



Rising Tide Community Initiatives Communautaires Marée Montante inc.

# Annual Report



For Period Ending March 31, 2023

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**Rising Tide Community Initiatives**  
**Communautaires Marée Montante inc.**



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**risingtidenb.ca**

## A “Rising Tide” of Change and Hope is Born in Moncton

The business plan for **Rising Tide Community Initiatives Communautaires Marée Montante Inc. (Rising Tide)** was prepared in the fall of 2019 and first presented to the City of Moncton in February 2020. At the time, Rising Tide was seeking \$6M in financial support from both the City of Moncton and Province of NB to implement its business plan and construct 125 units of housing for the most vulnerable members of the community.

On November 2, 2020, a decision rendered by Moncton City Council established a precedent and historic moment for New Brunswick – City Council approved a financial contribution of **\$6M (\$2M per year over three years)** in support of the implementation of Rising Tide’s business plan. In doing so, the City of Moncton ignored traditional jurisdictional responsibilities in favor of responding to a crying need for affordable housing for its most vulnerable citizens.

On December 21, 2020, the Honorable Bruce Fitch, then Minister of Social Development, announced the Province would also be providing a financial contribution of **\$6M (\$2M per year over three years)** in support of the implementation of Rising Tide’s business plan.

In February 2021, the federal government (CMHC) approved a Rising Tide Rapid Housing Initiative (RHI) proposal with a financial contribution of **\$3.4M**. Under the RHI program, the funding had to be spent by the end of the 2021-2022 fiscal year and had to be used for specific target groups. RHI funding added 28 units to the Rising Tide 125 target, making the new 3-year objective 153 units of housing.

In addition, the Human Development Council (HDC), who receive federal funding as part of the Reaching Home project to help address social issues in the province, contributed **\$400,000** towards capital housing projects plus **\$50,000** to be directed towards tenant support services.

**Over the span of 12 months, Rising Tide had secured \$15.8M of funding to create housing as outlined in its business plan which was designed to support the City of Moncton’s Affordable Housing Implementation Plan.**

Funding source	Funding allocation
City of Moncton	\$6M (\$2M per year over three years)
Government of New Brunswick	\$6M (\$2M per year over three years)
Government of Canada	\$3.4M
Human Development Council	\$400,000
<b>Total</b>	<b>\$15.8M</b>
Plus <b>\$50,000</b> to be directed towards tenant support services.	

In its business model, Rising Tide would own the housing properties, and would partner, through agreements, with established non-profit and charitable organizations to provide case management services and housing supports for the people living in its affordable housing units. Tenants would be selected following consultation with the Greater Moncton Homelessness Steering Committee and the partnering non-profit organizations.

As of March 31, 2023, a total of 80 units of housing spread over five properties had been constructed leaving 73 remaining units to be secured by the spring of 2024.

# Meet Our Team

Rising Tide recognized the importance of establishing a good governance framework to be accountable to its many stakeholders and have the proper framework in place to oversee the delivery of the three-year plan and create a cost-effective operational business model. The organization is overseen by a volunteer Board of Directors with extensive experience in business, management, finance, communications, community engagement and non-profit expertise.

## Board of Directors



Dale Hicks, **President**



Greg Lutes, **Vice-President**



Shannon Reid, **Treasurer**



Debbie McInnis, **Secretary**



Dawn Ermen Cormier, **Member**



Don MacLellan, **Member**



Isabelle Lacroix Vienneau, **Member**



Lawrence Forbes, **Member**



Mike Mann, **Member**

### Ex-Officio Member

(City of Moncton) Vincent Merola

### Staff Members

Managing Director George Cormier

Administration Maria Mutch

Manager of Client Services Nadya St. Denis

Manager of Policies and Programs J. P. Arsenault

### Property Management

H5 Property Management Paul Robichaud

### The Tenant Support Team

- 3 Housing Support Coordinators
- 4 Housing Support Workers
- 1 Nurse

### Community Partners

Rising Tide partners with a variety of community non-profits who contribute daily to addressing the challenges of homelessness:

- Crossroads For Women
- Harvest House Atlantic
- YWCA & YMCA
- SALVUS Clinic
- John Howard Society
- Greater Moncton Homelessness Steering Committee

## Message from the President



Dale Hicks, **President**

This publication marks the first annual report of Rising Tide and covers a two year period of the organizations' initial funding in 2021 to our fiscal year end of March 31, 2023. That funding of nearly \$16m came from three levels of government and was ground breaking at the time as municipalities in New Brunswick are not responsible for creating housing.

