



THE CRIDGE CENTRE FOR THE FAMILY

150th Annual Report ***April 1, 2022 - March 31, 2023***



act justly
love mercy
walk humbly





Under the Distinguished Patronage
of The Honourable Janet Austin,
OBC Lieutenant Governor of
British Columbia

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Catherine Morris Scambler
Paul Scambler, K.C.

Table of Contents

• <i>Purpose</i>	1
• <i>Message from the CEO</i>	2
• <i>President of the Board</i>	4
• <i>Finance Committee</i>	6
• <i>Governance Committee</i>	7
• <i>Nominating/ Membership Committee</i>	8
• <i>The Cridge Child Care Services</i>	9
• <i>The Cridge School Age School Care Program</i>	11
• <i>The Cridge Brain Injury Services</i>	12
• <i>The Cridge Intimate Partner Violence & Brain Injury Program</i>	14
• <i>The Cridge Transition House for Women & The Cridge Young Parent Outreach Program</i>	16
• <i>The Cridge Supportive Transitional Housing & The Cridge Respite & Respitality Services</i>	18
• <i>The Cridge Communications & Fund Development</i>	21
• <i>The Cridge Village Seniors' Centre</i>	22
• <i>Strategic Plan Summary</i>	23
• <i>Appendices</i>	
a. <i>Minutes of the 149th Annual General Meeting</i>	
b. <i>Grant Report 2022-2023</i>	
c. <i>Endowment Fund Report</i>	
d. <i>Auditor's Report</i>	

Consistent with the principles taught by Jesus Christ and seeking to manifest His love, we commit to rendering aid and service to children, adults and families by:

1. Providing childcare to children in the community through supervised, structured programs to help their personal development, and to advance education by operating programs and activities;
2. Assisting women and children who have experienced family violence and abuse move from crisis and instability to self-sufficiency, personal safety and stability by providing them with support programs such as transitional housing, counselling, support groups, and access to other community services;
3. Relieving poverty by providing low and moderate-income families and those who are poor or needy with affordable housing and with programs to support them with life necessities;
4. Promoting health and wellbeing by providing respite services and resources to families of children with disabilities;
5. Promoting health and wellbeing by providing survivors of brain injury with housing and other support services to enable them to achieve their highest possible level of independent living, including assistance in daily tasks, health management, skills training, employment opportunities, and community involvement;
6. Relieving conditions attributable to being aged by providing specially adapted residential accommodation, incidental facilities, and support to seniors;
7. Providing youth in need who are young parents or at risk of homelessness with supports, mentoring and resources including counseling and advocacy to ensure their basic needs are met and to enable them to pursue education, employment and safe affordable housing;
8. Undertaking activities ancillary and incidental to the attainment of the above charitable purposes.

We give thanks to our Creator and Lord for the ability to gather and work here in the grace and peace of Jesus Christ. We acknowledge with respect that this is the traditional territory of the Lekwungen and WSÁNEĆ peoples, original caretakers of this land. We thank them for their gracious welcome. As they have walked gently here for many generations, we seek to do the same in service to the many peoples who now share it and call it home.

CHIEF EXECUTIVE OFFICER

Adam Richards

This was a full year to say the least, with all hands on deck as we lift out of pandemic life into new opportunities and strengthening our infrastructure for growth. There have been some significant achievements over the past year, which I have listed below, and some challenges too. What is clear is that God's hand is in every corner of the organization, and it is with His strength and grace that we can take big steps forward, trusting that the one who has been with us for the past 150 years will continue to lead us into the next chapter.

Much of the focus of the past year, as articulated in the interim strategic plan, was to focus on ensuring that we have the systems infrastructure to sustain our current programs and services, and to launch us into new growth opportunities. With the support of the Board of Directors, we invested in a full financial systems review. This highlighted our need for a Director of Finance and several other key recommendations to align our processes with current and future needs. I am excited to announce that we have hired Anna Olson to lead our finance and administration team.

This organization is led by an amazing team of managers who work tirelessly and are committed wholeheartedly to the work they are called to. Some are on the last few laps of their race with us, and their legacy will last for many years after they retire. For others, the years ahead will be full of opportunity. Paula, Marlene, Geoff, Sarah, Candace, Joanne, Christine, Tina and Paul, are all a gift to this organization and have been for many years. It is an honour to work alongside each of them. When celebrating 200 years, you will be the ones whose portraits will be painted. You are life changers, you are legacy builders, you are culture impactors, and you are an inspiration.



Here is a list of Organizational Milestones and Achievements accomplished by this team over the past year;

- Planning for 150 year anniversary celebrations
- Signing on to \$10/day Childcare
- Ratify a new collective agreement
- Full Financial Function review - KPMG
- Completing a five-year strategic plan
- Hiring of Director of Finance and Administration
- New housing agreement with BC Housing for women fleeing violence
- Air Conditioning Installation for Dunn Day Building in Senior Centre
- Launching Pre-Development work for main property to assess opportunity
- Lifting all staff wages above the Victoria living Wage
- Increasing staff wellness supports
- Implementing action items related to Truth and Reconciliation
- Completing installation of all-season turf in child care playgrounds
- Purchasing Young Parent Outreach Program Van

The strategic planning team, in partnership with the board, took on the work of a new strategic plan to lead us into the next five years. Our board established five clear strategic objectives:

- To develop a management structure and organization systems for growth
- To grow deeper within existing service areas and develop a framework for responding to new opportunities
- Develop a property and housing Master Plan
- To enhance community engagement
- Assess and launch if appropriate a social enterprise

A special thank you to my Executive Assistant, Tanya, who serves The Cridge Centre with a deep commitment to ensure we are aligned to our Values and who is especially effective in reminding me when I start straying off mission.

The Board of Directors continues to be a thoughtful, prayerful, committed and passionately engaged group of leaders whom I trust, respect and love. They govern this organization with humility and collective wisdom, and their support is priceless. Most of all, they inspire me and others to dig deep into our faith to seek God's wisdom to Act Justly, Love Mercy, and Walk Humbly.

Our outstanding staff team impresses with their resilience and commitment. We work with people, our facilities enable us to work with people, our finances, infrastructure, programs, all are there to help us connect, serve and love people. It takes people to do this, and our people are the best. These are particularly difficult times, with many of our clients experiencing deeper needs than ever, and yet, our staff are here to meet the challenge of walking alongside our clients as they journey towards health, safety and meeting the challenges before them.

The most important part of The Cridge Centre story is our clients themselves. We get to work with heroes. With overcomers who are raising children in troubled times, with those who have lost so much due to injury or trauma yet want to make a better life for themselves. We work with Seniors who bring joy and wisdom as they live out this chapter of their life. While the work is hard and tiring, we know that we are doing God's work. We are the tangible hand of God reaching out to the people we serve and care for, and our clients and residents are a gift.

It is an honour to serve here at The Cridge Centre for the Family. This year we have been celebrating our 150th anniversary and taking time to look back at how this all began: with the faithful dedication and service of Mary and Edward Cridge who took a giant step of faith to open an orphanage and chose that no child in their community would feel unwanted or uncared for. It is in that legacy that we continue to today in faith, in trust and with courage to take steps forward, to see into the corners of our community to seek out those who may feel unwanted, underserved, isolated and alone, and together we work to restore hope and a future.

Thank you for your prayers, for your partnership, for your financial support, and for walking this journey with us.

Submitted with gratitude,

Adam Richards
Chief Executive Officer



Newly installed playground turf

PRESIDENT OF THE BOARD

Ann Wellman

As we are approaching the official 150th anniversary, I have been reflecting not only on our past accomplishments but also on our exciting future. I believe these past months have been about **readying** and **God's gracious timing**. Here are just a few of those highlights:



Readying

150 - Starting last fall, we began planning our 150th celebrations with the goals of educating the public on our many diverse programs and services, engaging our community in various activities to celebrate our managers, staff, residents and clients, and, hopefully, enlisting some new Society members for a total of 150 by the end of this calendar year.

Strategic Priorities - With the increasing needs in our community, it was important that we were well-equipped to handle any future opportunities God might send to us in the next 3-5 years. I commend our CEO, Adam Richards, for his diligent and thorough analyses of our finances, systems and programs to determine gaps in our ability to take on new opportunities. Adam arranged for a strategic planning session with the board to determine priorities/directives, established Strategic Planning Committee with Cridge Management to determine initiatives and implementation timelines, and fostered a culture of strategic thinking throughout the organization.

Looking To The Future - Our CEO, Adam, continues to diligently approach our funders for fair allocations and promote our history of excellence and expertise to government and community partners.

God's Amazing Timing

150 - As a part of the historical sub-committee, we are so grateful that God directed two amazing archivists to us: Jan Ross and Tom Palfrey, who have been so generous with their time, expertise and assistance in setting up our historical displays. In addition, they organized our artifacts in a way that will preserve them for the future. A special thanks to Jan's daughter, Darien, for all the artful labels for our displays. A huge thank you to our sponsors, donors and community partners that have assisted us with our various 150 celebrations.

Strategic Priorities - last fall KPMG was available to conduct a financial systems audit. They proposed a number of efficiency improvements as well as a "road map" for achieving these effectively and expeditiously.

We were blessed to have Tim Warkentin (of Nelson/ Kraft & Associates) with us to facilitate our Strategic Planning for the next 3-5 years. He capably and carefully led us through multiple hours of self-reflection and our hopes for the future, broadening our perspectives beyond traditional service areas. This resulted in 5 distinct Strategic Directives and an implementation plan of initiatives which are listed on page 23.

The Future is Upon Us - In December, we received word that we had been chosen for a \$10/day Child Care Contract. This has huge ramifications, not only for our parents but also for our staff, who were previously unable to benefit from contract raises. Then, while we were finishing our strategic planning (designed to ready us for future opportunities), we were contacted by BC Housing to consider managing a brand new facility for women fleeing violence as well as housing for some survivors of Intimate Partner Violence and Brain Injury (something we've been praying for).

We have now been awarded that contract and are thrilled to be responsible for this facility and its residents. "And my God shall supply all your needs according to His riches in glory by Christ Jesus" Philippians 4:19. As a board, we officially adopted the United Nations' Declaration on the Rights of Indigenous Peoples to inform policy review, future decision-making and our continued pursuit of reconciliation.

None of this preparation would have been possible without the following people. I want to extend my sincere appreciation to:

- Adam Richards, CEO and Tanya Kuhn, Cridge EA and Board Liaison, for keeping our board informed, involved and compliant with all rules and regulations.
- Our Cridge managers for navigating through COVID-19 vacancies and embracing a new strategic plan and way of thinking
- Our staff - for their dedication and patience, especially while contract negotiations dragged on.
- Our Board of Directors for their unwavering dedication and engagement in examining our processes, governance systems and the possibilities for our future.

On a personal note, I want to say a special thank you to Val Fuller, who stepped into the President's role for over three months while I was incapacitated for health reasons. Val will be taking her requisite year away from the Board next year, and we will sorely miss her wisdom, perspective, expertise and knowledge of all things Cridge. We look forward to her return in the fall of 2024!

I am also sad to see Claudia Dorrington leave for her "gap" year. Claudia has faithfully served on The Cridge Board for many years. She is one of our most ardent prayer warriors - praying for the organization, programs, staff, residents, and our faith community and for each of us individually. I have valued her support over the past couple of years and will miss her also!

We have been blessed this year beyond our expectations. But we shouldn't be surprised, for "Great is our Lord, and abundant in power; his understanding is beyond measure." Psalm 147:5. We look forward to following His leading in the coming years.

