



greater victoria  
coalition to end  
homelessness

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**hope has found a home**

Annual Report  
**2014/15**

The solutions to end homelessness are as diverse as homelessness itself, and we all have a role to play in ending homelessness. The Greater Victoria Coalition to End Homelessness Society (Coalition) is a partnership of all levels of government, service providers, business members, the faith community, post-secondary institutions, the experiential community, and private citizens dedicated to ending homelessness in Greater Victoria. Working with our partners and the broad community, the Coalition coordinates efforts and drives commitments to end homelessness in our community.

**Our Mission:** To end homelessness in Greater Victoria by 2018.

**Our Vision:** By 2018, all people facing homelessness in our community will have access to safe, affordable, appropriate, permanent housing, with support if they require it. This will be provided in a coordinated, accessible and effective manner.



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# From the Co-Chair


Over the past year the key priority of the Greater Victoria Coalition to End Homelessness has remained the creation of more affordable and supportive housing.

We have had success housing people in our community. Since 2008 we have opened 274 units of supportive housing and nearly 350 units of subsidized affordable housing. We have also housed people using rent supplements. Just one of our community programs, Streets to Homes, currently houses 120 individuals in the market sector. Furthermore, based on progress made on projects on the Coalition's Priority Housing Project List we expect, within the year, to break ground on or open as many as 108 units of affordable housing and over 100 units of supported housing. These include Wilson's Walk, Siem Lelum (Phase II), Cottage Grove, Rosalie's Village, and 521 Comerford St.

In spite of this progress there is still more work to do. To quantify how much more needs to be done, the Coalition developed the *Creating Homes Enhancing Communities* (CHEC) report this past year. This report used the comprehensive analysis of four years of shelter data to provide an estimate of how many individuals in our community require supportive housing. The report lays out how much support these individuals require based on need and the total costs of the housing and supports. We believe there are a minimum of 367 individuals experiencing chronic homelessness in the Capital Region. The capital cost for housing these individuals is approximately \$24.5 million in capital, with \$617,400 per year in rent supplements. The ongoing support costs are estimated to be \$7.1 million per year.

These estimates represent a stark challenge to our community but hiding from them will not address homelessness. The CHEC report is not just to present scope but to support action. We are already working with partners on issues like helping those with highest need, and identifying collaborative cost sharing opportunities to assist in the provision of the required supports.

We continue to move forward and build on our success of the past.



Gordon Gunn,  
Co-chair

# From the Executive Director

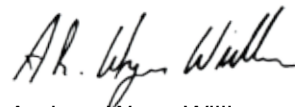
Since I began with the Coalition one of my biggest concerns had been the challenge we faced with truly engaging with the Aboriginal community. As much as 40% of our street population identify as having some kind of Aboriginal background and yet very few of our key stakeholders have been able to bring that perspective and understanding to our table.

This year we finally began to address that. With the guidance of a prominent First Nations community member, Fran Hunt-Jinouchi, we went out to the Aboriginal community, instead of asking them to join us. We visited tribal councils and bands throughout Vancouver Island and listened to them. We sought their wisdom and their expertise. We were reminded that the issues that generate Aboriginal homelessness are broader than the Capital Region. They involve decades of cultural and personal intergenerational trauma. They involve the 'sixties scoop' and residential schools. We learned that addressing these culturally specific challenges would require culturally specific solutions; solutions that we as an organization had neither the expertise nor the regional mandate to address.

To that end we are sponsoring the creation of an Aboriginal Coalition to End Homelessness. A steering committee made up of representatives from up and down Vancouver Island hosted a gathering in the Big House of the Esquimalt Nation. At that gathering Chiefs and Councilors from many different nations signed a drum committing to end homelessness. On that drum is written:

*Our way is to care for all of our people, from the youngest to the oldest. We are all one. Some of our people living away from home are suffering, isolated and homeless. We stand together to end homelessness.*

Sharing the creation of this organization with First Peoples from up and down Vancouver Island is one of our proudest achievements. As an organization we look forward to continuing our work with the Aboriginal Coalition to End Homelessness in the coming year.



Andrew Wynn-Williams,  
Executive Director

## Since 2008

### 2008

Coalition formed as a result of the Mayor's Taskforce on Homelessness Report.

Three Assertive Community Treatment (ACT) outreach teams and the Victoria Integrated Community Outreach Team (VICOT) created.

### 2009

*Report on Housing & Supports 2008/09* published.

Victoria Steering Committee on Homelessness merged with Greater Victoria Coalition to End Homelessness.

### 2010

Streets to Homes pilot program launched.

Homelessness Prevention Fund created.

*Report on Housing & Supports 2009/10* published.

*A Plan to Prevent Homelessness* published.

### 2011

*Housing & Harm Reduction - A Policy Framework for Greater Victoria* published.

*Hungry and Homeless in Greater Victoria: Report on Housing & Supports 2010/11* published.

*Finding our Path: Aboriginal Housing and Homelessness* published.

