participate in focus groups to discuss the results and suggest follow-up actions.

**83%**

Staff Satisfaction with Connection to Management

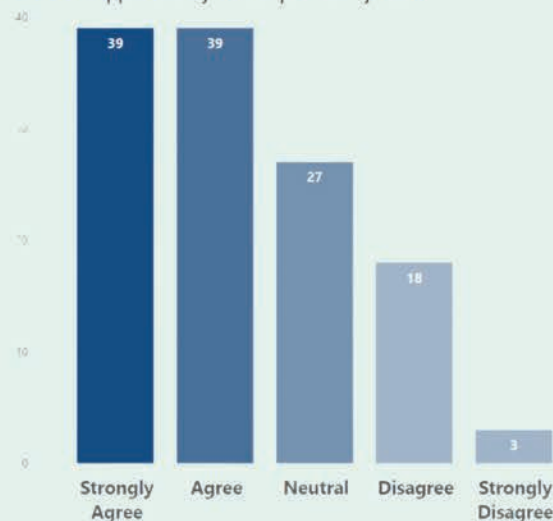
**76%**

Staff Satisfaction with Teamwork and Communication at Cool Aid

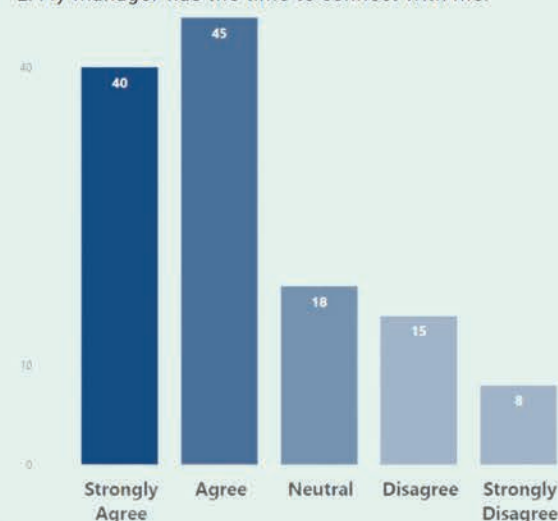


2023 Cool Aid Staff Appreciation Party

1. I am supported by the supervisory team.



2. My manager has the time to connect with me.



#### 2022/23 Milestones

- Joint development of strategies to implement ADR recommendations
- Sought input from frontline staff on strategies to build trust with site supervisors and management
- Plan and implement a regular staff newsletter and track readership and use

#### 2023/24 Milestones

- Implement new Sharepoint system
- Implement more resource intensive or longer time frame strategies suggested by frontline staff



## Desired Outcome: Growth in volunteers strengthens Cool Aid programs

### Strategy: Invest in and expand volunteer program

The addition of a dedicated volunteer coordinator this year allowed Cool Aid to increase the diversity and overall number of volunteer opportunities, giving volunteers the chance to contribute in ways that are most meaningful to them. Cool Aid's volunteer program offers a non-intrusive way for members of the community to engage with, and better understand, the needs of our clients, which is a huge benefit to volunteers, clients, staff and the program as a whole.

#### Unique Volunteer Opportunity

In Q4 of this year, a baker began volunteering by baking specialized cakes for client birthdays. Additionally, the volunteer offered to host a baking class and subsequent bake sale at the DCC, with proceeds benefiting the volunteer program. This is just one example of how Cool Aid's volunteer program is offering important life skills to clients and strengthening our community reach.

#### Meal Service

Distributing 750 meals a day to our clients across 18 sites is no easy task. 137 volunteers helped serve food for clients across 7 of our 18 sites.

226

Volunteer  
Opportunities for  
Meal Service

#### REES Program Support

16 volunteers helped clients find casual labour, navigate paperwork, and access the community resources available to them.

16

REES Volunteers

#### Variety Volunteer Opportunities

In the first year of dedicated programming, the volunteer program offered 32 unique opportunities with even more expected next year.

