



SUILC Research to Action Project

Indigenous Housing Providers Working Group

# ACTION PLAN

*May 2024*

## Statement of Recognition

A core principle for Surrey Urban Indigenous Leadership Committee’s work is the recognition of the traditional territories of the Coast Salish where our work occurs, specifically the territories of the Semiahma (Semiahmoo) First Nation, ᑭᓄᓐᓂᓐᓂᓐ (Kwantlen) First Nation, the ᑭᓄᓐᓂᓐᓂᓐ (Katie) First Nation, the kwikwəəł’əəm (Kwikwetlem) First Nation, the qiqéyt (Qayqayt) First Nation and the scəwaθenaʔtəməxʷ (Tsawwassen) First Nation. SUILC recognizes their connection to this land and acknowledges that we are newcomers to Surrey like everyone else. SUILC does not represent these land-based First Nations and we are careful not to speak on their behalf.

## Gratitude

We are grateful for the dedicated involvement from Fraser Region Aboriginal Friendship Centre Association, Kekinow Native Housing Society, Metis Nation BC, City of Surrey, Aboriginal Housing Management Association, and Sacred Waters Developments in the creation of this Action Plan.

Thank you to Urban Matters for your excellent facilitation of this process and writing of this report.

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# 1 INTRODUCTION

## 1.1 Purpose

The current system of social housing development is not working for Indigenous people in Surrey. As a collective, SUILC's focus is to change the system and create an environment that incentivizes and nurtures the development of Indigenous housing in Surrey. The Surrey Urban Indigenous Leadership Committee (SUILC) has identified several key needs and priorities to provide adequate housing to Surrey's Indigenous population:

- The [Skookum Housing Solutions Roadmap](#) identifies a need for at least 1,880 deeply affordable rental housing units for Indigenous households in Surrey and a targeted initiative to create at least 772 units of deeply affordable housing for single-parent Indigenous families by 2031.
- [Understanding the Housing Experiences of Indigenous Households in Surrey Housing Report](#) outlines the need to prioritize affordable rental housing for families, especially single-parent families, with cultural and childcare supports as well as culturally appropriate housing opportunities for young people, Elders, single adults, and multi-generational families that are connected to culture and community.
- [Finding Our Way Home: Research Study](#) identifies that at least 635 Indigenous individuals are estimated to have experienced homelessness in Surrey as of 2020. In order to respond to this, immediate coordinated action is needed by the federal, provincial, and municipal governments to create deeply affordable housing, with and without supports, in Surrey to offer an exit strategy for Indigenous people experiencing homelessness and to prevent individuals and households from falling into homelessness. There is also a need to create and implement a strategy to increase local Indigenous capacity to develop affordable housing in Surrey.
- SUILC's [Indigenous Gathering Place in Surrey](#) report outlines the need for a purpose-built Indigenous centre in Surrey that can accommodate community support, cultural events, ceremonies and services.