### 2012

Centralized Access to Supported Housing (CASH) launched.

*Quiet Crisis: Report on Housing & Supports 2011/12* published.

*Housing Procurement Action Plan* published.

*Solving Homelessness in British Columbia's Capital Region: A Community Plan* published.

## 2014/15 Priorities

The Coalition's Leadership Council identified seven top priorities for the Coalition to focus on for the 2014/15 fiscal year. Working with the input of Coalition Working Groups and Committees, the Coalition set objectives for each of the priorities and prepared a Business Plan to address them.

### Housing

Encourage the development of residential and mixed use projects that provide additional affordable housing, supportive housing, and supported housing opportunities as well as work to support our partners protect the existing housing stock throughout the Greater Victoria region.

### Communications

Further develop and implement the Strategic Communications Plan, placing homelessness front and center in the minds of regional, provincial and federal decision-makers and increase public awareness.

### Research

Support the production and integration of high quality evidence for ending and preventing homelessness in the Capital Region.

# 2013 2014 2015

*Facing Homelessness: Report on Housing & Supports 2012/13* published.

*Housing & Homelessness in Greater Victoria* published.

Speakers Bureau launched.

*Greater Victoria Street Survival Guide Ed. I, II and III* published.

*Homelessness Research Plan: 2013 – 2018* published.

*The Cycle of Impossibility: Pathways into and out of Family Homelessness* published.

*Patterns of Homelessness in Greater Victoria* published.

*One Night Only: Facility Count 2014* published.

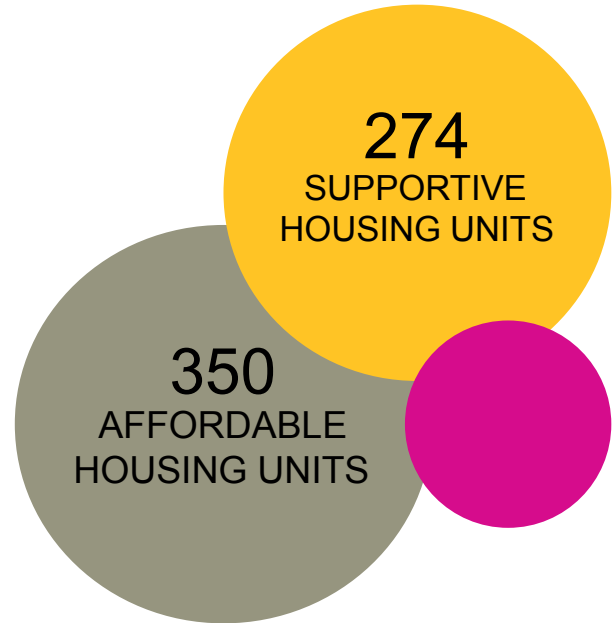
*Youth Homelessness Checklist* project launched.

*Greater Victoria Street Survival Guide Ed. IV and V* published.

*Youth Pathways In and Out of Homelessness in the Capital Region* published.

*Creating Homes, Enhancing Communities* published.

BUILT SINCE 2008



## Prevention

Continue implementation of the 2010 Coalition document *A Plan to Prevent Homelessness*.

## Aboriginal Homelessness

Establish the specific, meaningful and culturally responsive initiatives needed to provide housing and support to Aboriginal individuals, families and communities.

## Economic Inclusion

Encourage the development of programs and initiatives that enable those who have experienced homelessness to fully and meaningfully participate in broader society.

## Operations

Sound management of Coalition staff and resources, including the development of a business plan, and the inclusion of the experiential community in all our work.

**PRIORITY:** Encourage the creation of more permanent supported and affordable housing projects.

## Priority Housing Project List

The Priority Housing Project List (PHPL) contains housing projects and initiatives that are priorities for the Coalition. As of March 31, 2015 the PHPL contained 186 supportive, 84 affordable housing units and 90 rental supplements.

**Cedar Grove**, Victoria Cool Aid Society. 60 units for individuals requiring modest support services.

**Cottage Grove**, Victoria Cool Aid Society. 45 units for seniors (55+) experiencing or at-risk of homelessness.

**Rosalie's Village**, Society of Saint Vincent de Paul – Vancouver Island. 42 units for female youth with children or older women experiencing or at-risk of homelessness.

**Siem Lelum Phase II**, Victoria Native Friendship Centre. 15 units for Aboriginal young families, single parents and grandparents raising children.

**Streets to Homes**, Pacifica Housing Advisory Assoc. 90 rental supplements and support services to assist clients experiencing homelessness in securing and maintaining market housing.

**Wilson's Walk**, Pacifica Housing Advisory Assoc. 108 units of housing with 84 units being affordable.

### Hope Centre: a PHPL Success

December 17, 2014 marked the official opening of the Hope Centre, a new 25-unit development in the District of Sooke, providing more affordable housing options for Aboriginal youth and adults who are experiencing or at-risk of homelessness.

The new four-storey building, located at 6750 West Coast Rd., features 18 studio units, seven one-bedroom apartments and commercial space on the ground level that includes a thrift store and a yoga studio.