32

Kinds of Volunteer  
Opportunities



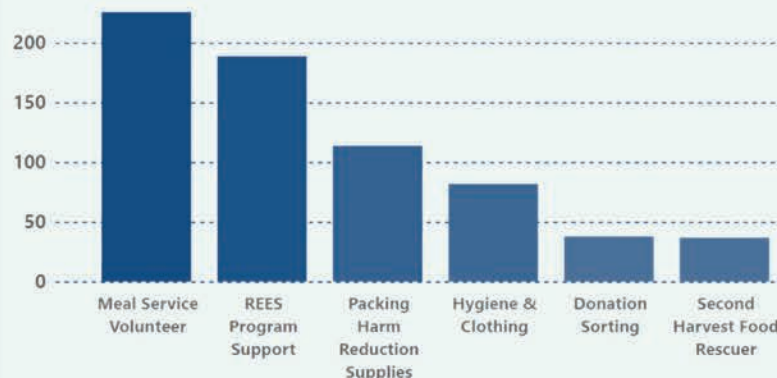
Recreation, Employment, and Education Services (REES)

#### Next Steps

- Expanding the volunteer program for more opportunities
- Creating roles exclusively for interested donors

#### Volunteer Opportunities

Top 6 Roles by Number of Opportunities



886

Volunteer  
Opportunities

137

Volunteers

32

Volunteer Roles



# Health Pillar

Everyone should have access to healthcare and the Cool Aid Community Health Centre provides clinical outreach, primary care including addictions medicine, and approaches each client with an understanding of trauma informed care. The Health Pillar's programs work to promote equity for the clients that we serve using many of the EQUIP project's principles.

	Goal	Strategy	Desired Outcome
<b>Client</b>	Help people improve their health and wellbeing	Help people to access early diagnosis, harm reduction, and treatment supports for a range of chronic conditions	Clients experience improved health outcomes
<b>Staff</b>	Improve workplace safety and wellbeing	Enhance staff access to wellness resources	Staff have supports for workplace wellbeing
<b>Capacity</b>	Sustainably expand and integrate health and support services	Increase number of clients accessing pharmacy, pharmacy delivery, and dental services	Clients have improved access to health supports

There continues to be great demand worldwide for the expertise of Cool Aid's health practitioners. Several team members had the opportunity to present at the Canadian Liver Meeting for HIV and Hepatitis C (HCV), speak with the Ministry of Health around accessibility for HCV treatments, present the EPIC project at EASL in London, England, and attend the International Network on Health and Hepatitis in Substance Users. Notable health successes:

- 25 locations are now served each week by an expanded mobile health outreach team
- 600 new clients have been attached to primary care
- 60,000 overall medical encounters



Cool Aid Mobile Health Outreach Van

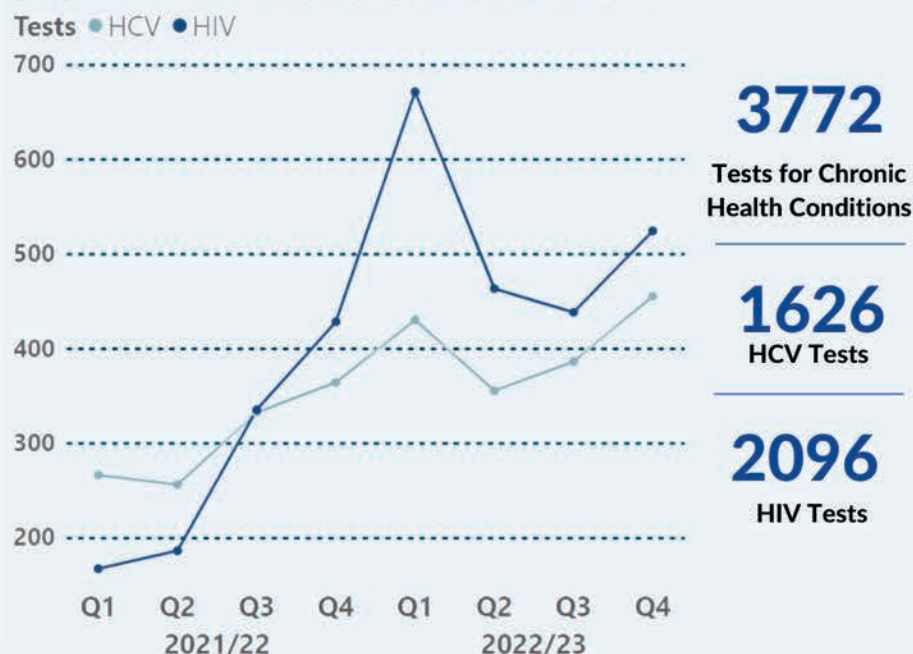


## Desired Outcome: Clients experience improved health outcomes

**Strategy:** Help people to access early diagnosis, harm reduction, and treatment supports for a range of chronic conditions

The Mobile Health Outreach (MHO) team travels to various Cool Aid and non Cool Aid supportive housing sites, food banks, soup kitchens, and encampments providing healthcare. The MHO team also provides clients with opportunities to receive recognition and build on their strengths through its peer testing program. Peers travel with the MHO team sharing their experiences with Hep-C (HCV), providing stigma free information, performing HCV tests, and helping ease people through a medical encounter they may not seek otherwise.