However, cities are where the issue of homelessness resides, and as the provinces' largest municipality, Moncton has experienced the most rapid rise of homelessness of any community in the province. When Rising Tide launched the Greater Moncton Homelessness Steering Committee indicated there were 132 homeless individuals on their By-Name List (BNL). That gave hope to the idea that the 125 units of housing planned for Moncton would have a major impact on addressing the need.

Earlier this spring, in conjunction with the Human Development Council, the annual point-in-time count for greater Moncton saw that number of homeless triple to 397 known individuals. It is now clear that Rising Tides commitment of 153 units of housing by the spring of 2024 will bring some welcomed relief, but unfortunately not near enough to tackle the growing need in the community. But, as the saying goes, you have to start somewhere!

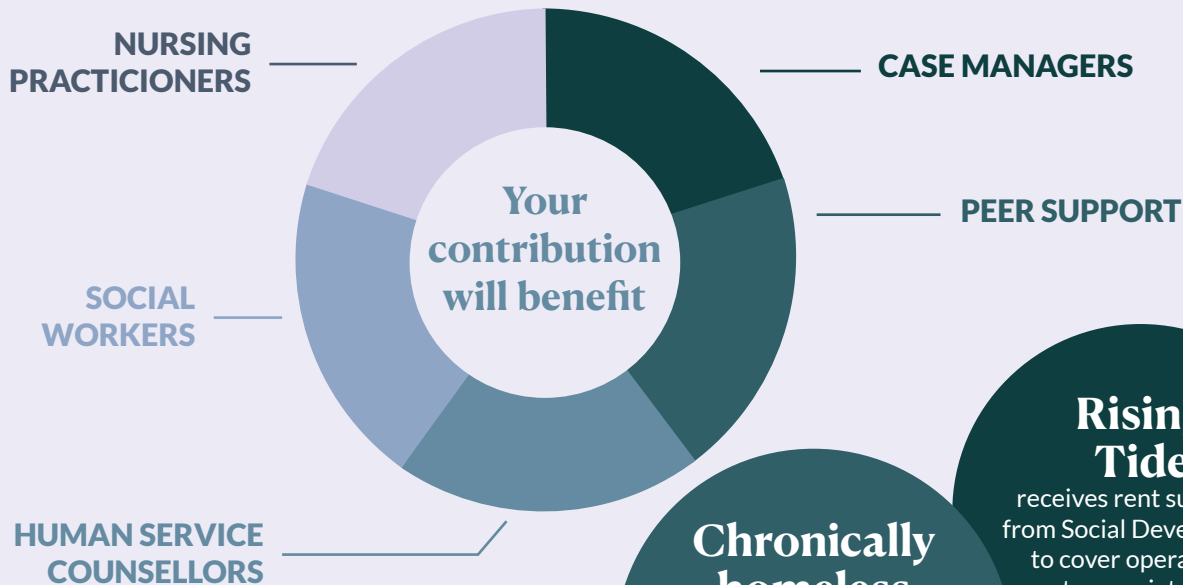
Nonetheless, I am encouraged that our engaged board members, dedicated staff, and support from all levels of government, in conjunction with a caring community, will see our efforts produce positive outcomes for both the individuals and the community at large. It is now clear that Rising Tide is not just a short-term fix but rather part of a long-term solution that will continue for years to come and well beyond the original objective of 153 units.

Affordable housing for everyone, can become a reality if our funding partners continue to engage in our efforts and the community remains supportive of our collective results. Together we can build a more inclusive community and change for the better the lives of those most vulnerable who deserve a place to call "home"!

Regards,

A handwritten signature in black ink, appearing to read 'Dale Hicks', written in a cursive style.