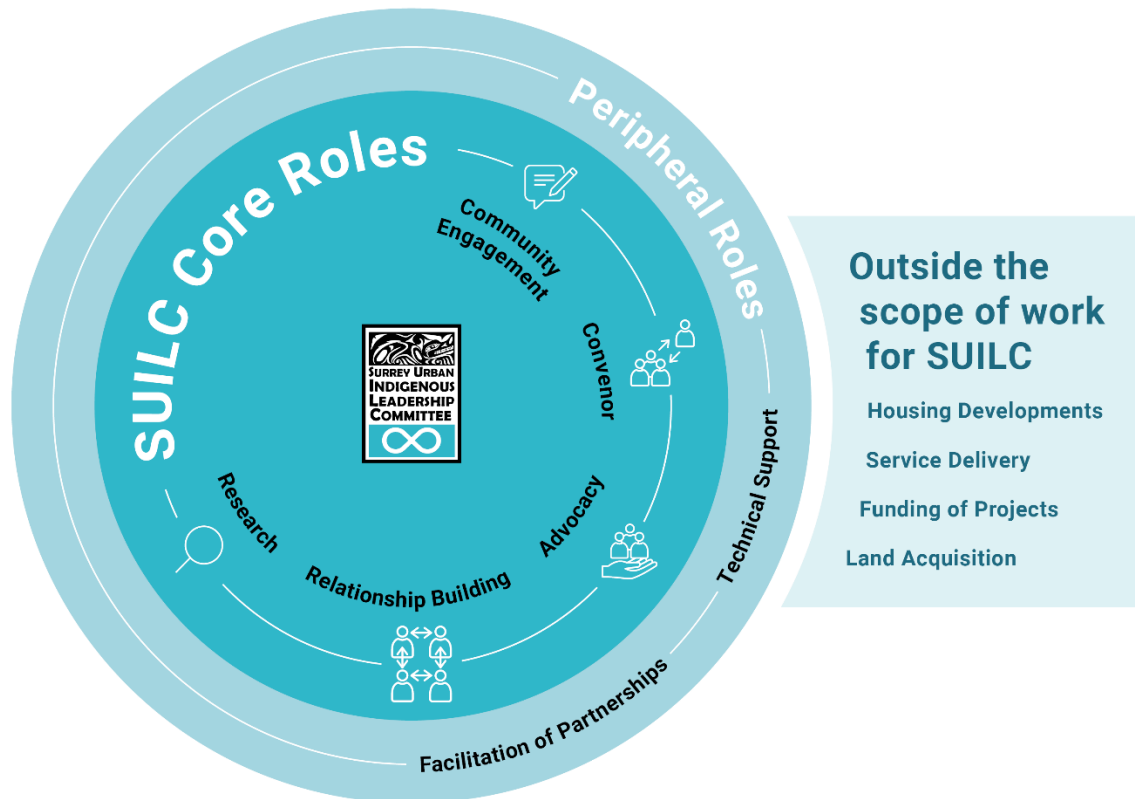
Achieving SUILC's priorities for housing, services, and a gathering space requires the commitment and involvement of multiple stakeholders and the alignment of project partners, land, regulations, incentives, and funding. This Action Plan provides a framework

to guide collective initiatives through a prioritized action list that identifies the roles of stakeholders and partners.

## 1.2 Roles

To support implementation, the Action Plan identifies the roles of SUILC, housing providers, and the City of Surrey. The primary lead for each action is identified throughout the framework as well as the core roles of all groups involved (e.g., to fund, advocate, or participate).

SUILC has several core roles, including research, relationship building, advocacy, community engagement, and acting as a convener. In addition, SUILC has peripheral roles that it can fill, where needed, including technical support and facilitating partnerships. Some roles are outside of SUILC's scope such as developing and delivering housing and services, acquiring land and funding projects. The roles of SUILC's members complement SUILC's role and generally include land acquisition, housing and service delivery in the case of housing providers, and incentivizing and funding in the case of the City of Surrey.



## 2 PRIORITY ACTIONS

The following actions were identified as priorities by SUILC’s members in order to meet collective and organizational priorities. Each action is identified by the action lead and outlines roles, level of priority, and timeline.

Action Key
Work led by SUILC
Work led by Housing Providers
Work led by the City of Surrey

### 2.1 LAND ACQUISITION AND DEVELOPMENT OPPORTUNITIES

The following actions outline an approach to collectively advancing opportunities for land acquisition and development for housing. Actions include assessing land opportunities and advancing the incorporation of prioritized Indigenous housing within the City of Surrey’s plans and processes.

Action	Roles	Timeline
<p><b>1. Procure funding for housing providers to identify and further assess the viability of land opportunities.</b></p> <p><b>Priority: Medium</b></p> <p>Organizational land opportunity assessments would support housing providers in customizing criteria (e.g., location, current ownership, unit potential) in order to identify tangible opportunities where housing could be pursued. <i>This action is a follow-up step from the opportunity analysis.</i></p>	<p><i>SUILC: Coordinate funding, technical support</i></p> <p><i>Housing Providers: Inform, utilize</i></p> <p><i>City: Inform</i></p>	<p>Short-term</p>

<p><b>2. Explore opportunities within City plans and processes and on City lands for Indigenous housing and services in Surrey</b></p> <p><b>Priority: High</b></p> <p>Involvement in ongoing City plans and processes (e.g., Official Community Plan updates, Housing Strategy) to advocate for dedicated land uses and prioritization. Opportunities on City lands could also include prioritizing Indigenous housing in new/updated public buildings.</p>	<p><i>City:</i> Create opportunities</p> <p><i>SUILC:</i> Advocate, coordinate</p>	<p>Short to Medium-term</p>
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## 2.2 ADVOCACY FOR LAND AND FUNDING

Advocacy is a key aspect of advancing land and funding opportunities for Indigenous housing in Surrey. The Working Group identified several actions to advocate for land and funding including creating a capital investment campaign, continuing to advocate for core funding, and investigating new funding sources.