### Tests for Chronic Health Conditions



**82%** of individuals said that clinic staff always or usually encourage them to come for care when needed

**94%** of individuals said that clinic staff usually or always try to make them feel comfortable



Mobile Outreach Van Outside Rock Bay Landing

**Strategy:** Increase the number of clients attached to Cool Aid for primary health care

Through a combination of mobile health outreach, the Victoria Native Friendship Center, and the Community Health Centre (CHC), Cool Aid attached 605 new clients for primary care. Cool Aid has set a target of providing primary care to 1,600 new clients over the course of the strategic plan and we are on track to meet that goal. The CHC conducted a survey this year (n=102) where 94% of survey respondents identified Cool Aid health care providers as usually or always trying to make them feel as comfortable as possible.

**605**  
Patients  
Attached

**101%**  
Of Target

**89%**  
Survey  
Respondents

Satisfied or  
Very Satisfied  
with the CHC's  
services

“ Clinic staff are very accommodating and non-judgmental ”  
- Survey respondent



## Desired Outcome: Staff have supports for workplace wellbeing

### Strategy: Enhance staff access to wellness resources

In 2021/22, Cool Aid administered our first in-house survey on training, conflict, health and safety. Many of the comments asked for more resources for counselling, a health and wellness spending account, and more benefits. Cool Aid switched employee assistance providers (EAP) this year to HumanaCare. After making this change, there was a significant increase in utilization. HumanaCare makes counselling more accessible and assigns a nurse to help employees or their dependents navigate the supports available. In addition, the health spending account was approved and staff will have flexibility to apply the account to health products or services.

**21%**  
Employees  
Utilizing EAP

**32**  
EAP Cases

## Desired Outcome: Occupational Health and Safety plan is consistently implemented across all sites and roles

### 2022/23 Staff Health & Safety Priorities

**Embed safety across the organization, supported by ongoing trauma-informed training, increased health and safety capacity, and clear definitions and protocols around critical incidents like harassment, violence, and conflict resolution.** A new protocol for addressing verbal violence and racism is being implemented and Cool Aid is in the process of simplifying existing protocols around other types of critical incidents.

#### **Develop an organization-wide understanding of reconciliation and decolonization.**

These were defined within the Anti-racism and Decolonization Strategy, developed specifically for Cool Aid with the support of Indigovation Consulting. The strategy is being implemented across the organization through shared learning opportunities and holding space within team meetings for ongoing dialogue.

**Develop and implement a process for onboarding that is consistent across sites while still meeting site-specific needs.** Managers and Frontline Supervisors are working with the Training Manager to develop site specific orientations that follows a consistent format for all new Housing and Shelter employees.