Prayerfully submitted,

Ann Wellman
The Cridge Centre for the Family
Board President



Leaders in Training - SunFun 2022

TREASURER'S REPORT

Michael Cridge

The fiscal year that ended March 2023 has truly been a remarkable one. We have made great strides to ensure The Cridge Centre remains strong into the future. Key highlights and accomplishments your Finance Committee worked on this past year:

- Promoting the Financial Function Review by KPMG. This assessed our current systems and processes, with an eye on updating our systems, and creating efficiencies while ensuring our strong financial controls remain.
- The successful completion of an investment review, consolidating the management of the investments within one provider, with the expectation of creating more efficiently managed portfolios.
- Supporting our CEO in implementing a key new position within the Finance Department, that of Director of Finance and Administration, with the expectation that this position will help us achieve greater efficiencies and create capacity, which will help us continue to grow and help meet the overwhelming needs within our community.

I want to thank the members of the Finance Committee, namely Beiyan Ou, Del Phillips and Mary Jane Spray. They have endured long monthly meetings and ensured that we fulfilled our mandate, reviewing the financial position of the organization and recommending changes to ensure The Cridge Centre remains financially strong and viable. Thank you to each of them for their tireless work, commitment, and vision for this organization. I also want to thank Adam, who has completed two years as CEO. The Lord has truly placed Adam in this position of leadership within this organization. The Cridge Centre is flourishing. Adam is making the organization stronger and ready to take on the many challenges ahead while bringing respect and gratitude for our organization's past.



We are coming out of the third year of COVID-19 and dealing with the impacts of high inflation. At the very end of our fiscal year, we received a newly ratified labour contract. We are feeling the impact of these financial challenges on our organization and are dealing with the implications of the retroactive wage increases the contract has placed upon us. However, we have been successful at adapting to the challenges, becoming stronger and ready to grow this amazing organization. I am happy to report that The Cridge Centre remains in a very strong financial position. I would like to thank our staff, who, on a daily basis, impact the lives of those in our care. We are proud to say that they can now ALL earn a living wage within our community. This is truly a remarkable accomplishment worth celebrating.

Finally, we are turning 150 years old! We have seen the Lord's blessings continuously throughout that time. I want to acknowledge the continued Blessings that the Lord has bestowed on The Cridge Centre this past year, allowing us the ability to grow and invest in the systems necessary that will help us meet the growing needs of the community, thereby helping us do the Lord's work within Victoria in the future.

Respectfully submitted,

Michael E Cridge, CPA (CGA), CFP

GOVERNANCE COMMITTEE

Val Fuller

The Governance Committee's areas of responsibility and focus are:

- Education for directors, including knowledge and skill development
- Reviewing on behalf of, and recommending to the board and society, bylaw amendments
- Monitoring and ensuring that the society is following the bylaws
- Liaising with any board-related external organizations
- Conducting board self-evaluations
- Reviewing board policies and recommending development and amendments.

Our members for 2022/2023 are Val Fuller, Gerald Mann, Louise Parton and Ken Peters.

Highlighted below are some of the additional duties and events our committee completed this year, along with the annual calendared work of the Governance Committee:

Reconciliation - In our pursuit of reconciliation with our First Nations neighbours, we reviewed all governing documents through the lens of reconciliation. The Cridge Centre also invited Dr Raymond Aldred, Director of Indigenous Studies at Vancouver School of Theology, to spend a day with us which included joining one of our board meetings. It was a valuable time of listening and learning as he shared his life experiences and insights regarding faith, reconciliation and governance.

Strategic Plan - We have enjoyed an intense and thorough strategic planning process with a specific focus on the next 3-5 years. With the guidance, direction and expertise of Nelson/Kraft & Associates, we prayerfully reflected on the past 150 years, considered our present position and dreamed about our future. As a result, the board has set the priorities for The Cridge Centre. Adam, as the CEO, together with the input of the management team and Strategic Planning Committee, has drawn up an actionable, realistic and measurable strategic plan for the busy years ahead.



Excellence - Top of mind for our committee is always the legacy of excellence that has become part of the DNA of our leadership. Many past and present board and society members have worked prayerfully and diligently to build this legacy. It is the Governance Committee's desire and responsibility to ensure that our policies and processes not only reflect this legacy of excellence but that they are also clearly documented for future board members. This takes thoughtful and sometimes tedious hours of work, often leading to hard questions and conversations. I would like to thank each member of this committee for their commitment, expertise, kindness, sense of humour and patience as we've worked through these processes and questions in the ongoing quest for excellence in governance. I'd also like to thank Adam, our CEO, for gently providing information and insight that is so necessary in our discussions and decisions.

Also, a sincere thanks to Ann for her leadership as President and sharing her gifts in administration, policy review and writing. Thank you to Tanya Kuhn, our Board Liaison, for keeping our schedules in order and deciphering our discussions into intelligible documents and minutes! May all that we do and say be for the encouragement and building up of one another and for the glory of God.

Faithfully submitted,

Val Fuller

NOMINATING COMMITTEE

Mary Jane Spray

The purpose of this committee is to build a membership which reflects The Cridge Centre for the Family's faith-based structure. From this membership we choose directors to sit on the board who have been society members for a year. Society members receive a letter asking for suggestions for potential board membership or to consider board membership.



Cyber Seniors Program

Because we are just now coming out of restrictions due to COVID-19, the regular society events such as the Stuff the Stocking fundraiser for the Respite program, the Annual Society Breakfast, and the special get-togethers for prospective new members were cancelled. The committee had put together a comprehensive list of volunteer possibilities for all our programs which has had to be put off because of the pandemic. A few of these volunteer opportunities have begun again where possible. Our interviewing of potential society members is still happening through Zoom.

As this is our 150th anniversary, there will be a few special events planned for the year. Stay tuned!

This year we have brought on a few new members into the society. I would like to thank Claudia Dorrington, Louise Parton, Lynne Ellis and Martha Partridge for their hard work as members of this committee. Our president, Ann Wellman, and CEO, Adam Richards, bring an organization-wide vision to discussions. As always, thank you to Pat Bailey (until April) and Tanya Kuhn (beginning in April and overlapping with Pat) for keeping records at all meetings and keeping us all on track. Thank you all for being such loyal servants of our wonderful Lord.

Respectfully submitted,

Mary Jane Spray, Chair
Nominating/Membership Committee

CHILDREN'S SERVICES: EARLY CHILDHOOD PROGRAMS

Paula West-Patrick

The Cridge Child Care programs continue to operate as licensed group child care under the Community Care Facilities Act for 189 children ages 6 months to 12 years. The Early Childhood programs include our Nursery with 24 children, Full Time Day Care with 72 children ages 2.5 months to 5 years, and our Part Time Nature Preschool with a capacity for 36 children, which strives to operate primarily outdoors. We currently have 26 amazing direct care staff working in our programs providing quality care and support to a wide range of families who access our services. In the fall, we took the opportunity to combine our three licenses into one license to create more efficient processes.

This has been an amazing year for our programs. The biggest highlight is that we were finally successful in our \$10/day Child Care application. A huge thank you to Linda in accounting, who worked diligently to obtain this funding. This contract through the Ministry of Education and Child Care has made child care much more affordable for all families in our program, bringing the maximum cost to \$200/month. To put this into perspective, our previous fee for an infant in our program was \$1217/month. This contract also included funding for our programs and increases in staff wages. It has been a real lift for us in helping retain our Early Childhood Educators and provide opportunities for staff development, parent programs and building upgrades as well. We are so grateful for this opportunity.

We were able to complete the turf in our final daycare playground in July 2022. This has been an ongoing project for the last three years, and we are grateful to numerous donors for the funds they have provided that allowed us to create a safe and healthy outdoor environment for our children to enjoy.



In April we welcomed a new ECE support staff, Kate Reeves, as Tanya moved into her new role as Executive Assistant. Kate has been a valuable resource as we move ahead into the future, transitioning our communications online and creating more efficient ways of registering, billing and communicating within our programs through our new Esikidz registration software.

In August, we engaged in a partnership with Camosun College to provide a Work Integrated Learning program. This allows staff to take their Early Learning and Care (ELC) classes while still working in the field. Staff pay only for their electives, and within two years, they will have completed their ELC along with their specialty (Infant/Toddler and/or Special Needs). We currently have five staff participating, and all have received their Early Childhood Educator Assistant's license so far. By September 2024, we will have five new fully qualified staff. We are so proud of them!



Story Theatre Performance

We continue to explore ways to learn more about local Indigenous communities and provide cultural engagement with our families. The children and staff have been very interested in meeting with community Elders who provided sessions on drumming, storytelling, crafts and the sharing of cultural items. During our August professional development time, staff participated in Moe the Mouse training, a speech and language workshop that was developed using Indigenous resources and featuring animals that are familiar to our children. The kits we purchased for each classroom have been a big hit with the children as the staff introduce the stories and encourage the continued acquisition of language. It has been such a blessing to unmask and see each other's beautiful faces again. The children were so proud to show their parents their classrooms as we moved back to allowing them into the building.

Annual events such as The Cridge Family BBQ (June), Preschool and Hi-5 graduations (June and August, respectively), SunFun carnival (August), and Christmas open houses all returned and were fully enjoyed by our families. Story Theatre returned as one of our first events in May.

We are grateful to The Victoria Conservatory of Music, who continue to provide a grant and wonderful musical experiences to our Toddlers and Day Care children. A huge thank you as well to the many supporters who take the time to provide gift cards for our families or adopt families for Christmas and back-to-school supplies. Many thanks to our many community partners, such as; Queen Alexandra Centre for Children's Health and Aboriginal Supported Child Development, who provide our staff with valuable support to include children of all abilities in our programs; Victoria Child Care Resource and Referral, who provide training opportunities for staff; and The Early Childhood Pedagogy Network who support staff in learning new ways to engage children and families.

It really does take a village to raise a child, and we couldn't do this without you.

In closing, we offer gratitude for God's grace and many blessings this year. It has truly been one of growth and hope for the future of our programs.

Respectfully Submitted,

Paula West-Patrick
Manager
Children's Services



Halloween in Children's Services

CHILDREN'S SERVICES: SCHOOL AGE CARE AND SUN FUN

Tim Latour

Another year has gone by, and I am once again faced with the daunting task of trying to sum up in just a few short words what a year it has been here in School Aged Care. I am incredibly grateful to say that, I can only think of the overwhelming blessings we have had this past year. It has been my priority to instill a culture of fun, safety, and stability in this program. I can confidently say that, with the help of my staff, supportive funding, and the management team, the program is thriving.

This past fall, we received the profoundly good news that our center was to become a \$10/day Centre. This provided our families with a huge financial relief knowing that they would be paying no more than \$200 per month for Child Care. It also included a substantial wage increase. Since that funding was put into place, our Centre has new life. It truly is a new beginning. We are also grateful to continue receiving our gaming grant and community donations, all of which add to our ability to provide a fun and safe program for the 75 families in our care.

As always, SunFun was a blast last summer. We were blessed with full registration for the second year in a row. We had over 120 children come through our doors to have a summer camp experience. Field trips included The Bug Zoo, Shaw Ocean Centre, The Royal B.C. Museum, and a large variety of parks and beaches around Greater Victoria. We also enhanced our Leadership in Training program with eight LITs joining us over the summer. The LITs learn what it's like to work as a summer camp staff while also being paired with a mentor on our team. They get real training on how to lead games, prep and serve snack, and above all else, have fun! The best part about the LIT program is that many of these youth have been campers in the SunFun program themselves!