<i>Action</i>	<i>Roles</i>	<i>Timeline</i>
<p><b>3. Advocate for dedicated funding allocation targets for Surrey through an awareness campaign for capital investment from governments</b> (linked to Action 5)</p> <p><b>Priority: High</b></p> <p>The awareness campaign would be anticipated to include:</p> <ul style="list-style-type: none"> <li>• Total units needed (non-market and market units needed to enable non-market units) within a defined timeline in order to meet the housing needs outlined in SUILC’s Housing Solutions Roadmap</li> <li>• Total land needed to accommodate units</li> <li>• Estimated funding requirements to accommodate this approach</li> <li>• Shared goals (e.g., Indigenous services hub, political champions)</li> <li>• Showcase the needs of the community-at-large</li> </ul>	<p><i>SUILC:</i> Convene, advocate, research</p> <p><i>Housing Providers:</i> Inform goals and targets</p> <p><i>AHMA:</i> Advocate</p>	<p>Medium-term</p>

<ul style="list-style-type: none"> <li>• Demonstrate how providers can meet need (portfolio approach)</li> <li>• Determine short-term and long-term capital investment targets to achieve units needed</li> </ul>		
<p><b>4. Advocate for stable and predictable core funding</b></p> <p><b>Priority: High</b></p> <p>Each organization is pursuing advocacy and will continue to do so. SUILC has a role to play in supporting this work and being clear to governments/funders about gaps and errors. Advancing a financing fund that supports construction costs (i.e. construction financing not line of credit) may be an avenue to securing core funding.</p>	<p><i>Housing Providers:</i> Advocate <i>SUILC:</i> Convene, advocate <i>AHMA:</i> Advocate</p>	<p>Ongoing</p>
<p><b>5. Assess available funding opportunities related to Sustainable Development Goals (SDGs) and UNDRIP commitments and leverage to support organizations' work</b> (linked to Action 3)</p> <p><b>Priority: Medium-High</b></p> <p>SUILC's housing providers' goals and activities align with the SDGs and UNDRIP commitments and are contributing towards the achievement of these goals. Because of this link, there may be an opportunity to leverage organizations' work to gain access to additional funding sources. To implement the action, SUILC will assess the landscape of funding opportunities related to the relevant SDGs and UNDRIP commitments, including relevant ministerial priorities. Based on funding availability, SUILC will showcase organizations' contributions to SDG and UNDRIP goals to leverage funding.</p>	<p><i>Housing Providers:</i> Advocate <i>SUILC:</i> Convene, advocate <i>AHMA:</i> Advocate, hold and distribute funding</p>	<p>Medium-term, Ongoing</p>

### 2.3 FUNDING READINESS

In addition to advocating to government, there are several actions that SUILC can take to support housing providers in gaining funding. These include continuing to quantify and



qualify levels of need, providing input to funders, and sharing funding opportunities amongst providers.

<b>Action</b>	<b>Roles</b>	<b>Timeline</b>
<p><b>6. Quantify and qualify levels of needs in Surrey</b></p> <p><b>Priority: Low</b></p> <p>SUILC will continue to quantify and qualify the levels of need in Surrey and work with the City of Surrey to ensure research is included in the City’s Housing Needs Report to promote funding for Indigenous housing needs.</p>	<p><i>SUILC:</i> Research  <i>City:</i> Utilize  <i>Housing Providers:</i> Inform (provide data, if applicable)</p>	Ongoing
<p><b>7. Provide feedback and input to funders</b></p> <p><b>Priority: Low-Medium</b></p> <p>SUILC will understand and communicate the needs of housing providers to funders including providing feedback and input on funding program processes (e.g., prioritizing Indigenous housing providers, trusting organizations and reducing capacity requirements to apply to funding programs)</p>	<p><i>SUILC:</i> Convene  <i>Housing Providers:</i> Inform</p>	Short-term
<p><b>8. Identify and communicate available funding opportunities to housing providers</b></p> <p><b>Priority: Low-Medium</b></p> <p>SUILC will continue to share local and regional opportunities directly with housing providers based on housing types (e.g., deeply affordable, market-rate, family-oriented).</p>	<p><i>SUILC:</i> Research and communicate regional/local opportunities  <i>AHMA:</i> Research and communicate provincial opportunities</p>	Ongoing

## 2.4 PARTNERSHIP

The following actions outline SUILC’s approach to partnering to progress SUILC’s external goals. Opportunities to partner include advocacy, leveraging funding and taking part in cross-organizational projects.