**114**  
Employees Trained  
in Conflict  
Resolution

**216**  
Employees Trained  
in Trauma  
Informed Practice

**100+**  
Staff Attended the  
Town Hall

**98%**  
Employees  
Followed Up With  
Post-Onboarding





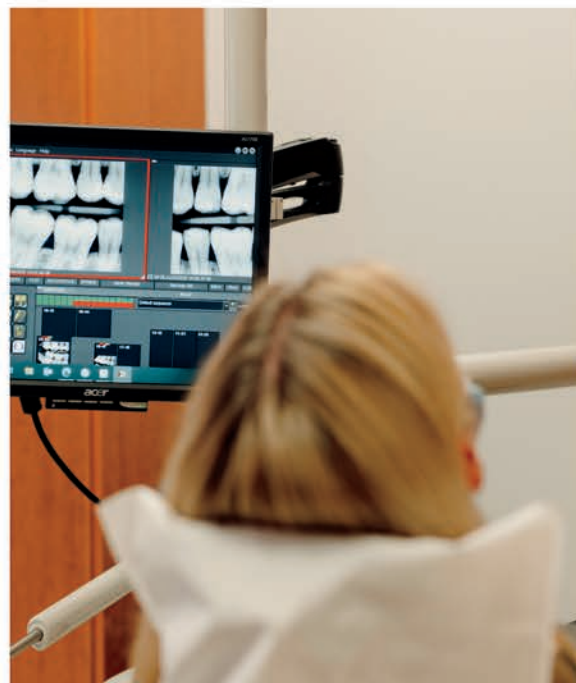
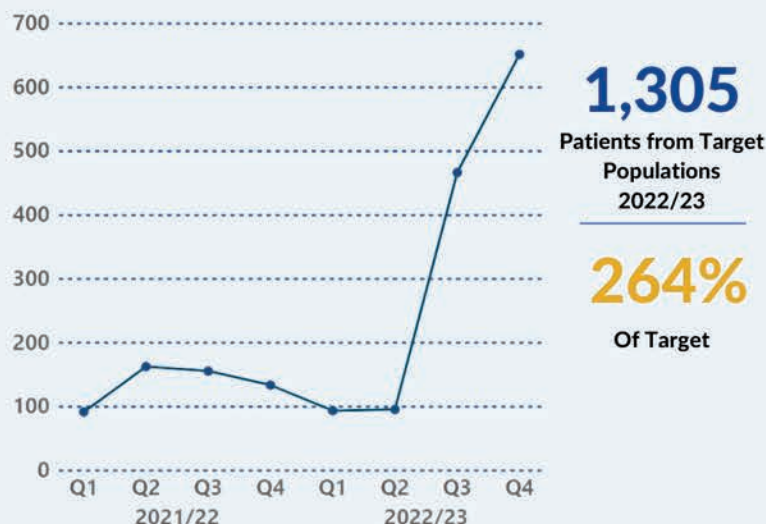
## Desired Outcome: Clients have improved access to health supports

**Strategy:** Increase number of clients accessing pharmacy, pharmacy delivery, and dental services

The dental clinic served 141% more clients from target populations this year, bringing the total to 1,846 clients over the last two years. In 2022/23, the dental clinic added an in-house denturist, which significantly reduced the costs associated with dentures and providing the service to a greater number of people.

### Dental Services Provided For

New Immigrants, Refugees, Indigenous Clients, Disabled Clients



Cool Aid Dental Clinic at the Community Health Centre

### Increased Clients Accessing Pharmacy Services

The Cool Aid pharmacy works diligently to provide continuity of care and alleviate stress on the Community Health Centre. Since the beginning of the strategic plan in 2021, the pharmacy has served over 762 new clients and over 2,300 clients total.

**77,396**

Prescriptions

**18**

Pharmacy Delivery Sites

**407**

New Pharmacy Clients

**100%**

Of Cool Aid Sites

## Desired Outcome: Expand health outreach services through mobile van clinics, interim hub site, and Crosstown site

Late in the year, Cool Aid acquired a second van for mobile health outreach increasing the health team's capacity to travel to even more sites. Once the Dr. Haegert Centre at Crosstown opens in 2024, the health team will have a dedicated brick and mortar site for outreach.

### 2022/23 Milestones

- Implemented automatic scheduler
- Offered outreach to 17 of the 18 Cool Aid housing sites
- Stabilized outreach services

### 2023/24 Milestones

- Crosstown Health Centre Opens
- Increased counselling services
- Qualitative interviews regarding how the dental clinic is providing a culturally safe space



# Home Pillar

## Everyone deserves home

Cool Aid's vision for a community where no one is forced to sleep on the street or go hungry and everyone has the dignity that comes with home, health, and connection involves complex and varied approaches that mirror our community. Whether we're providing case planning, helping clients access market housing, providing permanent housing, or helping clients with day to day support, Cool Aid finds ways to meet community needs.

	Goal	Strategy	Desired Outcome
Client	Support people to find and maintain appropriate housing	Develop and implement building specific strategies to respond to lower tenant survey ratings	Tenants maintain their housing Tenants are satisfied with their housing environment
Staff	Ensure staff have the training and resources they need	Enhance staff access to wellness resources	All staff have completed organizational training priorities
Capacity	Sustainably manage, grow and diversify Cool Aid's housing	Maintain capital assets and optimize their use	Cool Aid housing stock is effectively managed

We are pleased to report that all Home Pillar outcomes have been achieved. We continue a long-standing trend of tenants maintaining their housing for at least a year and most tenants report a high level of satisfaction with their housing. In addition, we provided 2,185 staff training opportunities to our 350+ team members.