## Streets to Homes

Created in 2009 as a pilot program between eight Coalition partners, Streets to Homes was initially designed using the Housing First model to move 30 people directly from cyclical homelessness to private market housing with the necessary supports required to remain stably housed. This pilot was so successful that it was made permanent, expanded to include 120 individuals and transferred in 2012 to Pacifica Housing.

In January 2015, the Victoria Foundation generously provided Streets to Homes with a \$125,000 grant to secure the program operating at the full complement of 120 clients.



## Homelessness Partnering Strategy

Through the Homelessness Partnering Strategy program, the Government of Canada has contributed a total of \$535,204 in project funding for various projects designed to assist individuals experiencing chronic or episodic homelessness.

### Recipients include:

#### Designated Funding Stream

Recipient	Funding
Burnside Gorge Community Centre	\$33,000
Our Place Society	\$25,500
Pacifica Housing Advisory Assoc.	\$37,500
PEERS	\$46,636
Ready to Rent	\$19,800
Rosalie's Village (St. Vincent de Paul Society)	\$200,000
Victoria Native Friendship Centre	\$27,500
<b>Total</b>	<b>\$390,936</b>

#### Aboriginal Funding Stream

Recipient	Funding
Our Place Society	\$61,000
Ready to Rent	\$11,434
Victoria Native Friendship Centre	\$71,834
<b>Total</b>	<b>\$144,268</b>

## Homelessness Prevention Fund

The Homelessness Prevention Fund (HPF) is an initiative of the Coalition and ten partner organizations. It provides emergency assistance grants to individuals and families in Greater Victoria who are in financial need and at-risk of homelessness. Recipients do not have to repay the grant, but can only receive it once in a 12-month period.

With the generosity of a private donor, the fund was established at the Victoria Foundation in January 2011. In February 2015 Victoria Foundation donors increased their grants by an additional \$120,000 to increase the program capacity and allow it to operate through 2016.

In 2014/15 the HPF distributed \$42,575.65 in grants to those that had exhausted all other means of help. From April 1, 2014 to March 31, 2015 the HPF helped 74 individuals and 23 families. With a maximum grant of \$500, most recipients (91%) used the funds for emergency rent top-up. The remaining 9% received help with damage deposits or utilities.

Since 2011, the Homelessness Prevention Fund has issued more than \$175,000 in grants, helping to prevent 420 households from falling into homelessness.

## Housing Trust Fund

On February 11, 2015 the Capital Regional District Board approved the recommendation to award three Regional Housing Trust Fund (RHTF) grants totalling \$2,385,000 to assist the Greater Victoria Rental Development Society, the Society of St. Vincent de Paul, and the Pacifica Housing Advisory Assoc. in the construction of new affordable rental housing.

### PROJECTS:

#### 1950 Blanshard Street, Victoria

The preliminary total capital cost of the Greater Victoria Rental Development Society project is approximately \$16.5 million for the development of 65 units targeted towards sheltering of low income singles. The RHTF contribution is valued at \$495,000.

#### 4349 West Saanich Road, Saanich

The preliminary total capital cost of the Society of St. Vincent de Paul project is approximately \$12.8 million for the development of 42 units targeted towards sheltering of low income families and seniors. The RHTF contribution is valued at \$630,000.

#### 105 Wilson Street, Victoria

The preliminary total capital cost of the Pacifica Housing Advisory Assoc. project is approximately \$22.6 million for the development of 84 units targeted towards sheltering of low income singles, families and seniors. The RHTF contribution is valued at \$1,260,000.

# Communications

**PRIORITY:** Raise the profile of homelessness issues in Greater Victoria.

Using a Strategic Communications Plan developed with the input of the Community Engagement Advisory Group, the Coalition works to place homelessness front and center in the minds of decision-makers and increase public awareness.

## Community Awareness

The following tools are outlined in the Strategic Communications Plan to increase community awareness. The Coalition continued to increase its online presence in 2014/15, engaging with an ever larger audience.

### Facebook

- 3,944 fans, 292% increase (March 31, 2015 compared to March 31, 2014).
- 13,897 engaged users each week, 1,161% increase year over year.
- 217,960 users reached each week, 1,251% increase year over year.

### Twitter

- 2,046 followers, 31% increase year over year.
- 4,765 interactions, 69% increase year over year.
- 1,159 mentions of @homeforhope, 6% increase year over year.

### Home for Home Newsletter

- 629 people receive the newsletter bi-weekly.
- Average open rate: 30% (industry average: 22.5%).
- Average click through rate: 17% (industry average: 11.5%).

### Coalition website: [victorahomelessness.ca](http://victorahomelessness.ca)

- 55,479 pageviews, 47% increase year over year.
- 20,762 unique visitors, 64% increase year over year.

### Home for Hope blog

- 8,470 pageviews, 34% increase year over year.
- 5,391 unique visitors, 47% increase year over year.