Dale Hicks



**Chronically homeless**  
 is the term given to those individuals who have been without housing for 6 consecutive months or 18 months in the past three years

**Rising Tide**  
 receives rent subsidies from Social Development to cover operational costs associated with each property.

The Federal Government  
**Reaching Home Program**  
 has contributed \$580,000 towards property procurement and support services over the past three years

# BEYOND HOUSING FUND

Addiction, mental health issues, and homelessness are on the rise in our community, and so are their tragic consequences. This issue led to a very public and tragic result on November 21st, 2022, when Luke Landry, beloved father and son, lost his life in a public washroom outside of City Hall in Moncton. That was the end of his life, but it is not the end of the story. Rising Tide Community Initiatives has launched the Beyond Housing Fund, dedicated to funding services that will help turn the tide and help prevent tragedies like Luke's from happening again.

## What will the fund support?

The Beyond Housing Fund will support life-saving and life-changing wraparound services for the 160+ Rising Tide residents, including:

- MENTAL HEALTH CARE & COUNSELLING
- ADDICTIONS SERVICES & OVERDOSE CARE
- EMERGENCY & CRISIS INTERVENTION
- MEDICAL CARE
- CASE MANAGEMENT & PEER SUPPORT

## Your support will help us

in our mission to help individuals in our community who are experiencing homelessness live their full potential, reclaim their futures, and become who they were meant to be. All donations will be directed towards these services and will allow our residents to start hoping, dreaming, and reintegrating into the community.  
**Together, we can make a difference.**  
**Together, we can save lives.**  
**Together, we can change community.**

**Get in touch:** [contact@risingtide.ca](mailto:contact@risingtide.ca)

## Message from the Managing Director



George Cormier, **Managing Director**

October 2023 marks my one-year anniversary as the Managing Director for Rising Tide. It has been a year that brought its share of successes and challenges. Over the course of my first year, we have quadrupled the number of staff, growing from three to twelve staff members, the majority of whom are working in the Client Services Division, which is our operational division.

During the last year, we have also concluded or renewed several partnership agreements with community agencies to ensure the delivery of case management services for our tenants. These agreements effectively add the full-time equivalent of 4.5 staff to our organization.

On the property management side, we concluded a contract that also adds approximately 1.5 full-time employees. More recently, we concluded an agreement with Amico Construction Ltd., a well-known construction project management firm in the Greater Moncton area that brings with it the equivalent of 5 staff to handle the construction of our buildings.

These additions have substantially increased Rising Tide's capacity to deliver and manage housing units for some of our most vulnerable citizens. But there is much left to do as the need for affordable housing continues to grow in our city.

I believe that the choices we are making in staff selection will bode well for the future of Rising Tide and would like to acknowledge the hard and dedicated work accomplished by both our staff and partners.

As we move closer to the completion of our commitment of 153 units, it will be important to now focus on our business model and processes to ensure that we can efficiently and effectively deliver units and services to our clients. One of the most daunting challenges in a young organization such as ours is to stabilize operations at the same time as the organization is growing rapidly. Nonetheless, we are committed to doing just that in the coming year.

Lastly, I wish to express my gratitude to the members of the Board of Directors, who despite being volunteers, make enormous contributions to the organization and provide me with great support in my role as Managing Director.

George Cormier

## COVID Impact on the Business Plan

Although it has secured over \$15.8 million from the three levels of government, Rising Tide was not immune to what transpired in the construction and real estate market since the onset of the COVID-19 pandemic.

In its original 2019 business plan, Rising Tide estimated a per unit cost of renovation or construction of between \$60,000 and \$70,000 per unit, which was based on market prices at that time. The COVID pandemic brought with it several unforeseen realities which tossed that idea out the window, before Rising Tide had purchased their first property.

The new challenges facing the organization included a significant rise in the purchase price of real estate, a global supply chain that impacted delivery time of construction material, which created a supply and demand issue which increased drastically the costs of materials, and finally a shortage in trades personnel extended the completion times for each project.

### Rising Tide Approach to Housing Affordability

Rising Tide believes housing is a critical component to ending homelessness. That premise was the basis of the organization being created and established as a non-profit housing entity for the City of Moncton.