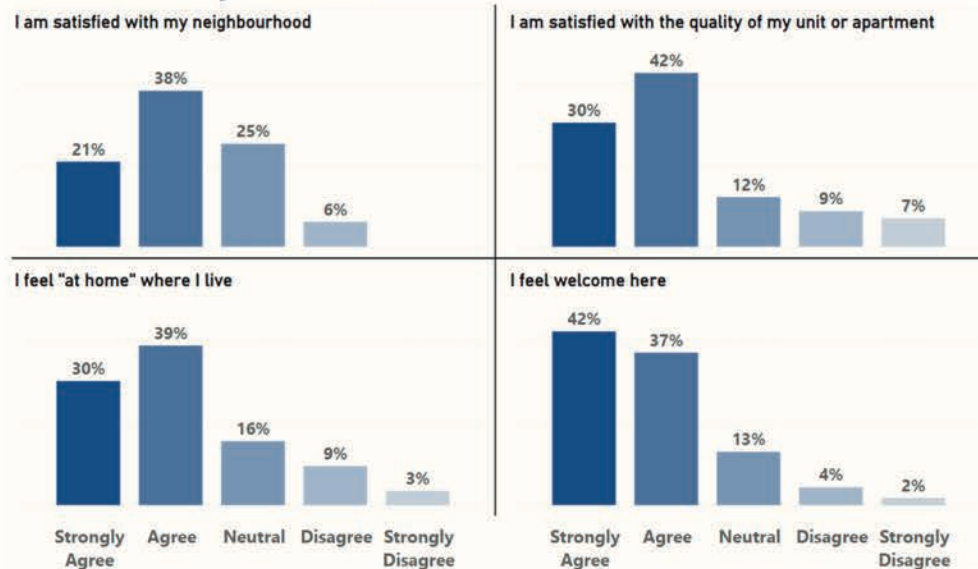
Cottage Grove - Senior's Supportive Housing



## Desired Outcomes: Tenants are satisfied with their housing environment

For the first time this year, Cool Aid administered its client survey in partnership with the Client Advisory Committee. Committee members accompanied staff to seven sites including: Sandy Merriman House, Johnson Manor, Queen's Manor, The Tower, Cottage Grove, Hillside Terrace, and Mike Gidora Place. Roughly 56% of tenants completed a survey.

### Client Survey Results (Partial)



# 87%

Clients feel "at home"

# 7

Cool Aid Sites Surveyed

# 55%

Response Rate

# 84%

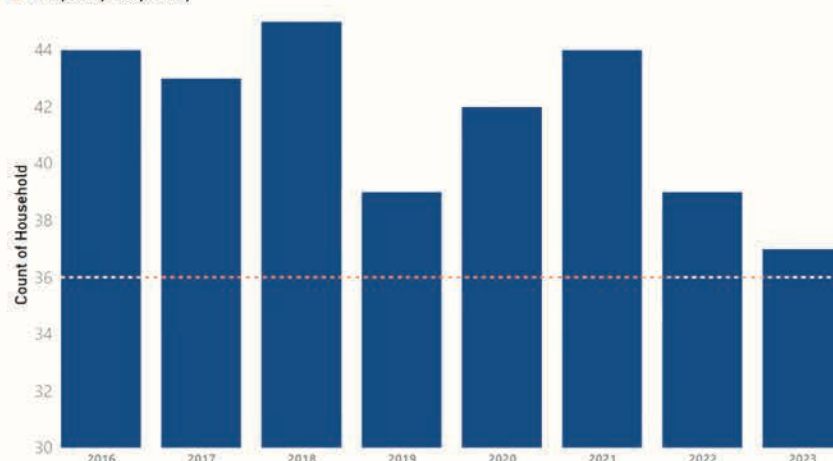
Clients satisfied with the quality of their unit

## Desired Outcomes: Tenants maintain their housing

Unit turnover appears to directly correlate with clients feeling "at home". Further, clients report feeling "at home" when they get to know their neighbours and neighbour turnover is low. When looking at the sites with the highest increases in results this year, Mike Gidora Place and Queen's Manor have less client turnover than their respective averages. In 2016, 2017, and 2020, 36% to 37% of Queen's Manor Respondents answered they feel "at home". This year 60% of Queen's Manor respondents answered that they feel "at home". The stability that comes from having the same neighbours seems to greatly contribute to a tenant's feeling of being "at home".