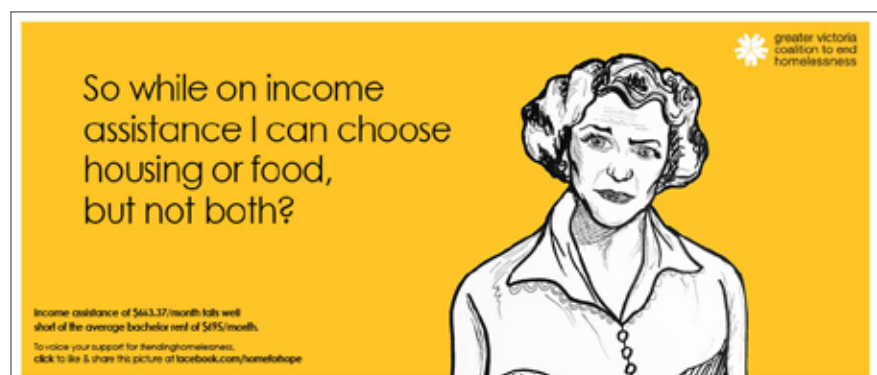
## Simple Wisdom

The Simple Wisdom campaign ran from September 16 to November 19, 2014. The campaign was created as a reminder to the Greater Victoria public that the solutions of homelessness can be simple and achievable (e.g. affordable housing solves homelessness). Taking inspiration from the popular 'some-e-cards', the campaign uses an ironic tone to convey a serious message.

Simple Wisdom was primarily designed as a Facebook campaign, featuring advertisements targeting the 220,000 residents of Greater Victoria with Facebook accounts. The campaign was also featured on transit shelters and in the local community papers.

### Facebook Results

- 262% increase in Facebook fans, from 1,079 to 3,909 in 9 weeks.
- 1,109% increase in weekly engagement, from an average of 285 to an average of 3,450 during campaign.
- 1,937% increase in weekly reach, from 3,660 average to 74,560 average during campaign.



This was the most popular Simple Wisdom campaign image, with more than 65,000 reached, 3,500 engagements (likes, comments and shares), and more than 1,100 clicks.

## Homelessness Action Week

October 12 to October 18, 2014 was Homelessness Action Week. The Coalition used this week as an opportunity to raise awareness of the many hardworking organizations and groups in Greater Victoria working to end homelessness. The Coalition once again organized a community-wide Open House, where participating organizations invited the public to learn more about their work and the issue of homelessness. In addition, a number of special events were held across the region during Homelessness Action Week.

### Homelessness Action Week Tours

- Anawim House
- Burnside Gorge Community Centre
- Greater Victoria Housing Society
- Greater Victoria Coalition to End Homelessness
- Our Place Society
- Quadra Village Community Centre
- Rock Bay Landing (Victoria Cool Aid Society)
- St. Vincent de Paul Housing & Social Concern Office

### Special Events

- Downtown Community Centre Tenant Art Display (Hosted by: Victoria Cool Aid Society)
- Economics of Homelessness Breakfast (Hosted by: Greater Victoria Chamber of Commerce and Greater Victoria Coalition to End Homelessness)
- All Candidates Debate: Homelessness, Housing & Poverty (Hosted by: Greater Victoria Coalition to End Homelessness, Our Place Society and Victoria Cool Aid Society)

### Proclamations

The Coalition also used Homelessness Action Week as an opportunity for local governments to show their commitment to end homelessness and proclaim October 12 to 18 Homelessness Action Week. Six Greater Victoria municipalities took action and issued a proclamation:

- City of Victoria
- District of Central Saanich
- District of Highlands
- District of Saanich
- Town of Sidney
- Town of View Royal

## Project Connect

Project Connect is an annual one-day service and information fair for people experiencing homelessness and extreme poverty.

This year, Project Connect was held at Our Place on October 21, 2014. It featured a wide range of free services including haircuts, ID replacement, pet care, portraits and much more. Highlights of Project Connect 2014:

- 500 to 600 attendees.
- 40+ volunteers were on hand to help make Project Connect a success.
- Almost 50 service and information providers attended providing access to resources and information.
- An estimated 400 custom care packs were given out (filled with winter and hygiene essentials).
- 1,600 hamburgers and 600 hot dogs served with all the trimmings.

## Messaging Toolkit

New for 2014/15, the Messaging Toolkit provides messaging all stakeholders and staff can refer to when delivering communications to the community. The goal of the Toolkit is to ensure all partners are consistently using the same key messages in our common goal to end homelessness.

**PRIORITY:** Support the production and integration of high quality evidence for ending and preventing homelessness in the Capital Region.

In 2014/15 the following research reports were published:

## One Night Only: Facility Count 2014

A point-in-time count of temporary and emergency shelters in Greater Victoria. On one night February 5, 2014, there were 1,089 individuals enumerated in 87 facilities, and 78 people were turned away from a facility.