<b>Action</b>	<b>Roles</b>	<b>Timeline</b>
<p><b>9. Partner to leverage multiple funding categories</b></p>	<p><i>Housing Providers:</i> Develop projects,</p>	Ongoing

<p><b>Priority: Medium-High</b></p> <p>Housing providers will work together to identify opportunities to collaborate in the delivery of housing and services and in doing so, gain access to multiple funding categories (e.g., land-based Nation funding, Women’s housing, supportive housing, housing near transit).</p>	<p>pursue funding, partnership</p> <p><i>SUILC:</i> Facilitate partnerships, relationship building</p>	
<p><b>10. Advocate and Partner with Universities/Educational Institutions</b></p> <p><b>Priority: Low-Medium</b></p> <p>Universities have a role to play in providing space and services for Indigenous community members. SUILC will develop relationships and advocate to institutions to provide in-depth and early engagement with service providers.</p>	<p><i>SUILC:</i> Advocate</p> <p><i>Housing Providers:</i> Participate, develop partnerships</p>	<p>Long-term</p>
<p><b>11. Partner to pursue a Pan-Indigenous Friendship Centre/Services Village</b></p> <p><b>Priority: High</b></p> <p>A clear leader (e.g. FRAFCA) can partner and create roles for other housing and service providers in order to provide a suite of services in a centralized location (e.g., school, employment services, mixed unit sizes and mixed market). Work may also entail Master Planning for the site.</p>	<p><i>FRAFCA:</i> Lead</p> <p><i>Housing Providers:</i> Partner/provide services</p> <p><i>SUILC:</i> Facilitate partnerships</p>	<p>Long-term</p>
<p><b>12. Incentivize private-community partnerships</b></p> <p><b>Priority: Medium</b></p> <p>This action will rely on the City creating incentives for private-community partnerships that incentivize the inclusion of non-profit housing providers, specifically Indigenous housing providers. Measures to incentivize partnership will begin with clearly outlined Indigenous housing need in the City’s Housing Needs</p>	<p><i>City:</i> Incentivize</p> <p><i>SUILC:</i> Advocacy, collaboration</p> <p><i>Housing Providers:</i> Utilize</p>	<p>Medium/long-term</p>

<p>Report and can then be integrated into future Official Community Plan and policy updates (e.g., through Transit-Oriented Development areas and inclusionary zoning). SUILC will advocate on behalf of housing providers for suitable incentives. Housing providers will need to consider value alignment with private partners.</p>		
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## 2.5 COORDINATION

Coordination actions focus on SUILC’s internal workings and lay out an approach to continuing to convene and build alignment between organizations.

<i><b>Action</b></i>	<i><b>Roles</b></i>	<i><b>Timeline</b></i>
<p><b>13. Develop a group charter</b></p> <p><b>Priority: Medium-High</b></p> <p>A group charter will guide ongoing collaborations between the SUILC housing providers group, outlining groups involved, roles, and objectives.</p>	<p><i>SUILC:</i> Convene and develop</p> <p><i>Housing Providers:</i> Inform based on individual priorities</p>	Short-term
<p><b>14. Convene housing providers in order to build relationships, facilitate partnerships and information sharing</b></p> <p><b>Priority: Medium</b></p> <p>SUILC will continue to bring housing providers and involved stakeholders together to discuss shared interests and emerging opportunities.</p>	<p><i>SUILC:</i> Convene</p> <p><i>Housing Providers and City:</i> Engage</p>	Ongoing

# 3

# LONG-TERM CONSIDERATIONS

The following actions were identified as having potential to help address SUILC members' collective objectives but were not high priorities for investment of time and resources. These actions may be considered to inform long-term efforts.

Action	Roles
Develop organizational Growth/Service Strategies to clarify priorities to guide pursuit of land opportunities (e.g., location, mixed-use, density) including supporting partnerships with Sacred Waters.	<i>Housing Providers:</i> Develop strategies  <i>SUILC:</i> Advocate (funding) and convene
Monitor the need to create a development or holding company for Indigenous non-profits to facilitate land acquisition and development.	<i>Housing Providers:</i> Fund, capacity  <i>SUILC:</i> Advocate, identify external funding sources
Investigate opportunities related to ethical social impact investments (e.g., pensions).	<i>SUILC:</i> Research or partnership