### Queen's Manor Household Counts

● Property Capacity



# + 66%

More Queens Manor Clients feel "at home" vs. 2017

# 2.6

Average Length of Tenancy (Years)



## Desired Outcome: All staff have completed organizational training priorities

**Strategy: Identify training priorities for Cool Aid and develop action plans to offer this training to all staff**

We exceeded training expectations for this year. By focusing on clusters of frontline training needs, the Training Manager aimed to design a curricula that could be easily accessed in person or online. This approach had a notable impact on employee engagement, participation, and satisfaction. Coupled with the variety of new curriculum, staff completed over 2115 training modules.

### 2022/23 Training Priorities

- Workplace Hazardous Materials Information System
- Recognizing Mental Health Disorders
- Trauma Informed Practice (2 units)
- Professional Boundaries
- Harm Reduction (4 units)
- Potential for Violence Assessment (Rock Bay Landing Only)



### Online Trainings Completed

Course	Sum of Participants
Harm Reduction Unit 1	186
Harm Reduction Unit 2	169
Harm Reduction Unit 3	155
Harm Reduction Unit 4	143
Potential for Violence Assessment	53
Professional Boundaries	185
Recognizing Mental Health Disorders	135
Trauma-Informed Practice 1	132
Trauma-Informed Practice 2	155
WHMIS	72
<b>Total</b>	<b>1385</b>



Cool Aid staff member at the Tower

**Strategy: Develop and implement a structured onboarding approach for new staff**

The Human Resources team created a new onboarding system that includes a review of the Cool Aid guiding principles, an introduction to policies, and a tour of the Cool Aid intranet with a Human Resources Advisor. Following the onboarding, a Human Resources Advisor reaches out to the employee after a week and after a month to get a sense of how the employee is doing and to gather any feedback. The two points of contact with the employee create an opportunity for Cool Aid to review any gaps within training, site orientation, or the employee's connection to the organization.





## Desired Outcome: Cool Aid housing stock is effectively managed

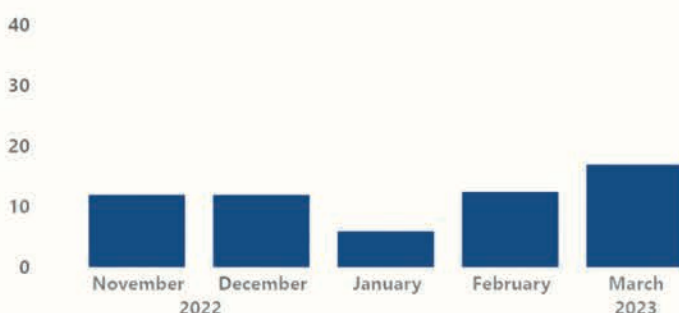
### Strategy: Maintain capital assets and optimize their use

Due to increased acuity, it has been a challenge in the last three years to meet the target of filling supportive housing units within 45 days of them being vacated. Much of the year in relation to property management was spent training and implementing a new property management software that can identify how quickly the property management team can turnover units once vacated.

Cool Aid's Housing and Shelters department has been working with funders, referral agencies, and the Coordinated Access and Assessment (CAA) representatives to increase efficiency in matching people's support needs with the appropriate housing. In some cases, partners above have accepted Cool Aid's recommendations and now work more closely meeting bi-weekly to discuss and plan the best outcomes for referrals.

### Median Days for Unit Turnover

Data only available from November onwards.



14

Median Days for  
Unit Turnover

71

Units Turned  
Over

## Desired Outcome: More supportive and affordable housing is developed

This year, the redevelopment of 210 Gorge Road was completed and 16 tenants, who were temporarily relocated to 650 Speed Avenue, were able to return. Cool Aid has since received approval and funding support from the province and BC Housing to transform 650 Speed Avenue into a permanent affordable housing building.



The 953/959 Balmoral property construction is underway and with the participation of the North Park neighbourhood, the FUA Collective was selected to create a mural for the north facing wall.