Published: September 2014. Online results: more than 1,600 impressions online and 19 downloads

## Patterns of Homelessness in Greater Victoria

Homelessness is a persistent issue in Greater Victoria. In this report, we analyze longer-term patterns of homelessness for people who use emergency shelters in Victoria, BC.

Published: September 2014. Online results: nearly 3,200 impressions online and 62 downloads.

## Cycle of Impossibility: Pathways into and out of Family Homelessness

A study of family homelessness in the Capital Region.

Published: October 2014. Online results: more than 2,000 impressions online and 97 downloads.

## Youth Pathways In & Out of Homelessness

The Youth Pathways report engaged directly with youth experiencing homelessness to determine the pathways in and out of homelessness in the region. The report outlines both the pathways into homelessness and the pathways out. Some of the pathways out of homelessness are a direct result of suggestions made by the youth participants.

Published: March 2015. Online results: more than 30 impressions online and 19 downloads\*.



Infographic that accompanied the release of the Youth Pathways In & Out of Homelessness report.

\*Note: this report was published in final days of March 2015, which accounts for low impressions and downloads.

# Prevention

**PRIORITY:** Support the production and integration of high quality evidence for ending and preventing homelessness in the Capital Region.

This year the Coalition undertook the creation of a *Youth Homelessness Checklist* of early signs which indicate a youth may be experiencing or at-risk of homelessness. This project was intended to assist teachers, counsellors, and other youth service workers in the identification of youth who are experiencing homelessness or at-risk of homelessness and to help to connect them with the appropriate services.

It is often difficult to identify children and youth experiencing homelessness. Youth living alone and families facing homelessness will try to hide the situation to avoid stigma or because of fear of having children taken away. Early identification, however, can put children, youth and families in contact with services that can assist in times of crisis.

This project created a checklist that could sit on every teacher's desk which highlighted the common signs of homelessness to assist in making early identification. This then referred the teacher or youth worker to a flow chart which detailed a course of action should those indicators create enough concern that a particular youth is facing homelessness.

Two thousand copies of the checklist were printed and distributed to middle school and high school teachers in School District #61.



Youth Homelessness Checklist distributed to schools.

# Aboriginal Homelessness

**PRIORITY:** Support the production and integration of high quality evidence for ending and preventing homelessness in the Capital Region.

This year the Coalition took significant steps towards developing culturally specific solutions to Aboriginal homelessness. Guided by the principle of inclusion, the Coalition began by creating a steering committee of key representatives from Aboriginal communities on Vancouver Island. This group, using the Coalition report *Finding our Path: Aboriginal Housing and Homelessness* as a guide, developed a plan to create an Aboriginal Coalition to End Homelessness that could include all of Vancouver Island and bring the cultural expertise needed to the homelessness challenge.

The steering committee then assisted the Coalition in meeting, consulting and building relationships with Aboriginal communities on the Island. This included key presentations to both the Kwakiutl District Council and the Nuu-Chah-Nulth Tribal Council.

The result of this process was a gathering in the Esquimalt Big House on April 15, 2015. Representatives from around the Island came to affirm their commitment to ending Aboriginal homelessness. Individuals with lived experience of homelessness came and shared their stories and then together this community signed a drum formalising their commitment.

As important as this event was, it was just the first step. We are now working to formally constitute the organization and begin the long hard process of addressing this challenge.

# Social & Economic Inclusion

**PRIORITY:** Engage with the experiential community to find solutions to homelessness.

## Street Survival Guide

The Street Survival Guide provides access to current and relevant information for individuals experiencing homelessness and extreme poverty. The manual was prepared, and continues to be updated, by peers for peers. This ensures the information provided is appropriate, accessible and relevant.

Throughout 2014/15, our team of peers published Editions IV and V of the Street Survival Guide and distributed 2,200 copies. Over 53 agencies serving individuals living in homelessness and extreme poverty received copies of the guide.

The Victoria Foundation generously awarded the Coalition with an additional grant to continue this project throughout 2015/16 to publish and distribute Editions VI and VII.

## Reader Focus Groups

In December of 2014, our team of peers ran focus groups at Our Place, Rock Bay Landing, and Sandy Merriman House. An overwhelming number of participants (84%) agreed the guide was “very awesome” or “awesome”. One of the participants described they kept the newest edition of the Guide by their phone, as they often have individuals phoning them to ask questions about resources in the community. Another participant explained they were handed the guide on the bus one day, and felt a “wave of relief” after looking through it and learning about resources for individuals living in poverty.

## Service Provider Focus Groups

In January 2015, the service providers that receive the guide were surveyed to find out their thoughts. All of the respondents indicated that of the clients who received copies of the guide they found the guide useful, and that staff also often used it as a resource guide.

## Online Results

In 2014/15 the Street Survival Guide (Editions IV and V) was viewed online by more than 14,000 individuals, and downloaded almost 500 times.



## Social Inclusion Advisory Committee

The Social Inclusion Advisory Committee (SIAC) is an ad-hoc committee consisting of individuals who have lived experience of homelessness that come together to provide feedback to the Coalition on its housing policy, research and communications initiatives. Our program engages an estimated 40 individuals.