Notwithstanding the financial pressure placed on the funding model by the fall-out of COVID, Rising Tide still feels housing affordability needs to be delivered by means of affordable construction. “We are very conscious of the fact we are delivering this project with taxpayers’ dollars, so we make every effort to explore cost-effective means of land purchasing, renovation costs, and construction” says board president Dale Hicks.

While other housing projects across the Maritimes are being completed in the \$250,000 - \$350,000 range, per door, Rising Tide projects to date have all been delivered at or below \$175,000 per door price point.



### **Property #1 – Community Partner YWCA (8 Units)**

This former catholic church rectory that was converted to seven 1-bedroom units and one bachelorette unit. Each unit also features a kitchen component, full bathroom, and TV. There is a larger common kitchen and shared laundry facility. Renovations were completed in December of 2021 and tenants began moving in early in January 2022. Final costs per door was \$132,000.

### **Property #3 – Community Partner Crossroads for Women (28 Units)**

This former student residence located in Dieppe was converted to twenty-six 1-bedroom apartments and two 2-bedroom apartments. Renovations were completed in March of 2022 and residents started moving in in early April. These units support New Brunswick’s Housing Strategy 2019-2029 objectives of creating 28 of the 40 proposed “second stage housing units for victims of intimate partner/family violence”. Due to the nature of this building, renovations were minimal with final costs per door being \$67,000.

### **Property #4 – Various Community Partners (21 Units)**

This was the first new construction property, made possible due to the RHI federal funding program. It is comprised of six 1-bedroom apartments and fifteen bachelor units. Three of the 1-bedroom units are designed as accessible. The construction phase was delayed due to COVID restrictions on trade personnel and supply chain issues. For example, the elevator originally expected to arrive in November 2021 was only installed in May of 2022. Occupancy began in August 2022. As a new build the cost per door was \$175,000.

### **Property #5 – Community Partner Harvest House Atlantic (16 Units)**

This second new construction undertaking by Rising Tide consists of sixteen 1-bedroom units in a two-level motel style build. This project started in late 2021 and as the previous new construction, was also hampered by COVID challenges and supply chain issues. However, the work was completed by December 2022 with occupancy starting in February of 2023. Costs per door was \$104,000.

### **Property #6 – RT Office & 7 Units of Housing**

Another former rectory building was purchased in latter half of 2022. In addition to providing seven units of housing this building also includes office space for the organization. Renovations are underway with completion expected in the fall of 2023. Costs per door is estimated at \$95,000.

### **Property #2 – Community Partner Harvest House Atlantic (7 Units)**

This former B&B is a heritage property was converted into six studio apartments, in addition to a 1-bedroom apartment each with their own bathroom, fridge and TV. Six tenants share a common living room, full kitchen, and laundry facility. Renovations were completed in January 2022 and occupancy commenced shortly thereafter. Final costs per door was \$105,000.

## **Land Purchases**

In preparation for the final stage of creating 153 units Rising Tide has been purchasing land in various locations across the city. This was a commitment made in the early stages of the project, that housing units would not be congregated in one particular neighborhood but rather scattered throughout the city.

Based on early experiences, it was also determined that keeping these properties limited to ten units or less produced significantly better results in terms of tenant safety, improved adherence to tenancy stipulations, more effective property management, and security of tenants and staff.

As a result, in the spring of 2023, in partnership with AMICO construction, Rising Tide will be building a series of 8-unit properties in seven locations. These units will be very similar in design and feature one-bedroom units with kitchen, bathroom, living space, and laundry facility. The first build is expected to be ready for occupancy by Christmas with the remainder targeted for completion in the first quarter of 2024.