This year we introduced our new childcare software, "Esikidz," to the childcare programs. I give credit to our lovely Childcare Programs Assistant, Kate Reeves, who put in hundreds of hours of work with Arlene, Linda, Paula, Christine, Adam, and myself to implement this software into our program. With this software, it will make registration easier for parents but, most importantly, take a huge amount of work off of the incredibly hard-working admin team.

I am so grateful and blessed to work in an organization that loves and supports people before anything else. The Cridge Centre for the Family has been changing lives for 150 years and to be able to be a part of that every day is such a blessing. My team, and the children in this program are so supported and cared for by this organization. All I can do is appreciate it and return the blessings I receive every day to someone else in need. Is every day in School Aged Care all sunshine? No, but to leave you with a quote from one of my favourite poets,

*"When life throws you a rainy day,
play in the puddles."*

– Winnie the Pooh

Respectfully submitted,

Tim Latour
School Aged Care Coordinator

BRAIN INJURY SERVICES

Geoff Sing

The Cridge Brain Injury Program (CBIP) experienced a strong and positive 2022-2023. We supported over 100 survivors throughout Greater Victoria. Despite the challenges we faced, our tenants and clients realized positive experiences and outcomes.

On a challenging note, April 2022 began with all tenants and some staff at Macdonald House infected with COVID-19. Fortunately, symptoms were minimal, and Macdonald House was impacted for only two weeks. After this initial setback, the CBIP continued to grow stronger in service support.

We are fully engaged in our goal of seeking 100% employment and/or volunteer experience for survivors supported by The Cridge Brain Injury Program. Several survivors are currently involved in meaningful participation in their community. A highlight is the operation of our Hot Lunch program for the 2022-2023 school year. Over the year, six survivors were involved. The program is led entirely by a survivor who was a former client of CBIP. This reinforces our goal of “working ourselves out of a job” and assisting survivors to be contributors within their community as opposed to being dependent on social services and supports. At time of reporting, 10% of the survivors the CBIP supports are participating in meaningful activity. The CBIP is fortunate to have established many community partnerships to further the work for survivors and bring about brain injury awareness within our community. These include:

Local documentary filmmaker

Andy Fiore - Andy is doing a documentary addressing the challenges for those with a criminal background trying to find employment. He will focus on survivors of brain injury in regard to this topic. Several Cridge clients and contractors will be interviewed and featured in this documentary.



Dr. Rick Cotton, Gustavson School of Business at UVic, in regard to employment for survivors of a brain injury. He will be volunteering his services and support to help us develop employment opportunities for our survivors.

Women at the Centre (Toronto) Intimate Partner Violence – Brain Injury Project – identifying the optimum support services for women who are survivors of a brain injury as a result of intimate partner violence.

In addition to assisting survivors in our community, the CBIP is strongly committed to advocacy and brain injury awareness for survivors and their networks. Projects of note:

- After a two-year break because of the presence of COVID-19, **Survive Strive Thrive**, our brain injury conference, returned. SST 2022 hosted over 170 attendees via Zoom who were witness to four outstanding presentations on thriving throughout the journey of brain injury.
- Meetings with various community leaders, including Members of Parliament and Members of Legislature.
- Participation, under the leadership of the Gerald Breese Foundation for Life Losses, with the Ministry of Mental Health
- University of Toronto – Ideal housing solutions for survivors of a brain injury.
- Homelessness Services Association of BC – Brain Injury 101 presentations with impactful survivor stories.

Survivors of a brain injury face significant challenges along their road to recovery. Despite the setback they experienced, they can be leaders, employees, volunteers and valuable contributors to our community. That is our goal for every survivor we support. We thank them for the opportunity to be a part of their lives to assist their recovery.

Respectfully submitted,

Geoffrey Sing
Manager
Brain Injury Services



“

We're walking the walk and talking the talk as much as we do. It's not just talking about what we wish we could do. It's making the wish list and making it happen and actually taking steps.

”

Measha Gallagher from July's Messenger

INTIMATE PARTNER VIOLENCE & BRAIN INJURY PROGRAM

Joanne Linka

The past year has been a challenging one in our Intimate Partner Violence and Brain Injury program. We have seen great blessings and also great sorrow.

We started off the year with a full day of strategic planning; an opportunity to look at what had already been accomplished and to dream about where we wanted to go next. We continue to revisit this plan at our meetings to help guide our focus – it is always exciting when we can tick off a goal as being accomplished!

We also experienced staff turnover, as Tori Dach resigned to take up full-time counselling. She was replaced as IPV-BI Coordinator by the very capable Measha Gallagher. The rest of the team is comprised of: Adam Richards, Candace Stretch, Geoff Sing, Jody Paterson and Joanne Linka.

Services: We continue to concentrate most of our energies in the area of direct service provision for women impacted by an IPV-inflicted brain injury. Over the course of the year, we have supported around 22 women from the community, plus a number of women in the Transition House with a wide variety of services. At any given time, and depending on the needs that they are presenting, we serve up to 20 women. This year we were able to hire a part-time BI support worker to provide care in The Cridge Transition House for Women. She provides women with coping strategies and supports transition house staff in understanding the symptoms of brain injury. She has also begun a series of Brain Health Challenges, which has helped start important conversations about the impact of brain injuries.



One of the biggest challenges and opportunities to learn this past year has been in the area of caring for women with significant support needs. We had two clients whose needs far exceeded our scope of service provision (significant substance use, impairment and inability to live independently). As we struggled to provide them with the best possible support, our staff persistently advocated for the relevant social and medical services to step in and provide the care that these women needed. We experienced heartbreak in January 2023 when our very first IPV/Bi client passed away from health complications. The team of Dovetail and Brain Injury support workers that supported her were deeply impacted by this loss. We have learned how much more change we need to see in our health, justice and child protection systems so that women with brain injuries are able to thrive. This has spurred us on to advocate even more strongly for housing dedicated to women with brain injury – a service that is currently unavailable on Vancouver Island.

Training: We stepped away from providing training to outside organizations this year, knowing that one of our partners, SOAR (Supporting Survivors of Abuse and Brain Injury through Research) in Kelowna, has stepped into that area and is offering excellent resources. We welcomed their facilitator and founder, Karen Mason, who spent a day with our staff teams (from both the BI program and the IPV program) to provide training.

Advocacy: Jody Paterson, formerly from Board Voice, has been an outstanding advocate for our program over the past year. She has relentlessly written letters, knocked on doors and arranged meetings with decision-makers to advance the awareness of IPV-BI. Her efforts have resulted in private meetings with MLAs Grace Lore, Kelli Paddon and Jennifer Whiteside. We also have been invited to present to Island Health about the importance of housing for women with Brain Injury. This year, CTV did a series of news stories about IPV-BI, and we had a chance to be involved with the YWCA's campaign that included the very powerful Public Service Advisory with Trevor Linden.

Research has been ongoing as we partner with various researchers from the University of Toronto, Women at the Centre, SOAR/UBC, an Australian researcher and a variety of students who help us with gathering stories and statistics.

Prevention continues to be an area that we are eager to step into but are currently under-resourced to do so.

Funding is completely donor reliant. For the past three years, we have been incredibly blessed to have a small cohort of major donors who have faithfully and generously supported the program. Their funding commitment will come to an end in the Spring of 2024. At that time we will be appealing to our wider donor base and other funders to ensure that our programming can continue. We are immensely grateful for all those who have made the work of the last three years possible!

Finally, we are excited to report that one of our prayers has been answered! In March of this year, we entered into an agreement with BC Housing to take over a building for women who have been impacted by Intimate Partner Violence. We will have 17 new suites to offer our clients – an incredible and much-needed addition to our housing program! Of those 17 units, three will be dedicated to women with IPV-BI and who potentially need a higher level of support than is currently offered in our Supportive Transitional Housing units. We are beyond grateful for this opportunity to offer the kind of supports that would have benefited our first IPV-BI client who passed away in January.

With Gratitude,

Joanne Linka
Manager, Communications and Fund
Development

TRANSITION HOUSE FOR WOMEN & YOUNG PARENT OUTREACH PROGRAM

Marlene Goley

Cridge Transition House and Outreach Services covers the following programs:

- Cridge Transition House for Women (formerly Hill House)
- Cridge Transition House Outreach Program
- Cridge Transition House Volunteer Program
- Homelessness Prevention Program (HPP)
- Corrections Women's Day-parole Program
- Cridge Young Parent Outreach Program

The Cridge Transition House for Women

(CTHW) is an 18-bed transition house providing emergency shelter for up to 30 days to women and children fleeing violence. We opened our doors on December 6, 1991. We are staffed 24 hours a day/ 365 days a year. Our funding comes from BC Housing, donations, and fundraising.

As everyone learned to live with COVID, we saw our occupancy numbers climb. This year we sheltered 64 women with 66 children. Our average occupancy was 85%, with a low of 59% in April 2022 and a high of 114% in August 2022. As in the previous three years, the average length of stay far exceeded 30 days as the housing crisis continued. Some women stayed for a week or less, but the majority stayed for two months or longer.

The CTHW Outreach Program provides transition house supports to women who are on our transition house waitlist, individuals who do not want to come into the shelter but still want support and those who have moved on but want some continued support. The CTHW Outreach Worker served an average of 22 women per month, and averaged six new referrals per month. Staffing was one of the biggest challenges in this reporting period. The only constant was change.



Eight regular staff left to return to school or to other better-paying jobs. New staff have been quick learners, and we are currently seeing relative stability. Debbie O'Shaughnessy has been the Volunteer Coordinator since January 2023. In these first three months, she has increased the number of volunteers and volunteer hours by 74%. Our amazing volunteers bake, cook dinners, clean, pick up weekly donations from Food Share, play with children, and work in the garden.

Since 2015, we have provided day-parole services through the Correctional Service of Canada for up to two women at a time. During this reporting period, we only had two women complete their day. Our staffing was too unsettled to be able to provide the kind of service required by this contract, so it had to pause. We look forward to accepting referrals again soon.

The Homelessness Prevention Program (HPP) is a rent supplement program funded by BC Housing. CTHW, along with the Dovetail Programs, administers \$6750 per month to help women launch into new, safe homes or avoid eviction from the homes they have. CTHW is able to help over 40 women a year with rent supplements from this fund. This reporting period saw a new requirement from Canada Revenue to issue T5 slips to HPP recipients. This added an extra layer of work, but we managed to adapt and ensure compliance.

The Cridge Young Parent Outreach Program

(YPOP) was created in 2010 to help young Moms create safe, stable lives for themselves and their children. Nicole Andrews is the Young Parent Outreach Worker. Nicole supports an average of 25-29 families per month, including 45 children and babies. Nicole continues to provide practical and portable services, which are as varied as the individuals in her program. The top support needs have been food security and access to mental health supports. Also, a collaboration with the Cridge Intimate Partner Violence and Brain Injury Program continues, as does the continued connection to the Homelessness Prevention Program (HPP). The program survey that Nicole conducts every January provides consistent feedback that this program is essential to the well-being of all the families who receive support. Nicole's ability to provide all of this practical and portable support was given a boost with the purchase of a new program vehicle. Peninsula Co-op Gas has made keeping the vehicle on the road possible with a \$4000 donation of gas cards.

This year, we had sufficient funding to launch a small support component (4 hours per week) for young Dads. Tim Latour has taken on this initiative and is supporting an average of 4 young Dads. Tim calls his program Dad2Dad and it has proven to be a valuable lifeline to the Dads who have reached out to him. We hope we can grow this program as demand increases.