Throughout 2014/2015, the group worked on a number of different initiatives with Coalition staff, including:

- Fall 2014 Communications Campaign
- Annual Street Report event
- Project Connect planning
- Mixed Tables Dinner event
- *Creating Homes, Enhancing Communities* report
- Fall 2015 Communications Campaign

In addition to the above initiatives, SIAC members also completed a review of the SIAC program. The review allowed the Coalition and SIAC to better structure the program and provide different types of opportunities for the variety of individuals with lived experience of homelessness to engage with the program. Through this process, participants responded that they enjoy the program, feel they benefit from it and feel they are meaningfully engaged in the Coalition. They provided suggestions to engage more participants in different ways, including: a monthly lunch, regular drop-in hours, the creation of a “work list” and developed code of conduct and rights and responsibilities documents.

## Speakers Bureau

The Speakers Bureau is a group of individuals who have experienced homelessness and want to share their story. This group received comprehensive training to speak safely in public about their personal experiences, in order to challenge stereotypes concerning those who experience homelessness.

Speakers Bureau members made more than 30 community presentations in 2014/15. The group also meets monthly with the Social Inclusion Coordinator to share their successes and learnings. After every community presentation, we ask our host to fill out a survey. 14 community groups completed the post speaker survey; the average overall rating for presentations was 4.7 out of 5. The aspect of the presentations most commented on was the courage to tell personal stories that bring the issue home. Every respondent said that they were extremely satisfied with the presentation, and that they were extremely likely to recommend the Speakers Bureau to others.

### Feedback about the Speakers Bureau

*“Hilary and Bernice spoke from the heart and connected so well with our kids... We had a lot of great conversation and interest on working with the homelessness issue in our school groups. I think a lot of positive change will come from it!”*

*“...many of my students emphasized how the personal account added considerable context and depth to the overall presentation.”*

*“Very heartfelt and personal, which was a nice change from the more academic approach of other speakers ...”*

*“...the personal perspective of Michael and his ability to put a face to the issue of homelessness and explain that it could occur to anyone easily.”*

## Economic Inclusion

The purpose of this priority is to encourage the development of programs and initiatives that enable those who have experienced homelessness to fully and meaningfully participate in broader society.

To that end the Coalition identified the need for a peer mentorship housing program. Such a program would allow those who were once homeless but are now housed to provide guidance to those who are recently housed.

Unfortunately, the Coalition has been unable to secure funding for this program. Although the plan remains in place we do not at this time have the resources to implement this initiative.

# Independent Auditors' Report

To the members of Greater Victoria Coalition to End Homelessness Society



We have audited the accompanying financial statements of Greater Victoria Coalition to End Homelessness Society, which comprise the statement of financial position as at March 31, 2015, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

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## Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

## Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

## Basis for qualified opinion

In common with many not-for-profit organizations, Greater Victoria Coalition to End Homelessness Society derives revenue from donations and fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Greater Victoria Coalition to End Homelessness Society. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the years ended March 31, 2015 and 2014, current assets as at March 31, 2015 and 2014, and net assets as at April 1, 2014 and 2013 and March 31, 2015 and 2014. Our audit opinion on the financial statements for the year ended March 31, 2015 was modified accordingly because of the possible effects of this limitation in scope.

## Qualified opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Greater Victoria Coalition to End Homelessness Society as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A stylized signature of "Grant Thornton LLP" in a cursive font.

Chartered Professional Accountants

Victoria, Canada  
August 11, 2015



# Audited Financial Statements

## Greater Victoria Coalition to End Homelessness Society Statement of Operations

Year ended March 31	2015	2014
<b>Revenue</b>		
Government grants (Note 6)	\$ 503,844	\$ 518,331
Contributions from other registered charities (Note 6)	104,737	169,369
Individual donations	12,767	8,315
Interest	5,544	6,896
Corporate donations	4,178	5,774
Miscellaneous revenue	2,088	1,339
Membership fees	1,270	1,085
	<u>634,428</u>	<u>711,109</u>
<b>Expenses</b>		
Amortization	3,946	4,301
Communications and consultation	95,349	20,996
Council and committee meetings	5,291	4,189
General administration	51,072	40,280
Loss on disposal of asset	-	774
Professional fees	13,621	8,610
Programs (Note 7)	267,460	312,013
Rent	6,020	6,020
Wages and benefits	280,472	222,571
	<u>723,231</u>	<u>619,754</u>
(Deficiency) excess of revenue over expenses	\$ <u>(88,803)</u>	\$ <u>91,355</u>

See accompanying notes to the financial statements.