650 Speed Avenue



# Reconciliation Pillar

Cool Aid is on a journey becoming an anti-racist organization. We are committed to decolonizing our practices and taking meaningful action to demonstrate our commitment to reconciliation and to diversity, equity, inclusion, and belonging.

	Goal	Strategy	Desired Outcome
Client	Provide opportunities for cultural connections	Provide opportunities for Indigenous tenants to participate in cultural activities in their buildings	Indigenous clients and tenants feel their culture is represented at Cool Aid
Staff	Develop a shared understanding of decolonization and reconciliation	Review and revise HR policies and procedures to create a more welcoming, safe, and inclusive workplace for all	Cool Aid is able to attract and retain more Indigenous staff
Capacity	Build and strengthen relationships with local First Nations and urban Indigenous organizations	Explore with our Indigenous partners how our organizations can support each other's work with Indigenous clients	Relationships are strengthened with Indigenous organizations

In 2021/22 the first year of the strategic plan, we began working with Indigovation Consulting to develop an anti-racism strategy. Completed this year, the strategy contains recommendations on both the policy-making and service delivery levels. In addition to developing the strategy, Cool Aid hired a Director of Indigenous Relations and Program Development and a Human Resources Manager who will incorporate DEI principles into our practices. Becoming an anti-racist organization is an ongoing process, requiring work and patience of all of us, individually and collectively. Both the Director of Indigenous Relations and Program Development and the Manager of Human Resources will help to guide us on this important journey.

BC Housing put out a request to the community for a mural that reflected Esquimalt and Songhees Nations as the true stewards and owners of the land. The FUA Collective was selected as the mural artists by a committee of North Park Neighbourhood Association members and Cool Aid tenants and staff.



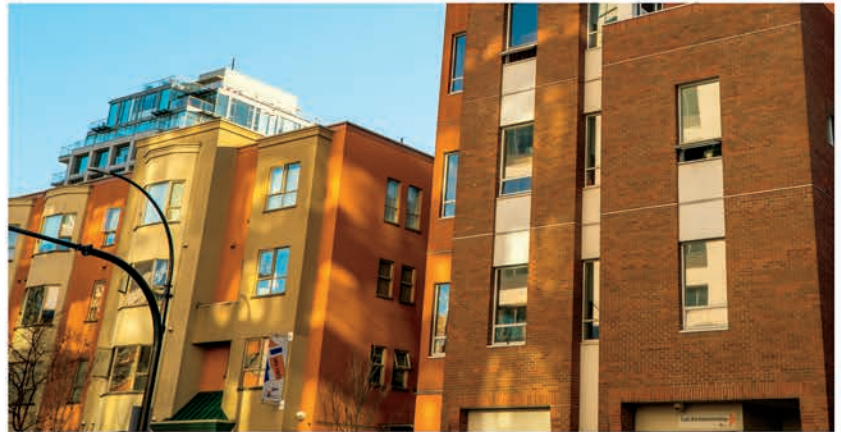
Render of 953/959 Balmoral's completion



## Desired Outcome: Indigenous clients and tenants feel their culture is represented at Cool Aid

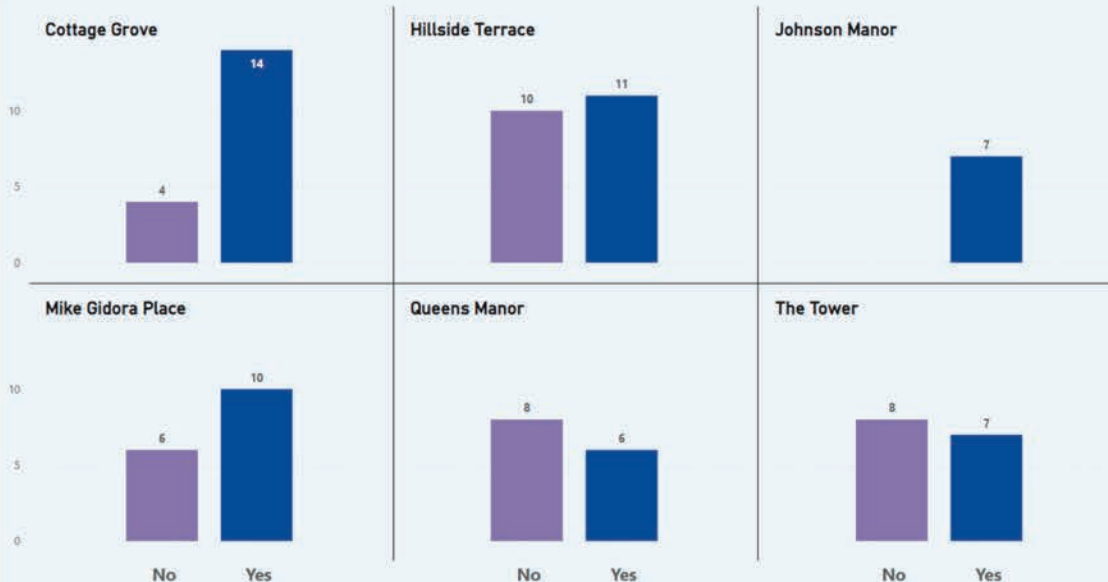
**Strategy: Provide opportunities for Indigenous tenants to participate in cultural activities in their buildings**