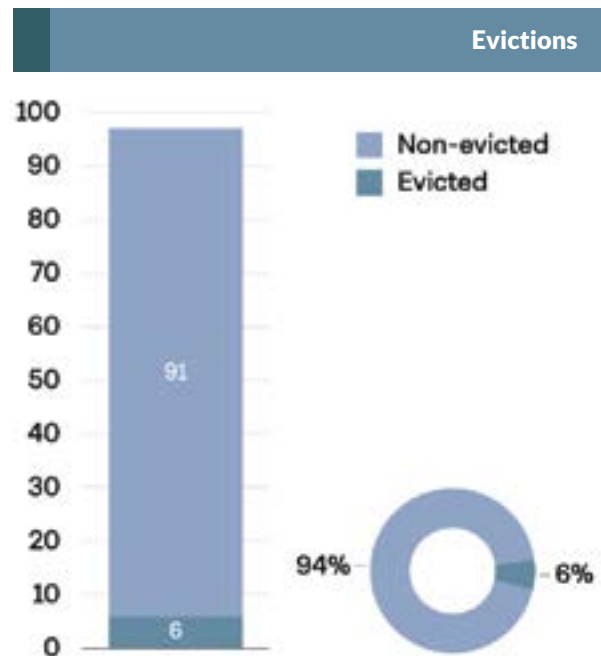
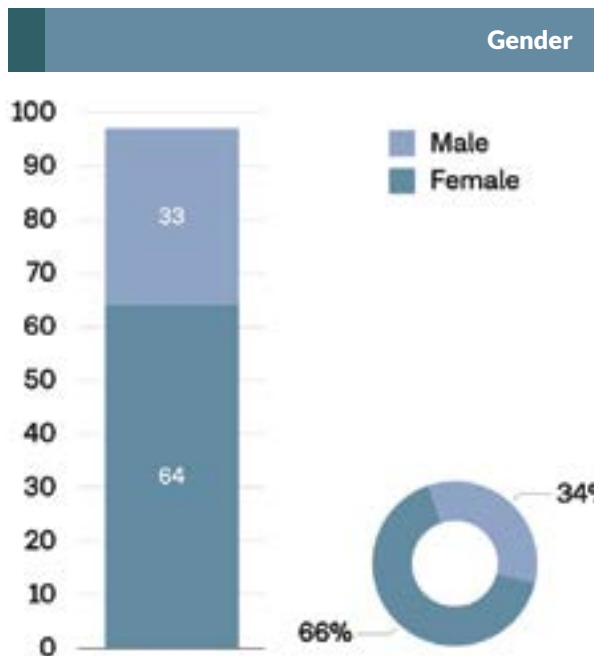
## Operational Realities and Challenges of Staying Housed

Rising Tide’s overall objective when it comes to its housing operations is to ensure the successful integration and stabilization of all its tenants. Despite some of the challenges on the capital investment side of things, Rising Tide realizes that its true measure of success and its most demanding task will be to ensure that homeless individuals that find a new home in a Rising Tide property remain housed.

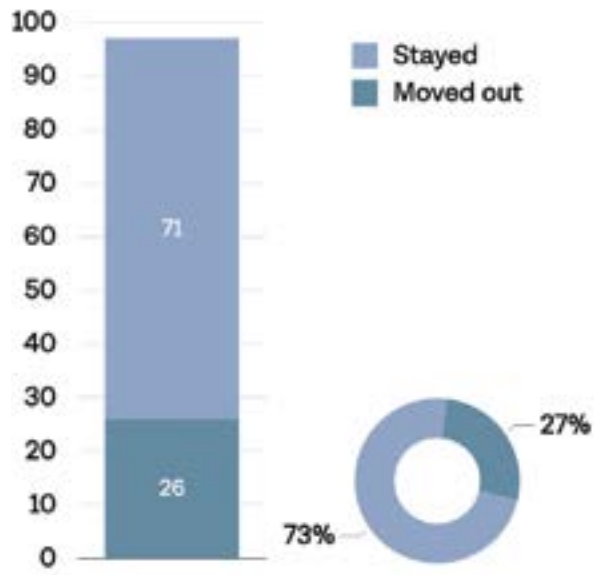
However, the best chance for success for those placed as part of the “housing first” approach relies on the level and quality of support services made available to those individuals. Appropriate support services are directly related to the level of acuity of that individual. There is no dispute that “high acuity” individuals require a more robust level of support and at a greater frequency.

The 80 units of housing created in 2022-2023 were accessed at some point by a total of 97 individuals. The length of stays in these units ranged from a low of two weeks to as high as fifteen months. There is an ongoing effort by our housing support team and personnel from our partnering non-profits to provide support services to our tenants towards the goal of lifting them out of homelessness and remaining housed.