## Greater Victoria Coalition to End Homelessness Society Statement of Financial Position

March 31	2015	2014
<b>Assets</b>		
<b>Current</b>		
Cash and cash equivalents	\$ 186,033	\$ 369,800
Term deposits	201,500	200,000
Accounts receivable	4,127	1,582
Prepaid expenses and deposits (Note 3)	31,700	19,815
	<u>423,360</u>	<u>591,197</u>
Capital assets (Note 4)	<u>8,796</u>	<u>11,355</u>
	\$ <u>432,156</u>	\$ <u>602,552</u>
<b>Liabilities</b>		
<b>Current</b>		
Payables and accruals	\$ 10,600	\$ 14,037
Deferred contributions (Note 5)	156,007	234,163
	<u>166,607</u>	<u>248,200</u>
<b>Net Assets</b>		
Invested in capital assets	8,796	11,355
Unrestricted	256,753	342,997
	<u>265,549</u>	<u>354,352</u>
	\$ <u>432,156</u>	\$ <u>602,552</u>

On behalf of the Board



Director



Director

See accompanying notes to the financial statements.

## Greater Victoria Coalition to End Homelessness Society Statement of Changes in Net Assets

Year ended March 31	2015		2014	
	Invested in capital assets	Unrestricted	Total	Total
Balance, beginning of year	\$ 11,355	\$ 342,997	\$ 354,352	\$ 262,997
(Deficiency) excess of revenue over expenses	(3,946)	(84,857)	(88,803)	91,355
Additions to capital assets	1,387	(1,387)	-	-
Balance, end of year	\$ <u>8,796</u>	\$ <u>256,753</u>	\$ <u>265,549</u>	\$ <u>354,352</u>

See accompanying notes to the financial statements.

## Greater Victoria Coalition to End Homelessness Society Statement of Cash Flows

Year ended March 31	2015	2014
Increase (decrease) in cash and cash equivalents		
<b>Operating</b>		
(Deficiency) excess of revenue over expenses	\$ (88,803)	\$ 91,355
Loss on disposal of assets	-	774
Amortization	3,946	4,301
	<u>(84,857)</u>	<u>96,430</u>
Change in non-cash operating working capital		
Accounts receivable	(2,545)	8,192
Prepaid expenses and deposits	(11,885)	(8,961)
Payables and accruals	(3,437)	(13,616)
Deferred contributions	(78,156)	(98,006)
	<u>(96,023)</u>	<u>(112,391)</u>
	<u>(180,880)</u>	<u>(15,961)</u>
<b>Investing</b>		
Purchase of term deposits	(1,500)	(200,000)
Purchase of capital assets	(1,387)	(7,355)
	<u>(2,887)</u>	<u>(207,355)</u>
Net decrease in cash and cash equivalents	(183,767)	(223,316)
Cash and cash equivalents, beginning of year	369,800	593,116
Cash and cash equivalents, end of year	\$ <u>186,033</u>	\$ <u>369,800</u>

See accompanying notes to the financial statements.

## Greater Victoria Coalition to End Homelessness Society Notes to the Financial Statements

March 31, 2015

### 1. Purpose of the Society

The Greater Victoria Coalition to End Homelessness Society (the "Society") was incorporated on July 25, 2008 under the Society Act of British Columbia. The Society's purpose is to engage community organizations, governments and non-governmental agencies to work in partnership with each other and the broader community to lead and drive the commitment to end homelessness in the Capital Regional District of British Columbia. The Society received status as a registered charity effective April 1, 2009.

### 2. Summary of significant accounting policies

#### Basis of presentation

The Association has elected to apply the standards of Part III of the CICA Accounting Handbook in accordance with Canadian accounting standards for not-for-profit organizations.

#### Revenue recognition

The Society follows the deferral method of accounting for contributions.

Operating grant revenue is recognized in the year for which the grant is awarded. Accordingly, operating grant revenue awarded for periods subsequent to the current year is deferred to the next fiscal year.

Restricted contributions related to general operations are recognized as revenue in the year in which the related expenses are incurred.

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

#### Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks and highly liquid temporary investments with maturities of three months or less.

#### Amortization

Rates and bases of amortization applied to write off the cost less estimated salvage value of capital assets over their estimated lives are as follows:

Furniture and equipment	20%, straight-line
Computer hardware and software	33-1/3%, straight-line

## Greater Victoria Coalition to End Homelessness Society Notes to the Financial Statements

March 31, 2015

### 2. Summary of significant accounting policies (continued)

#### Use of estimates

In preparing the Society's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the year. Actual results could differ from these estimates.

#### Financial instruments

The Society's financial instruments consist of cash and cash equivalents, accounts receivable, term deposits, and payables and accruals.

Financial instruments are recorded at fair value on initial recognition and 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.

#### Volunteers

Volunteers contribute an indeterminable number of hours to the Society across its operations. Since no objective basis exists for recording and assigning fair values to donated time, the value of this time has not been reflected in the accompanying financial statements.