Other Highlights:

Staff development is important to help us all keep doing our best work. Staff training has included crisis intervention, de-escalation, boundary practice, self-care, and white privilege and anti-racism. All new staff took the 4-hour online Foundations in Violence Against Women offered by the BC Society of Transition Houses as part of their orientation. And, of course, we could not do what we do without our funders, donors and supporters. The list is too long for this report but each one has a special place in our hearts.

In Conclusion:

This has been another year of change, growth, challenge and tremendous blessings. As always, we are honoured to have been a part of so many families' lives and look forward to the year ahead.

Respectfully submitted,

Marlene Goley
Manager, Cridge Transition House and Outreach Services



The Christmas Hamper Program

SUPPORTIVE TRANSITIONAL HOUSING & RESPITE & RESPITALITY PROGRAM

Candace Stretch

Services serve women and children fleeing violence as well as newcomer families. We provide housing and support for an approximate three-year period. We operate 46 units of affordable housing, ranging from studio suites to 4-bedroom units. Hayward Heights, on The Cridge Centre property, consists of 36 units. Our 10 “City Reach” units are located throughout the city, and are provided through partnerships with Capital Region Housing Corporation (CRHC) & Greater Victoria Housing Society (GVHS). This past year has been full of significant and ongoing challenges for both residents and staff: the affordable housing crisis, the labour shortage, and the physical and mental health impacts of the pandemic. Yet, we have seen many examples of God’s faithfulness through these challenging times.

The Cridge Supportive Housing Program, along with so many other affordable housing providers in Greater Victoria, saw a significant increase in demand in 2022-23. Pre-pandemic, we would have seen an average of 15 expressions of interest (EOI) for housing per month. We are now averaging 30. Wait times for housing that our residents can afford are increasing. This past year, we had five units that were occupied by someone who had been here for 3.5 years or longer. This resulted in a turn-away rate of 95% for women who submit EOIs in our housing. Despite all of this, we saw some movement in the Summer and Fall of 2022 and were able to turn over a total of 12 units at Hayward and onboard three new units through GVHS.

The Dovetail staff team are the support workers who offer assistance to the women and children living in our housing. The team consists of 4-5



women’s support workers, one child and youth (CYC) support worker and myself, the Manager of Supportive Transitional Housing and Family Services. This year our team experienced ongoing staffing shortages. Breanne Charles started an 18-month maternity leave in June 2022, and many others left our team to pursue other career opportunities. We were fortunate to welcome two new staff members to the team- Suzanne Merrifield and Hilary Otton. The program owes a deep debt of gratitude to support workers Chandra Van Esterik and Laura DiCastrì, who provided stability throughout all of the changes and ensured that our services to clients were consistent.

The end of COVID-19 restrictions meant that we were able to offer more in-person group programming for our clients. Highlights included offering a financial literacy course, a healthy relationships group, a beach night, a Family Carnival, and our annual International Night celebration. The number of women attending our programming has not returned to pre-pandemic levels. In general, the sense we have from our residents is that they are still reticent to participate in groups but are very engaged with our 1-on-1 services.

We continued to see tremendous support from our community through financial and in-kind donations as well as acts of service. We received generous, regular donations from Royal LePage Shelter Foundation that allow us to enhance our programs and services and keep women safer.

Coastline Church supports our program through their volunteer moving team, who help women move in and out of our housing, and through a weekly fresh food market where a team of volunteers picks up food from the Victoria Food Network and distributes it to our residents. We were grateful to be included for another year in the Farmers' Market Nutritional Coupon Program, funded through the provincial government. Additionally, we saw wonderful support from the community for our Christmas Hamper Program, with more than 100 hampers going out! Volunteer Gloria Hoepfner helped us with processing in-kind donations, and Hedda Martensen offered tutoring to our school-aged children.

The Cridge Respite and Respiability Services

The Cridge Respite & Respiability Services are two interconnected programs that provide resources and rest to parents and guardians of children with support or mental health needs. The Cridge Respite Service, funded by the Ministry of Children and Family Development, offers parents help with accessing all of the services available in our community. Linda Pityn continues to bring her skill and knowledge to this role as she supports families in finding respite care providers, navigating the complex systems of care, and accessing opportunities to connect to community. The Cridge Respiability Service, funded through private donations as well as the United Way and staffed by the wonderful Heather Stevens, gives parents and guardians an opportunity to experience rest through an overnight stay in a hotel, or through a restaurant, entertainment or spa gift certificate.



Both Photos from our International Night





Dovetail Staff on Canada Day

This has been another year of growth for Respite and Respitality. We have gone from 600 families to over 700! Linda and Heather spent much of the last year pursuing new donor partnerships, enhancing our existing services, and looking for new ways to meet the needs of our families. In Respitality, we used some donor funds and a special grant from the Victoria Foundation to purchase gift certificates at a reduced rate. We campaigned to engage the hotels we lost during the pandemic and to recruit new hotel partners, and spent time acknowledging our long-term partners with appreciation plaques. All the while, Heather continued to coordinate overnight stays with our existing partners to families at a rate of 22 stays per month.

“

At Christmas time, I was in the Dovetail program to help with families picking up their hampers. I was amazed at the people who had donated the hampers, I mean, talk about extravagant kindness! I got to see when the parents came to pick up the hamper that had been assigned to them. The total disbelief on their face when they would see a table, and under the table, and around the table were all gifts for their family—it was really a privilege to witness that.

Gloria Hoepfner from July's Messenger

”

In Respite, we began offering monthly Lunch and Learn sessions for our parents on such topics as school readiness, summer programming, and accessing special learning grants. These sessions provided education and social connection to caregivers.

Linda continued to offer support for families looking for a respite care provider and sent out a monthly newsletter to parents listing local resources and events. In the summer of 2022, 12 families participated in the Farmers Market Coupon Program, and in March 2022, Linda offered a Spring Break Initiative, which provided accessible recreational opportunities to use during their child's time off school. After receiving some extra support, one parent shared that: "This is so amazing! Fantastic! My son is going to be so happy!" We are so blessed to receive this type of feedback on a regular basis.

Both programs collectively opened a beautiful new Resource Room in the Fall of 2022. This space has offered parents a place to receive help navigating the complex systems that come with parenting a child with support needs. Linda and Heather can now offer these supports in a beautiful space. It has been a game-changer for our program, and has offered us an opportunity to connect in person with our families.

Respectfully submitted,

Candace Stretch
Manager of Supportive Housing and Family Services

COMMUNICATIONS AND FUND DEVELOPMENT

Joanne Linka

The past year has been a year of subtle changes and growth. My team has continued to work hard in providing high-quality communications with our supporters and the public, as well as stewarding our donors and expanding our funding for the organization. A few highlights have included:

- Updating and refreshing publications like The Messenger, our brochure, the Annual Report and our website.
- Supporting the growth of our Intimate Partner Violence and Brain Injury program through working with committed donors.
- Working with a team to seek out opportunities for Reconciliation with our Indigenous neighbours
- Participating in the Strategic Planning team
- Preparing for our 150th anniversary in 2023

As always, stewarding our donors is one of the most satisfying parts of my job. I LOVE having the opportunity to meet with supporters to hear about why they appreciate our work and their heart for our community. We are so blessed with such a variety of donors who are passionate about every corner of our organization and are committed to making an impact in our city and the surrounding areas. I am often humbled and blessed by the incredible generosity that we receive, even in the midst of economic challenges and pandemics.



It is this generosity that allows us to go above and beyond the basics of support and really live our values with our clients and families:

Act justly, love mercy, walk humbly.

With Gratitude,

Joanne Linka
Manager, Communications and Fund
Development



Seniors Visit a Horse Farm

SENIORS' CENTRE

Sarah Smith

The Cridge Village Seniors' Centre is comprised of a total of 76 suites, 38 of which are Subsidized Assisted Living and 38 Independent Living. Home Support care is available to those who need it through Island Health. Hospitality Services (lunch, dinner, housekeeping, recreation, emergency response and reception) are provided through The Cridge Centre. The average age of our residents is 85, and we serve seniors with a variety of income and health needs.

After three years of various COVID-19 restrictions, it has been delightful this past year to see them lessen, and then to be officially removed in early April 2023. This has allowed all family members to visit their people here, whether vaccinated or not. We also brought back Chapel, which has been an immense blessing to all of us. Diners were welcomed in the Dining Room, children were welcomed in the building and staff were able to be unmasked. It was the first time some of us had seen each other's faces! This has been an immense blessing to all of us.

Some large expenses have hit us this year. Even though it seems just yesterday that we opened this new building with gratitude and excitement, it was actually 17 years ago, and things are aging. We have had to replace a significant amount of flooring this year as well as the pendant system that residents use for emergencies. Many more things need replacing as we look to the coming year, so we will be looking for support through donations and grants to help us with those. In addition, our budget was hit with a high level of vacancies as a result of the pandemic. We embarked on our first-ever ad campaign in November and December to fill empty suites.



That was hugely successful and ever since Tina has been run off her feet with tours!

Our staffing challenges have slowed this year – thank you for your prayers! We are currently fully staffed with excellent, committed people who love our residents dearly. What a blessing!

One of the largest challenges this year has been working through the new Collective Agreement. As a non-government-funded program, the changes to the agreement need to be made within our revenue streams. Adam, Linda and the accounting team have spent countless hours to come up with a workable budget for the coming year. A huge thank you to them for their hard work in implementing a budget that provides a living wage for all of our staff for the very first time.

In addition to Adam and the Accounting team, I would like to thank our amazing staff team who have risen above so many challenges in the last few years and who continue to come to work with a smile.

Respectfully submitted,

Sarah Smith
Manager
Seniors' Services

Strategic Plan Summary 2023-2027

Strategic Directives

- Develop a management structure and organizational systems for growth
- Grow deeper within the existing five service areas and develop a framework for responding to new opportunities
- Develop a property and housing master plan
- Enhance community engagement
- Assess and launch, as appropriate, a social enterprise

Initiatives

Property/Housing

Master Housing Plan
Oakwinds Transition Phase 1

Staff Retention

Wage Equity Phase 2
Contract Maximization
Staff Retention Phase 1

Internal Systems

EsiKidz
Financial Systems Integration
Payroll Automation
Leadership Structure Implementation

Vision

Abundant Life

Mission

Providing excellence in support, housing, education, and community. We work together to restore hope and a future to those overcoming the challenges before them.

Values

Act Justly || Love Mercy || Walk Humbly

HOW WE BUILD CONNECTION TO OUR CORE CLIENT



APPENDICES



THE CRIDGE CENTRE FOR THE FAMILY

MINUTES OF THE 149th ANNUAL GENERAL MEETING held at 7:00 p.m. on Monday, September 28, 2022 at Oaklands Bible Chapel, 2736 Fernwood Road, Victoria, B.C. The Vice-President, Val Fuller, in the Chair.

The Vice-President gave a territorial acknowledgment.

Welcome

The Vice-President, Val Fuller, welcomed society members and staff in attendance and noted that President, Ann Wellman was unable to attend because of illness. Val announced that anyone needing an Agenda or Annual Report (which included the Minutes of the previous year's Annual General meeting and complete Financial Statements as prepared by the auditors) raise their hand and that one will be delivered to them. Val introduced Adam Richards, CEO and Tanya Kuhn, recorder of minutes at the head table.

1. **Call to Order and Determine Quorum**

The President called the meeting to order at approximately 7:10 p.m. and determined there was a quorum present. The Society records showed 71 paid up members with 35 being present.

2. **Opening Prayer**

Society Member Rev. Lynne Ellis opened the meeting in prayer.

3. **Approval of Circulated Agenda**

Moved: Mary Jane Spray

Seconded: Gerald Mann

THAT the Agenda be adopted as circulated.