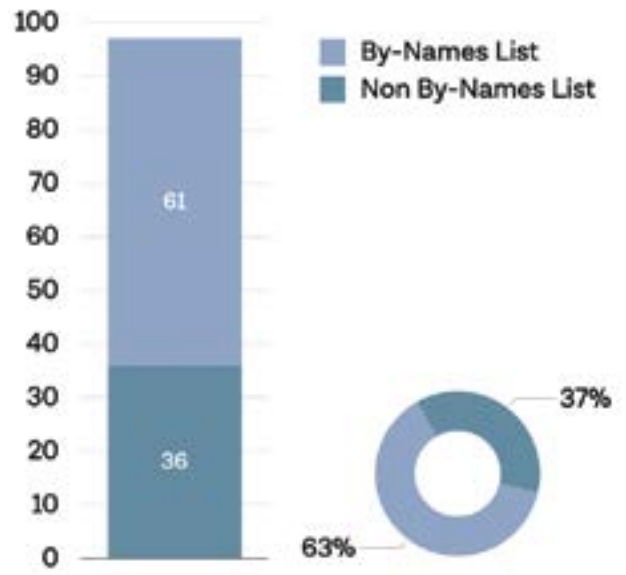
### Those 97 individuals produced the following statistics:



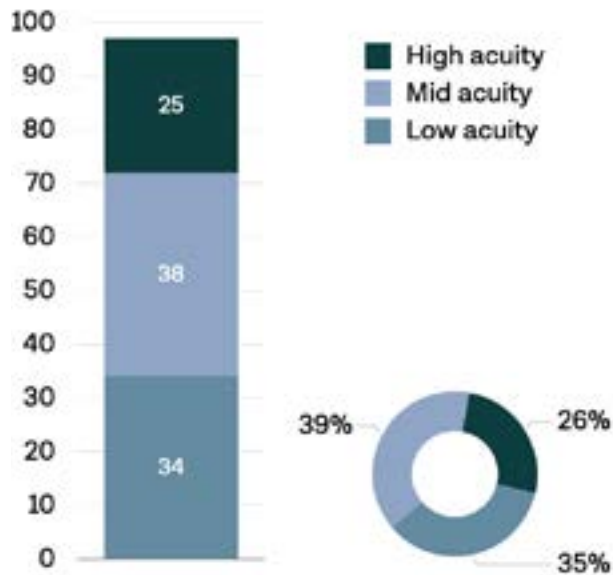
### Relocation



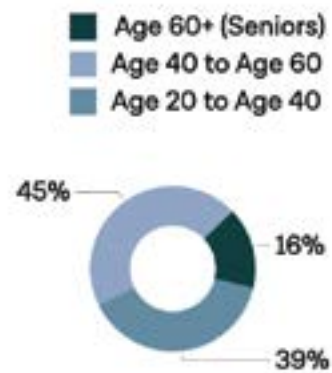
### By-Names List



### Acuity Levels



### Age Demographic



### Deceased

Unfortunately there were **two individuals** who passed away from natural causes.

## Pro-Active Housing (Prevention and Diversion)

As Rising Tide creates units and provides housing for homeless individuals, the homeless population is increasing.

Many people are reaching out to Rising Tide as they are being forced to vacate current housing because of rent increases. These people are at risk of falling into homelessness.

The Human Development Council suggest a liveable wage in Moncton is above the \$20/hour range. Assuming a full-time 40-hour work week, these equates to an annual salary of \$41,600. At the recognized 30% of income limit on housing, these means that an individual in this category would have \$1,000 per month to spend on either rent or a mortgage. Thus, there is also a need to create housing options for the working poor and low-income families and seniors. The high-end units that are popping up all over the city are not within reach of these groups.

Rising Tide believes that it has the capacity and duty to take on more projects to address the growing housing needs of the Moncton population. Prevention and diversion projects are well within the scope and mandate of Rising Tide. Rising. In fact, several parcels of land have been purchased, with more being pursued, to construct 1 and 2-bedroom units similar to the rendering below. Look for these types of housing options to take shape in 2024.