In 2022/23, Cool Aid performed well over target hosting 22 cultural opportunities including suites brushed out, language classes, drumming, and many others. Almost all the activities took place on "The Block", where Pandora Apartments, Mike Gidora Place, and Desmond House are within a one minute walk. Cool Aid set the 2023/24 target for cultural activity opportunities to 30.



"The Block", Mike Gidora Place and Pandora Apartment

### Does Cool Aid offer enough cultural services?



22

Cultural Activities

30

2023/24  
Target

79

Cultural Activity  
Participants

#### 2022/23 Milestones

- Updated the budget for cultural workshops
- Found facilitators for cultural workshops
- Offered cultural workshops in Cool Aid housing sites and integrate into Downtown Community Centre (DCC) offerings

#### 2023/24 Milestones

- Update the budget for cultural workshops seeking additional funding as needed
- Continue to offer cultural workshops in Cool Aid housing sites and the DCC
- Implement actions indigenous organizations and local First Nations suggest



## Desired Outcome: Relationships are built with local First Nations

Many elements of Cool Aid's plan involved understanding, learning, and relationship building with local First Nations and Indigenous organizations in 2021/22. Cool Aid is now working to move beyond personal growth and move into demonstrable action. For example, Cool Aid gave first right of refusal for two units of the live-work spaces in the Crosstown development to local First Nations and we continue to work with elders from the community to support Cool Aid clients.

## Desired Outcome: Relationships are strengthened with Indigenous Organizations

**Strategy: Explore with our Indigenous partners how our organizations can support each other's work with Indigenous clients.**

Cool Aid's health team works closely with the Victoria Native Friendship Centre (VNFC) to provide health services. In addition to the VNFC, Cool Aid also works with the Aboriginal Coalition to End Homelessness (ACEH). With the Health team's capacity for mobile outreach, Cool Aid provides services to the ACEH supportive housing sites. The ACEH hosts monthly meetings at the Downtown Community Centre (DCC) where they feed members of the Indigenous community including those who also access Cool Aid services.

### Anti-Racism Strategy

Following a recommendation in 2021 from a DEI audit, Cool Aid engaged Indigovation Consulting to assist us in implementing several key recommendations, including the development of an anti-racism / decolonization framework and strategy. Indigovation Consulting worked with various members of Cool Aid leadership, management, and service delivery teams on a number of initiatives over many months prior to the completion of the strategy in December 2022. Key recommendations from the strategy are highlighted on the right.

### Next Steps

- Develop a new hiring model with anti-racist principles and cultural understanding embedded at each stage of the process
- Develop and rollout Indigenous Cultural Safety / Anti-Racism Education throughout the organization
- Embed specific targets and measures for recruitment and retention of Indigenous staff and other under represented demographics.



Eddy (left) came to Cool Aid's offices to share his experience of Indian Residential School

### Anti-Racism Strategy

- Determine the signs of system transformation
- Assess racial demographics and ensure representation
- Support anti-racism initiatives at the board and senior leadership level
- Develop a reporting and accountability structure for anti-racism work

### 2022/23 Anti-Racism Actions

- Recruited a Human Resources Manager with direct experience in diversity, equity, and inclusion to work on a targeted hiring strategy
- Implemented recommendations from the working group addressing client racism to recognize, monitor, and remediate any occurrences
- Rolled out mandatory Bystander Intervention training
- Reviewed and updated the goals, strategies, and indicators attached to year 3 of the strategic plan's Reconciliation Pillar