This motion was put to a vote and

APPROVED

AGMMINUTES

4. **Approval of Previous Minutes**

Annual General Meeting Minutes of September 28, 2021 were distributed with the Annual Report, so the reading of the Minutes was dispensed with.

Moved: Claudia Dorrington

Seconded: Janis Price

THAT the Minutes of the 2021 Annual General Meeting dated September 28, 2021 be adopted.

This motion was put to a vote and

APPROVED

5. **Matters Arising from Minutes**

There were no matters arising.

6. **President's Report**

In addition to the President's written report which is on Page 5 and 6 of the Annual Reports, Val read a report prepared by Ann Wellman in her absence. Ann wrote about anticipating a year of celebration where past, present and future come together. The Cridge Centre for the Family has a rich past, made possible by Bishop and Mary Cridge and others and their vision for serving the community. This history continued on, never compromising our faith based roots. In the present, there are many challenges to our staff and board, such as capacity limits in our current programs and administration staff. We ask for the prayers of our members, and for each of you to share the vision of The Cridge Centre with your families, friends, neighbourhoods, workplaces, groups and clubs.

Looking forward to the future, Ann commended Adam for his vision, his ability to identify risks and develop recommendations to meet future needs, particularly at the same time as learning the role of CEO. She praised the managers and staff for their service over and above their job descriptions. Ann gave thanks and praise to God for a committed and flexible board of directors and commended them for their patience in supporting three new team members, herself as a new president, Adam as the new CEO, and Tanya the new board liaison.

Val thanked those who served on the board during the past year: Claudia Dorrington, Gerald Mann, Louise Parton, Ken Peters, Del Phillips, Jan Price, Beiyan Ou, Mary Jane Spray and Ann Wellman.

Val also thanked society members who give of their time and talent to sit on committees: *Nathan Janz who sat on our Finance/Audit Committee; Lynne Ellis who sat on our Nominating/Membership Committee; Sally Crowder, Keiyan Ng, Tony and Jan Zanon, who sat on our Long Term Plan/Land Development Committee.*

AGMMINUTES

Additionally, those society members who do the important work of prayer walks were acknowledged: *Rachael Fryer; Diane Liang; Harold McNabb; Colin & Florence Moorman; Dr. Chris Muller; Janet and David Parker; Lois Pegg; Jo Politano; David Rand; Rob Szo; Laine Warden; Garry and Adele Wickett.*

Val also thanked those society members who have reached a milestone of being a part of this organization for many years. Those who have been faithfully committed to God's work for over 10 years, reaching a milestone this year, are:

In 2022:

Hilary Prior, 10 years

Tony Zanon, 10 years

Janet Zanon, 10 years

Bruce Hallsor, 20 years

Joan Wilton, 25 years

Ralph Lapp, 30 years

Del Philips, 35 years

Clayton Dougan, 35 years

7. **CEO's Report**

In addition to the CEO's written report which is on Page 3 and 4 of the Annual Reports, The Chief Executive Officer, Adam Richards, gave a report highlighting what he has learned in his first full year leading and falling in love with this amazing organization. This coming year we will embark on a five to ten year strategic plan, and be faced with new housing and programming opportunities. He thanked the managers, staff teams and the Board of Directors for their service above and beyond the call of duty. He ended by speaking of God's faithfulness, the evidence of it in the past and our dependence on it for the extensive work still to be done. He spoke Romans 8: 31-35, 37-39 as a promise over The Cridge Centre.

Claudia Dorrington said a blessing and a prayer for healing for Ann Wellman in her absence, and a prayer of blessing for Adam Richards.

At this time, Candace Stretch introduced Heather Stevens, Respitality Service Worker and Linda Pityn, Respite service worker, who gave a presentation on The Cridge Centre's Respite and Respitality programs.

The Cridge Respite and Respitality programs support families who have children with developmental or mental health needs. Families are referred to the program by a social worker. The respite resource program is currently funded through the Ministry of Child and Family Development, whereas the Respitality Program is funded through private donations and grants.

There are four key components that these programs provide. They provide families support through advocacy with therapists and in the school system, as well as attending meeting with the caregiver when appropriate. They provide families with access to community; that is removing financial barriers to services and extracurricular opportunities by partnering with local businesses and agencies. They provide families hospitality, specifically a yearly hotel stay that gives caregivers a chance to take a well-needed break, and ongoing permission to practice self-care. Lastly, they provide families with opportunities; that is giving caregivers a way to have an experience together as a family or to make special time for siblings whose needs may fall by the wayside during the day to day caregiving.

Throughout Covid, Heather and Linda were able to spend time troubleshooting with families and listening to their needs, allowing them to be creative in their service delivery model. Over the last three years they have grown from supporting 400 families to 700 families, with 20 new referrals each month. Heather and Linda asked for prayers for the programs as well as help in raising awareness in the community. They ended their presentation in playing a rousing game of BINGO.

After acknowledging the work of the Respite and Respite team, the CEO introduced Joanne Linka, Manager of Communication and Fund Development to give an update on next year's 150th birthday celebrations. Joanne invited society members to participate in the planning of next year's festivities, including an historical re-enactment, various parties and events, as well as an art or museum installation. The first committee meeting will be Thursday, September 29th at 10 a.m. via zoom. Joanne also reminded the society about the upcoming fall campaign for donations and indicated that donations will be matched.

8. Treasurer's Report

The Treasurer, Janis Price, presented the Treasurer's report, with special thanks to her committee for their work this past year. The finance committee did extensive work re-writing The Cridge Centre's investment policy, and are currently undergoing a Request for Proposal process for an Investment Advisor. Jan recognized Liette Bates-Eamer and the team of auditors from KPMG and thanked her for their partnership with The Cridge Centre. Jan noted that we finished the fiscal year with a surplus, primarily in unrealised capital gains, but that due to the current market situation, God's continued provision, careful stewardship by the board of directors and great generosity from the community will be needed.

Jan invited questions on the financial statements. There being none.

Moved: Jan Price

Seconded: Beiyan Ou

THAT the audited Financial Statements for the fiscal year ended March 31, 2022 be adopted as submitted.

This motion was put to a vote and

APPROVED

9. **Appointment of Auditors**

Moved: Jan Price

Seconded: Ken Peters

THAT we appoint KPMG as Auditors for The Cridge Centre for the Family for the fiscal year 2022-2023.

This motion was put to a vote and

APPROVED

10. **Questions re Annual Report**

The Vice-President invited questions on the annual report. There being none.

Moved: Del Phillips

Seconded: Mary Jane Spray

THAT the Annual Report be adopted.

This motion was put to a vote and

APPROVED

11. **Nominating Committee Report**

Secretary, Mary Jane Spray, was standing for re-election, and so member of the Nominating/Membership Committee, Claudia Dorrington gave the nominating membership report. According to Bylaw 10.1: "The Board of Directors will number no more than twelve."

Bylaw 10.3(b) in part states: "...If the number of candidates nominated for election as director is equal to the number of directors to be elected, those nominated candidates are declared elected by the Board of Directors and no election is required."

There are currently seven directors remaining in office:

Mike Cridge, Beiyan Ou, Del Philips and Ann Wellman, whose terms expire in September 2024. Claudia Dorrington, Louise Parton and Val Fuller, whose terms expire in September 2023.

Jan Price has completed her six years in office and will be taking a mandatory year off.

AGMMINUTES

Three candidates were nominated: Gerald Mann, Ken Peters and Mary Jane Spray who have completed a three-year term and have agreed to stand for re-election.

Pursuant to Bylaw 10.3(b) these nominated candidates and members of The Cridge Centre for the Family Society were declared elected for the vacant positions of directors with terms expiring in 2025.

12. Proposed Resolution re Bylaws

A minor addition is being proposed to bylaw 10.4 to align with new BC Societies Act regulations. A question was posed from the floor as to if the new wording was approved by legal counsel, and Val Fuller indicated that the wording had been approved.

Moved: Ken Peters

Seconded: Colin Moorman

THAT part of Bylaw 10.4 of The Cridge Centre for the Family Bylaws be amended as circulated.

This motion was put to a vote and

APPROVED

13. Awards

Retiring Director Janis Price was thanked for her contributions to the board and was presented with a print.

Paula West-Patrick, Manager of Children's Services, was presented with an award for her 35 years of service.

Adam and Val presented awards to the following staff for years of service:

- Stephanie Cupit, Children's Services, 15 years
- Tori Dach, 15 years, Intimate Partner Violence/ Brain Injury Program, 15 years
- Shelby Cochrane, Brain Injury Program, 5 years
- Marina Bazalitskaya, Communications, 5 years
- Elizabeth Bomford, School Age Care, 5 years

Adam also read the names of staff receiving awards from their managers at a later date.

- Guy Albert, Maintenance, 25 years
- Angelo Paulo, Seniors' Services, 15 years
- Susie Scott, Dovetail Programs, 15 years
- Emma Welsh, School Age Care, 5 years
- Emily Schmitt, Cridge Transition House for Women, 5 years

AGMMINUTES

- Brittany Teague, School Age Care, 5 years
- Deanna Raffle, Cridge Transition House for Women, 5 years
- Crystal Bedford, Senior's Services, 5 years
- Cherry Wei, Children's Services, 5 years
- Sarah Omware, Cridge Transition House for Women, 5 years
- Mary Jo Avery, Seniors' Services, 5 years

14. **Any Other Business**

Val asked for the society's prayers for capital funds and for God's direction and guidance as the organization moves into these next pivotal years.

15. **Adjournment of Formal Proceedings**

Moved: Louise Parton

Seconded: Del Phillips

THAT the 149th Annual General Meeting of The Cridge Centre for the Family be adjourned.

This motion was put to a vote and

APPROVED

16. **Closing Prayer**

Assistant Manager of Children's Services, Christine Wosilius closed the meeting in prayer.

There being no other business, the President declared the 149th Annual General Meeting of The Cridge Centre for the Family adjourned.

Signed: _____ Date: _____

GRANT REPORT 2022-2023

We are privileged and grateful to acknowledge the grants we received from the following partner organizations for the period of April 2022 to March 2023:

The COVID-19 Pandemic Community Support:

Government of Canada - Women's Shelters Canada - extra staffing & expenses for the Cridge Dovetail/Housing Services & The Cridge Transition House for Women	\$132,656.00
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The Cridge Centre Child Care Programs:

Government of Canada - Canada Summer Jobs for young adults work experience	\$24,461.00
United Way of Greater Victoria - Community Partner - Young Parent Outreach Program	\$20,000.00
Anonymous Grant - for support of the Young Parent Outreach Program	\$32,000.00

The Cridge Dovetail/Housing Services:

Provincial Employees Community Services Fund- for support of the housing program Child & Youth Care Worker	\$30,998.64
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The Cridge Dovetail/Housing Services and The Cridge Transition House for Women:

John and Diane MacRae (pass - though grants fund) through The Victoria Foundation for legal funds	\$500.00
The Victoria Foundation - Gender Equity Grant - Supporting Mental Health & Wellbeing in Women	\$5,000.00

The Cridge Brain Injury House:

Raymond James Canada Foundation	\$2,500.00
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The Cridge Respite Services:

United Way of Greater Victoria - Community Partner	\$25,500.00
Elizabeth J. Bell Fund through the Victoria Foundation	\$13,850.00

Province of B.C. - Ministry of Municipal Affairs - Gaming Policy & Enforcement Branch - Community Gaming funding for children's programs and respite

\$108,000.00

Indigenous Programs:

Arnold and Win Stewart Fund through the Victoria Foundation	\$1,356.15
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General Purposes:

City of Victoria - permissive tax exemption for 2022	\$12,594.61
The Corporation of the District of Saanich - permissive tax exemption for for 2022	\$11,505.00
Fenton Family Fund through the Victoria Foundation	\$1,735.00
M.I. Richardson Fund through the Victoria Foundation	\$719.00
Renovo Fund through the Victoria Foundation	\$237.00
The Federation of Community Social Services of BC - Mental Health First Aid Grants for client and staff workshops and Mental Health Instructor Training grant	\$11,500.00
The Darimont Foundation - for summer camp fees and back to school clothes for clients in our programs	\$25,000.00

ENDOWMENT FUND REPORT

The Fiscal Year Ending March 31:	2023	2022
Mary Cridge Endowment Funds - Investments:		
Awards Fund	\$9,857	\$9,857
Coast Capital Savings Endowment	\$20,475	\$20,475
Margaret T. Clinch Endowment	\$153,823	\$153,823
Edward & Jeannine Cridge Endowment	\$24,500	\$24,500
Respitality Victoria Endowment	\$114,878	\$114,878
Lindsay Buziak (Keys in Hand) Endowment	\$78,746	\$76,846
Ranica Endowment Fund	\$28,908	\$28,908
Senior's Pay it Forward Endowment Fund	\$48,120	\$48,120
Zonnenberg Fund	\$84,600	\$63,000
Undistributed endowment earnings	\$413,353	\$188,059
Accrued interest	\$1,614	\$2,455
Market Value Adjustment	\$28,754	\$283,692
	<u>\$1,007,628</u>	<u>\$1,014,613</u>
Zoie Gardner Fund:		
TD Wealth Endowment	\$1,312,250	\$1,312,250
Undistributed endowment earnings	\$778,233	\$335,109
TD Wealth Accrued Interest	\$13,735	\$8,866
Market Value Adjustment	\$55,758	\$578,044
	<u>\$2,159,977</u>	<u>\$2,234,269</u>
Total Endowment Funds	<u>\$3,167,603</u>	<u>\$3,248,881</u>
Mary Cridge Endowment Funds Available for Disbursement		
Awards Fund	\$634	\$634
Coast Capital Savings Endowment	\$4,504	\$4,504
Margaret T. Clinch Endowment	\$10,066	\$2,905
Edward and Jeannine Cridge Endowment	\$519	\$696
Respitality Victoria Endowment	\$0	\$0
Lindsay Buziak (Keys in Hand)	\$0	\$0
Ranica Endowment	\$0	\$0
Senior's Pay it Forward	\$0	\$0
	<u>\$15,723</u>	<u>\$8,739</u>
Zoie Gardner Funds Available for Disbursement		
Zoie Gardner Fund	\$4,783	\$13,353
Z.G.- Respitality Enhancements (approved June 7, 2021)	\$32,465	\$40,000
	<u>\$37,248</u>	<u>\$53,353</u>
Total Disbursement Funds	<u>\$52,970</u>	<u>\$62,092</u>

In the Mary Cridge Endowment Funds Report: Withdrawals - \$11,000; Bursaries - \$4,017; Donations Received - \$23,500 (Buziak \$1,900 and Zonnenberg Fund \$21,600.)

In the Zoie Gardner Fund Report: Withdrawals - \$20,000; Bursaries - \$36,105; Donations - zero

Financial Statements of

**THE CRIDGE CENTRE
FOR THE FAMILY**

And Independent Auditor's Report thereon

Year ended March 31, 2023



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Tel (250) 480-3500
Fax (250) 480-3539

INDEPENDENT AUDITOR'S REPORT

To the Members of The Cridge Centre for the Family

Report on the Audit of Financial Statements

Opinion

We have audited the financial statements of The Cridge Centre for the Family (the Entity), which comprise:

- the statement of financial position as at March 31, 2023
- the statement of operations and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with the financial reporting provisions of the Operating Agreement between the Entity and British Columbia Housing Management Commission ("BC Housing").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Preparation

We draw attention to Note 1(a) to the financial statements, which describes the basis of accounting.



The financial statements are prepared to assist the Entity in complying with the reporting provisions of the Operating Agreement referred to above.

Our opinion is not modified in respect to this matter.

Other Information

Management is responsible for the other information. The other information comprises:

- Information, other than the financial statements and the auditor's report thereon, included in the Annual Report document

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, and remain alert for indications that the other information appears to be materially misstated.

We obtained the Information, other than the financial statements and the auditor's report thereon, included in the Annual Report document as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the financial reporting provisions of the Operating Agreement between the Entity and BC Housing, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with Governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting financial statements in accordance with applicable financial reporting framework have been applied on a basis consistent with that of the preceding year.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants

Victoria, Canada
July 13, 2023

THE CRIDGE CENTRE FOR THE FAMILY

Statement of Financial Position

March 31, 2023, with comparative information for 2022

	2023	2022
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$ 1,019,855	\$ 788,523
Accounts receivable	252,501	221,236
Inventories	1,281	1,289
Prepaid expenses	180,257	142,862
	<u>1,453,894</u>	<u>1,153,910</u>
Investments and marketable securities (note 3)	7,868,639	8,343,020
Capital assets (note 4)	11,978,564	12,583,856
	<u>\$ 21,301,097</u>	<u>\$ 22,080,786</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued charges (note 5)	\$ 985,306	\$ 550,171
Employee benefit accruals (note 6)	603,251	602,040
Deferred donations (note 7)	506,690	530,538
Current portion of long-term debt	370,067	361,838
Current portion of deferred revenue - operating	799,101	715,754
Current portion of deferred revenue - capital	364,151	346,709
	<u>3,628,566</u>	<u>3,107,050</u>
Long-term debt (note 8)	7,561,902	7,931,969
Deferred revenue - operating (note 9)	14,790	34,497
Deferred revenue - capital (note 9)	2,153,369	2,410,569
	<u>13,358,627</u>	<u>13,484,085</u>
Net assets:		
Endowment fund (note 10)	1,007,628	1,014,613
Invested in capital assets	1,529,075	1,532,771
Other funds (note 11)	4,009,449	4,055,889
Unrestricted	1,396,318	1,993,428
	<u>7,942,470</u>	<u>8,596,701</u>
Commitments (note 14)		
Contingencies (note 15)		
	<u>\$ 21,301,097</u>	<u>\$ 22,080,786</u>

See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

THE CRIDGE CENTRE FOR THE FAMILY

Statement of Operations and Changes in Net Assets

Year ended March 31, 2023, with comparative information for 2022

	Capital Fund	Endowment Fund (note 10)	Other Funds (note 11)	Operating Fund	2023 Total	2022 Total (Schedule)
Revenue:						
Government contracts	\$ -	\$ -	\$ -	\$ 6,109,226	\$ 6,109,226	\$ 5,335,271
Fee for service income	-	-	-	1,705,248	1,705,248	1,830,240
Rents and leases	-	-	-	2,174,462	2,174,462	2,165,483
Donations and bequests	-	-	-	744,565	744,565	738,272
Amortization of deferred revenue	355,611	-	-	19,707	375,318	381,754
Other income	-	-	-	37,915	37,915	13,452
	355,611	-	-	10,791,123	11,146,734	10,464,472
Expenses:						
Salaries and benefits	-	-	-	6,950,377	6,950,377	6,291,602
Program costs	-	-	-	2,288,921	2,288,921	2,127,646
Mortgage interest	-	-	-	190,517	190,517	199,628
Occupancy	-	-	-	851,895	851,895	853,185
Amortization of capital assets	743,024	-	-	-	743,024	730,677
Administration	-	-	-	360,302	360,302	321,124
Professional fees	-	-	-	213,304	213,304	165,620
Transportation	-	-	-	57,270	57,270	52,980
	743,024	-	-	10,912,586	11,655,610	10,742,462
Program income (deficit)	(387,413)	-	-	(121,463)	(508,876)	(277,990)
Other income:						
Capital gains and interest	-	-	-	1,856,395	1,856,395	382,144
Unrealized gain (loss)	-	-	-	(2,025,250)	(2,025,250)	219,924
	-	-	-	(168,855)	(168,855)	602,068
Excess (deficiency) of revenue over expenses	(387,413)	-	-	(290,318)	(677,731)	324,078
Net assets, beginning of year	1,532,771	1,014,613	4,055,889	1,993,428	8,596,701	8,227,063
Contributions to endowment funds	-	23,500	-	-	23,500	45,560
Transfers:						
Recovery of reserve expenses	-	-	(94,631)	94,631	-	-
Allocations to reserves	-	-	126,385	(126,385)	-	-
Net investment in capital assets	21,879	-	-	(21,879)	-	-
Mortgage principal	361,838	-	-	(361,838)	-	-
Allocation of investment income	-	240,637	519,805	(760,442)	-	-
Allocation of fees	-	(5,185)	(13,258)	18,443	-	-
Recovery of disbursements	-	(11,000)	(20,000)	31,000	-	-
Allocation of unrealized loss	-	(254,937)	(564,741)	819,678	-	-
Net assets, end of year	\$ 1,529,075	\$ 1,007,628	\$ 4,009,449	\$ 1,396,318	\$ 7,942,470	\$ 8,596,701

See accompanying notes to financial statements.

THE CRIDGE CENTRE FOR THE FAMILY

Statement of Cash Flows

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ (677,731)	\$ 324,078
Endowment funds received	23,500	45,560
Items not involving cash:		
Amortization	743,024	730,677
Earned deferred donations	(293,506)	(177,196)
Unrealized gain on investment portfolio	2,025,250	(219,924)
Earned property lease	(19,707)	(19,707)
Amortization of deferred revenue - capital	(355,611)	(362,047)
	1,445,219	321,441
Change in non-cash operating working capital (note 12)	451,041	(85,376)
	1,896,260	236,065
Financing:		
Deferred revenue - capital received	115,853	10,000
Mortgage principal repayments	(361,838)	(353,127)
Deferred donations received	269,658	311,459
	23,673	(31,668)
Investing:		
Net purchase of investments and marketable securities	(1,550,869)	(232,460)
Purchase of capital assets	(137,732)	(18,233)
	(1,688,601)	(250,693)
Increase (decrease) in cash and cash equivalents	231,332	(46,296)
Cash and cash equivalents, beginning of year	788,523	834,819
Cash and cash equivalents, end of year	\$ 1,019,855	\$ 788,523

See accompanying notes to financial statements.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements

Year ended March 31, 2023

The Cridge Centre for the Family (the "Society") is registered under the Societies Act (British Columbia) and its principal business activities are the provision of social services to families including child care, supportive and transition housing, respite care, residence for survivors of brain injury and seniors' assisted living housing. The Society is a charitable organization registered under the Income Tax Act and, as such, is exempt from income taxes and able to issue donation receipts for income tax purposes.

1. Significant accounting policies:

(a) Basis of presentation:

The financial statements have been prepared in accordance with the significant accounting policies set out below in order to comply with the Society's agreement with the British Columbia Housing Management Commission ("BC Housing"). The basis of accounting used in these financial statements materially differs from Canadian accounting standards for not-for-profit organizations because amortization is not provided on the Brain Injury House and the Seniors' Centre over the estimated useful lives of these assets but rather at a rate equal to the annual principal reduction of the mortgages; and specific capital assets purchased from funding received from BC Housing are charged to operations in the year the expenditure is incurred rather than being capitalized and amortized over their estimated useful lives.

(b) Fund descriptions:

The Capital Fund reports resources that are to be used for capital activities relating to the ongoing programs and facilities.

The Endowment Fund reports resources contributed for endowment.

The Other Fund reports externally and internally restricted reserves for specified programs and purposes.

The Operating Fund accounts for the operations of social services provided to families including child care, supportive and transition housing, respite care, residence for survivors of brain injury and seniors' assisted living. Funding is primarily from government organizations, fee for service income and rents.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(c) Revenue recognition:

The Society follows the deferral method of accounting for contributions which include donations and government grants.

The Society receives funding from several government sources, primarily at the provincial level. Operating grants are recorded as revenue in the period to which they relate. Grants approved, but not received, at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions, other than endowment contributions, are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at a rate corresponding with the amortization rate for the related capital assets.

Endowment contributions are recognized as direct increases in net assets.

Restricted investment income is recognized in revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue as it is earned.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(d) Capital assets:

Capital assets are stated at cost, except for the original land and 1893 building located on Kings Road which are valued at the nominal amount of \$1. Amortization is provided using the following basis and annual rates:

Asset	Basis	Rate
Building improvements - Kings Road	Straight-line	5 - 20 years
Building improvements - Kings Road - slate roof and brick restoration	Straight-line	50 years
Building - housing	Straight-line	25 years
Building improvements - housing	Straight-line	10 - 20 years
Building - Seniors' Centre	Principal reduction for the year	
Building - Child Care Centre	Straight-line	20 years
Building - Brain Injury House	Principal reduction for the year	
Building - Cridge Transition House for Women	Straight-line	25 years
Furniture and equipment	Straight-line	5 - 15 years
Computer equipment	Straight-line	3 years
Vehicles	Straight-line	5 years

When a capital asset no longer contributes to the Society's ability to provide services, its carrying value is written down to its residual value.

(e) Replacement and vacancy reserves:

Major repairs and replacement of equipment are provided for by an annual transfer from operations and accumulated in the BC Housing replacement reserve in Other Funds. The cost of replacements is charged to operations in the year the expense is incurred and recovered from the reserve through a fund transfer when incurred. Other replacement and vacancy reserve transfers are recorded as fund transfers in the statement of operations and changes in net assets.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(f) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Investments that are quoted in an active market are subsequently measured at fair value and all changes in the fair value are recognized in net income in the period incurred. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(g) Employee future benefits:

The Society and its employees contribute to a multi-employer plan for health related benefits, administered by the Community Services Benefit Trust and to the Municipal Pension Plan, a multi-employer defined benefit plan for pension benefits. Contributions to the plans are expensed as incurred.

The Society accrues sick leave liability for employees equal to 50% of the total hours included in the sick bank at year end. This amount is included in accrued employee benefit accruals.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(h) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Items requiring the use of estimates include the estimated useful life of capital assets and the estimated sick leave liability. Actual results could differ from these estimates.

(i) Contributed materials and services:

Donated materials and services are recognized in the financial statements when a fair value can be reasonably established, when the materials and services are used in the normal course of operations and would otherwise have been purchased.

A substantial number of volunteers contribute a significant amount of their time each year. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

2. Cash:

	2023	2022
Cash held at financial institutions	\$ 1,011,905	\$ 781,273
Petty cash	7,950	7,250
	\$ 1,019,855	\$ 788,523
Unrestricted cash	\$ 911,615	\$ 698,523
Restricted cash - Gaming account	108,240	90,000
	\$ 1,019,855	\$ 788,523

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

3. Investments and marketable securities:

Investments are recorded at quoted market values.

	2023	2022
General Fund:		
Fixed income	\$ 2,136,830	\$ 1,644,682
Mutual funds - Canadian equity	-	133,778
Canadian equities	732,457	1,023,870
Mutual funds - foreign equity	1,058,771	338,054
Foreign equity	124,830	1,397,054
	<u>4,052,888</u>	<u>4,537,438</u>
Endowment Fund:		
Fixed income	480,700	389,196
Mutual funds - Canadian equity	-	40,353
Canadian equities	181,401	297,892
Mutual funds - foreign equity	261,771	81,503
Foreign equity	30,773	193,407
	<u>954,645</u>	<u>1,002,351</u>
Zoie Gardner Fund:		
Fixed income	1,111,518	428,565
Mutual funds - Canadian equity	-	235,759
Canadian equities	372,871	483,104
Mutual funds - foreign equity	539,296	356,726
Foreign equity	63,532	631,380
	<u>2,087,217</u>	<u>2,135,534</u>
Replacement Reserve Fund - Restricted:		
Fixed income	379,768	300,484
Mutual funds - Canadian equity	-	157,883
Canadian equities	151,251	133,829
Mutual funds - Foreign equity	217,805	-
Foreign equity	25,065	75,501
	<u>773,889</u>	<u>667,697</u>
	<u>\$ 7,868,639</u>	<u>\$ 8,343,020</u>

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

4. Capital assets:

	2023		
	Cost	Accumulated amortization	Net book value
Original land and building - Kings Road (aka 1307 Hillside Ave)	\$ 1	\$ -	\$ 1
Land (Brain Injury Residence, Cridge Transition House for Women and landscaping)	385,314	-	385,314
Building - Seniors' Centre	13,861,392	4,303,405	9,557,987
Building - Child Care Centre	2,469,492	2,240,597	228,895
Building improvements - Taylor Building (Seniors' Centre)	657,430	121,598	535,832
Building - housing	724,221	713,269	10,952
Building improvements - Seniors' Centre - Brick Restoration	426,236	39,915	386,321
Building improvements - housing	1,804,439	1,181,528	622,911
Building - Cridge Transition House for Women	530,053	530,053	-
Building - Brain Injury House	444,564	444,564	-
Furniture and equipment	1,277,879	1,129,777	148,102
Computer equipment	232,088	229,873	2,215
Vehicles	575,752	475,718	100,034
	\$ 23,388,861	\$ 11,410,297	\$ 11,978,564

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

4. Capital assets (continued):

	2022		
	Cost	Accumulated amortization	Net book value
Original land and building - Kings Road (aka 1307 Hillside Ave)	\$ 1	\$ -	\$ 1
Land (Brain Injury Residence, Cridge Transition House for Women and landscaping)	385,314	-	385,314
Building - Seniors' Centre	13,812,244	3,897,227	9,915,017
Building - Child Care Centre	2,469,492	2,115,752	353,740
Building improvements - Taylor Building (Seniors' Centre)	657,430	108,549	548,881
Building - housing	724,221	710,737	13,484
Building improvements - Seniors' Centre - Brick Restoration	426,236	31,390	394,846
Building improvements - housing	1,804,439	1,082,426	722,013
Building - Cridge Transition House for Women	530,053	530,053	-
Building - Brain Injury House	444,564	444,564	-
Furniture and equipment	1,230,815	1,086,912	143,903
Computer equipment	231,298	227,903	3,395
Vehicles	563,711	460,449	103,262
	\$ 23,279,818	\$ 10,695,962	\$ 12,583,856

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

5. Accounts payable and accrued charges:

Included in accounts payable and accrued charges as at March 31, 2023 are government remittances payable of \$31,445 (2022 – \$29,204) relating to federal and provincial sales taxes, payroll taxes, health taxes and workers' safety insurance.

6. Employee benefit accruals:

	2023	2022
Accrued sick bank	\$ 422,354	\$ 420,110
Accrued vacation	144,619	145,653
Other accruals	36,278	36,277
	<u>\$ 603,251</u>	<u>\$ 602,040</u>

7. Deferred donations:

Deferred donations consist of donations received for specific expenditures which will be incurred in subsequent years.

	2023	2022
Respite donation	\$ 74,871	\$ 67,321
Intimate Partner Violence Brain Injury donations	38,512	65,161
Cridge Transition House for Women contingency donations	63,517	61,353
Anonymous donations for multiple purposes	82,332	60,602
Dovetail program funds	86,354	55,234
Young Parent Outreach program funds	18,925	50,353
Cridge Transition House for Women funds	47,296	50,256
Special Trust donation	40,127	40,127
Playground donations	2,636	29,812
Traumatic Brain Injury Program Funds	32,201	29,801
Property purchase fund	10,367	10,367
Seniors' Centre funds	7,782	7,782
Day Care Program fund	1,405	2,004
Housing Children fund	365	365
	<u>\$ 506,690</u>	<u>\$ 530,538</u>

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

8. Long-term debt:

	2023	2022
Renewed mortgage with Canada Mortgage and Housing Corporation, ("CMHC"), interest at 1.01% due June 1, 2026, repayable at \$2,818 principal and interest per month, secured by the Brain Injury Residence	\$ 108,080	\$ 140,629
Peoples Trust Company, interest at 2.385%, due November 1, 2026, repayable at \$43,268 principal and interest per month secured by land and buildings located at Kings Road (aka 1307 Hillside Avenue)	7,823,889	8,153,178
	7,931,969	8,293,807
Less current portion long-term debt	370,067	361,838
	\$ 7,561,902	\$ 7,931,969

Principal repayments due on long-term debt for each of the next four years under these terms are as follows:

2024	\$ 370,067
2025	378,491
2026	387,111
2027	6,796,300
	\$ 7,931,969

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

9. Deferred revenue:

	2023	2022
Operating:		
Capital Region Housing Corporation lease commenced January 1, 1984. Initial deferred amount of \$808,000 is being brought into income over the 41 year term of the lease at \$19,707 annually	\$ 34,497	\$ 54,204
Grants and revenue received in advance of services rendered	779,394	696,047
	813,891	750,251
Less current portion	799,101	715,754
	\$ 14,790	\$ 34,497

	2023	2022
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Capital:

Colonel Harland Sanders Charitable Foundation and Queen Alexandra Foundation (now known as Children's Health Foundation of Vancouver Island) each donated \$1,000,000. Private donations and a grant from the Province of BC make up the balance of the initial deferred amounts for the Child Care Centre totaling \$2,415,589 which are being brought into income over 20 years, commencing January 2005 at \$120,779 annually	\$ 211,778	\$ 332,557
Private donations, grants and remainder trust is the funding towards the Seniors' Centre which opened November 2006. Initial deferred amounts of \$1,275,092 are being brought into income over 35 years at \$36,431 annually	680,116	716,547
Private Donation for a van for the Cridge Supportive Housing was received in May 2020. Initial deferred amount of \$7,275 is being brought into income over 5 years at \$1,455 annually.	3,189	4,644
Balance carried forward	895,083	1,053,748

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

9. Deferred revenue (continued):

	2023	2022
Balance brought forward	895,083	1,053,748
B.C. Housing forgivable loan of \$47,950 for Cooling Upgrades for the Cridge Seniors' Centre commencing September 30, 2022. The 10 year forgivable loan will be brought into income each year for the next 10 years at a rate of \$4,795 per year, provided the Society continues to meet the terms and conditions of the forgivable loan.	45,559	-
Private donations and grants received from The Real Estate Foundation of B.C., The Victoria Foundation, Coast Capital Savings Credit Union, City of Victoria, United Way of Greater Victoria, and the Capital Regional District were used towards the renovations of two six bedroom townhouses into eight one bedroom units for transitional housing for women. The project completed in October 2009. The initial deferred amount of \$329,608 is being brought into income over 20 years at \$16,480 annually.	108,545	125,025
CMHC forgivable loan of \$1,000,000 for the building of the Seniors' Centre commencing December 1, 2006. The 35 year forgivable loan will be brought into income starting in the eleventh year (2017) at a rate of \$40,000 per year for the final 25 years of the mortgage, provided the Society continues to meet the terms and conditions of the forgivable loan	743,562	783,562
The Young Parent Outreach Program received a grant from the Rotary Club of Victoria - Harbourside Foundation and private donations to purchase a new van for the program. Initial deferred amount of \$40,729 is being brought into income over 5 years commencing September 21, 2022 in the amount of \$8,146	36,466	-
The Cridge Transition House received private donations for the replacement of kitchen cabinets & counter tops in July 2015. Initial deferred amount of \$10,939 is being brought into income over 10 years at \$1094 annually.	2,505	3,599
Balance carried forward	1,831,720	1,965,934

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

9. Deferred revenue (continued):

	2023	2022
Balance brought forward	1,831,720	1,965,934
Private donation for closet organizers at the brain injury residence was received in April 2018. Initial deferred amount of \$4,253 is being brought into income over 5 years at \$851 annually.	-	851
The Child Care Centre received a Variety Club - The Children's Charity grant and donations to purchase a new handicapped accessible bus in 2019. Initial deferred amount of \$91,164 is being brought into income over 5 years at \$18,233 annually.	22,280	40,513
The Child Care Centre received donations toward the purchase of new playground equipment and resurfacing of the playground with turf which was completed in 2020. Received a donation to complete another phase of resurfacing the playground with turf which was completed in 2021. Received donations to complete the final phase of resurfacing the playground which was completed in 2022. Initial deferred amount of \$162,813 is being brought into income over 5 years at \$32,563 annually.	95,165	97,367
The Cridge Seniors' Centre received grants from the Victoria Civic Heritage Trust and private donations to assist with the assessment and repairs of the exterior historic masonry of the Taylor Building. The restoration was completed in July 2018. Initial deferred amount of \$65,980 is being brought into income over 50 years at \$1,320 annually.	59,801	61,121
Balance carried forward	2,008,966	2,165,786

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

9. Deferred revenue (continued):

	2023	2022
Balance brought forward	2,008,966	2,165,786
BC Housing Forgivable loan of \$41,920 for New Make-up Air Units for the Cridge Seniors' Centre commencing June 8, 2018. The 10 year forgivable loan will be brought into income each year for the next 10 years at a rate of \$4,192 per year, provided the Society continues to meet the terms and conditions of the forgivable loan	21,752	25,944
The Cridge Centre for the Family received a private donation for the purchase of a commercial popcorn maker in December 2018. Initial deferred amount of \$1,705 is being brought into income over 5 years at \$341 annually.	258	599
B.C. Housing through CMHC (Federal Social Infrastructure Fund Grant) forgivable loan of \$784,058 for renovations in the Cridge Supportive Housing for interior unit upgrades commencing June 14, 2018. The 10 year forgivable loan will be brought into income each year for the next 10 years, commencing recognition at June 14, 2019 at a rate of \$78,406 per year, provided the Society continues to meet the terms and conditions of the forgivable loan.	486,544	564,949
	<u>2,517,520</u>	<u>2,757,278</u>
Less current portion	364,151	346,709
	<u>\$ 2,153,369</u>	<u>\$ 2,410,569</u>

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

10. Endowment Fund:

	2023	2022
Externally restricted:		
Mary Cridge Endowment - Awards Fund	\$ 9,857	\$ 9,857
Coast Capital Savings Endowment	20,475	20,475
Margaret T. Clinch Endowment	153,823	153,823
Edward and Jeannine Cridge Endowment	24,500	24,500
Respitality Victoria Endowment	114,878	114,878
Keys in Hand Endowment	78,746	76,846
Endowment accrued interest	1,614	2,455
Senior's Pay it Forward Endowment	48,120	48,120
Ranica Endowment	28,908	28,908
The Zonnenberg Endowment Fund	84,600	63,000
	565,521	542,862
Internally restricted:		
Undistributed endowment earnings	442,107	471,751
	\$ 1,007,628	\$ 1,014,613

11. Other funds:

	2023	2022
Externally restricted:		
Zoie Gardner Fund	\$ 2,159,976	\$ 2,234,269
Replacement Reserve	825,244	821,671
	2,985,220	3,055,940
Internally restricted:		
Replacement Reserve	795,181	778,060
Vacancy Reserve	82,705	74,460
Traumatic Brain Injury Reserve	16,656	16,656
Future Programming	129,687	130,773
	1,024,229	999,949
	\$ 4,009,449	\$ 4,055,889

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

12. Change in non-cash working capital:

	2023	2022
Accounts receivable	(31,265)	(113,288)
Inventories	8	8
Prepaid expenses	(37,395)	84,763
Accounts payable and accrued charges	435,135	(6,184)
Employee benefit accruals	1,211	(58,047)
Current portion of deferred revenue - operating	83,347	7,372
	451,041	(85,376)

13. Related party - Cridge Housing Society:

The Cridge Centre for the Family is related to the Cridge Housing Society as the boards of both organizations are comprised of the same directors. The Cridge Housing Society is incorporated under the Societies Act (British Columbia).

The purpose of the Cridge Housing Society is to hold land leased from the Provincial Rental Housing Corporation and buildings mortgaged through BC Housing. The assets are restricted to be used for the purpose of providing rental housing to families and persons with disabilities. The Homes BC Operating Agreement related to the assets was assigned to Capital Regional Housing Corporation.

The Cridge Housing Society has not been consolidated in the Cridge Centre for the Family's financial statements. As at March 31, 2023, the Cridge Housing Society had total assets of \$2,400,451 (2022 - \$2,570,832), total liabilities of \$2,400,366 (2022 - \$2,570,727), and total fund balances of \$85 (2022 - \$105).

As at March 31, 2023, there are no amounts owing from or to the Cridge Housing Society to The Cridge Centre for the Family nor were there any transactions reported in revenues or expenses between the organizations.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

14. Commitments:

The Society rents equipment and contracts services under operating leases. Commitments for minimum annual lease payments for the next five years and thereafter under the various operating leases are as follows:

2024	\$	319,100
2025		159,700
2026		94,300
2027		31,900
2028		15,400
	\$	620,400

15. Contingencies:

CMHC has provided the Society with forgivable loans totaling \$1,873,928 (note 9) to enable the Society to build the Seniors' Centre and complete various building renovations. The loans are being brought into income over the useful life of the associated assets. The remaining balance of these loans is \$1,297,417 (2022 - \$1,374,455). There is no requirement to repay these funds other than as a result of an event of default under the agreement with CMHC.

16. Employee future benefits:

(a) Municipal Pension Plan:

The Society and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits are based on a formula. The plan has about 227,000 active members and approximately 118,000 retired members.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry- age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

16. Employee future benefits (continued):

(a) Municipal Pension Plan (continued):

The most recent valuation as at December 31, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The next valuation will be as at December 31, 2024, with results available in 2025. The actuary does not attribute portions of the unfunded liability to individual employers. The Society paid \$335,006 (2022 - \$319,142) for employer contributions to the plan in fiscal 2023.

(b) Community Services Benefit Trust:

The Society and its employees contribute to the Community Services Benefit Trust, a multi-employer plan for long-term disability, group life insurance, accidental and serious illness, extended health, dental and medical service premiums. The Society paid \$469,229 for employer contributions to the Community Services Benefit Trust in fiscal 2023 (2022 - \$415,684).

17. Financial risks and concentration of risk:

(a) Foreign currency risk:

The Society holds investments in equities outside of Canada which are subject to foreign exchange risk. At March 31, 2023, the Society held foreign investments with a fair value of \$2,321,844 (2022 - \$3,073,625).

(b) Interest rate risk:

The Society's long-term debt has fixed interest rates until June 1, 2026 and November 1, 2026 (note 8). The Society is not subject to interest rate risk until refinancing of the long-term debt.

The Society is exposed to interest rate risk related to its investments in fixed income funds. The fair value of these funds is directly impacted by changes in interest rates.

THE CRIDGE CENTRE FOR THE FAMILY

Notes to Financial Statements (continued)

Year ended March 31, 2023

17. Financial risks and concentration of risk (continued):

(c) Credit risk:

Credit risk arises from cash held with banks and financial institutions and credit exposure to accounts receivable balances. The maximum exposure to credit risk is equal to the carrying value of the financial assets. The Society assesses the credit quality of the counter parties, taking into account their financial position, past experience, and other factors. It is management's opinion that the Society is not exposed to significant credit risk.

Interest rate and credit risk are managed through the Society's policy of dealing with high credit quality financial institutions and its Investment Policy which specifies the required asset mix and eligible securities permitted within its investment portfolio.

(d) Liquidity risk:

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

There has been no change to the risk exposures from 2022.

18. Employee and contractor remuneration:

The BC Societies Act came into effect on November 28, 2016. The Act has a requirement for the disclosure in the financial statements of the remuneration of directors, employees and contractors for financial statements prepared after November 28, 2016. For employee and contractor remuneration the requirement is to disclose amounts paid to individuals whose remuneration was greater than \$75,000. For the fiscal year ending March 31, 2023, the Society paid remuneration (including wages and benefits) of \$1,050,842 to 11 employees (2022 - \$916,068 to 10 employees), each of whom received total annual remuneration of \$75,000 or greater. There were no remuneration payments made to directors.

THE CRIDGE CENTRE FOR THE FAMILY

Statement of Operations and Changes in Net Assets

Schedule

Year ended March 31, 2022

	Capital Fund	Endowment Fund (note 10)	Other Funds (note 11)	Operating Fund	Total
Revenue:					
Government contracts	\$ -	\$ -	\$ -	\$ 5,335,271	\$ 5,335,271
Fee for service income	-	-	-	1,830,240	1,830,240
Rents and leases	-	-	-	2,165,483	2,165,483
Donations and bequests	-	-	-	738,272	738,272
Amortization of deferred revenue	362,047	-	-	19,707	381,754
Other income	-	-	-	13,452	13,452
	362,047	-	-	10,102,425	10,464,472
Expenses:					
Salaries and benefits	-	-	-	6,291,602	6,291,602
Program costs	-	-	-	2,127,646	2,127,646
Mortgage interest	-	-	-	199,628	199,628
Occupancy	-	-	-	853,185	853,185
Amortization of capital assets	730,677	-	-	-	730,677
Administration	-	-	-	321,124	321,124
Professional fees	-	-	-	165,620	165,620
Transportation	-	-	-	52,980	52,980
	730,677	-	-	10,011,785	10,742,462
Program income (deficit)	(368,630)	-	-	90,640	(277,990)
Other income:					
Capital gains and interest	-	-	-	382,144	382,144
Unrealized gain	-	-	-	219,924	219,924
	-	-	-	602,068	602,068
Excess (deficiency) of revenue over expenses					
	(368,630)	-	-	692,708	324,078
Net assets, beginning of year	1,540,041	911,066	3,774,580	2,001,376	8,227,063
Contributions to endowment funds	-	45,560	-	-	45,560
Transfers:					
Recovery of reserve expenses	-	-	(22,821)	22,821	-
Allocations to reserves	-	-	123,385	(123,385)	-
Net investment in capital assets	8,233	-	-	(8,233)	-
Mortgage principal	353,127	-	-	(353,127)	-
Allocation of investment income	-	27,296	141,006	(168,302)	-
Allocation of fees	-	(4,620)	(12,995)	17,615	-
Recovery of disbursements	-	(10,000)	(55,000)	65,000	-
Allocation of unrealized gain	-	45,311	93,814	(139,125)	-
Allocation to future programming	-	-	13,920	(13,920)	-
Net assets, end of year	\$ 1,532,771	\$ 1,014,613	\$ 4,055,889	\$ 1,993,428	\$ 8,596,701



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The Cridge Centre for the Family
1307 Hillside Ave
Victoria, B.C.
V8T 0A2
250-384-8058