### 3. Prepaid expenses and deposits

Prepaid expenses and deposits include amounts paid to local organizations to be distributed to individuals as part of the Homelessness Prevention Fund and the Streets to Homes programs. As of March 31, the undistributed portions of these funds were as follows:

	2015	2014
Homelessness Prevention Fund		
Our Place Society	\$ 24,401	\$ 16,180
Other	7,299	3,635
	<u>\$ 31,700</u>	<u>\$ 19,815</u>

## Greater Victoria Coalition to End Homelessness Society Notes to the Financial Statements

March 31, 2015

### 4. Capital assets

	2015		2014	
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and equipment	\$ 11,008	\$ 8,996	\$ 2,012	\$ 3,050
Computer equipment	38,822	32,038	6,784	8,305
	<u>\$ 49,830</u>	<u>\$ 41,034</u>	<u>\$ 8,796</u>	<u>\$ 11,355</u>

### 5. Deferred contributions

Deferred contributions relate to restricted operating funding received that relate to future years.

	City of Victoria	Victoria Foundation	United Way of Greater Victoria	Vancouver Island Health Authority	Donations direct to Coalition	Total 2015	Total 2014
Balance, beginning of year	\$ 204,697	\$ 27,520	\$ 1,869	\$ -	\$ 77	\$ 234,163	\$ 332,169
Received during the year	-	62,651	50,000	91,666	2,602	206,919	164,974
	204,697	90,171	51,869	91,666	2,679	441,082	497,143
Less: recognized as revenue during the year	93,011	54,183	51,869	83,333	2,679	285,075	262,980
Balance, end of year	\$ 111,686	\$ 35,988	\$ -	\$ 8,333	\$ -	\$ 156,007	\$ 234,163

## Greater Victoria Coalition to End Homelessness Society Notes to the Financial Statements

March 31, 2015

### 6. Grants

The Society's major funding sources are from contributions received from other registered charities and grants received from government sources as follows:

	2015	2014
<b>Government grants</b>		
Capital Regional District	\$ 225,000	\$ 225,000
Vancouver Island Health Authority	83,333	100,000
Corporation of the City of Victoria	193,011	192,549
University of Victoria	2,500	-
Government of Canada	-	782
	<u>\$ 503,844</u>	<u>\$ 518,331</u>
<b>Contributions from other registered charities</b>		
United Way of Greater Victoria - Social Inclusion Program	\$ 51,869	\$ 129,424
Victoria Foundation - Homelessness Prevention Fund	41,279	39,945
Victoria Foundation - Street Survival Guide	11,589	-
	<u>\$ 104,737</u>	<u>\$ 169,369</u>
<b>7. Program expenses</b>	<b>2015</b>	<b>2014</b>
Program expenses consist of the following:		
Housing Strategy	\$ 97,436	\$ 92,549
Social Inclusion Program	50,469	129,424
Homelessness Prevention Fund	43,958	41,007
Research Priority	37,561	-
Street Survival Guide	11,589	-
Aboriginal Priority	10,988	-
Homelessness Action Week/Project Connect	10,570	3,544
Advertising Awareness Campaign	3,560	26,925
Community Support – Miscellaneous	1,329	18,564
	<u>\$ 267,460</u>	<u>\$ 312,013</u>

### 8. Economic dependence

The Society receives a substantial amount of its funding from government sources and is dependent on this funding to maintain operations at current levels.

## Greater Victoria Coalition to End Homelessness Society Notes to the Financial Statements

March 31, 2015

### 9. Related party transaction

Iconic Communications ("Iconic") is related to the Society as Iconic is owned by a family member of the Society's Executive Director. During the year the Society paid Iconic \$19,252 (2014: \$14,388) to develop a promotional campaign. The transactions were measured at their carrying amount.

### 10. Program allocations

The costs of programs detailed in Note 7 include the salaries and wages of personnel that are directly related to providing the services of the particular program:

	Housing Strategy	Social Inclusion Program
<b>Year ended March 31, 2015</b>		
Personnel salaries have been allocated as follows:		
Housing Strategy Coordinator	100%	0%
Social Inclusion Coordinator	0%	60%
<b>Year ended March 31, 2014</b>		
Personnel salaries have been allocated as follows:		
Housing Strategy Coordinator	100%	0%
Social Inclusion Coordinator	0%	100%

During the year, the Society did not allocate any administration salaries and wages relating to the Executive Director, Manager of Stakeholder Relations, and Administrative Coordinator to the Social Inclusion Program (2014: \$26,000).

### 11. Risk management

In the normal course of business, the Society is exposed to liquidity risk. The Society's primary risk management objective is to protect cash flow in order to support its operations. Risks are managed within limits ultimately established by the Society's Leadership Council and implemented by management.

The carrying value of cash and cash equivalents, term deposits, accounts receivable, and payables and accruals approximates fair value due to the relatively short-term maturity of these financial instruments. Unless otherwise noted, it is management's opinion that the Society is not exposed to significant interest, currency or credit risk arising from these financial instruments.

# Committees

## Leadership Council

**Co-Chair:** Gordon Gunn, Community Director

**Co-Chair:** Lisa Helps, Capital Regional District  
Frank Bourree, Greater Victoria Chamber of Commerce

Leslie Brown, Community Director

Cheryl Damstetter, Island Health

Jeanette Gault, Ministry of Social Development and Social Innovation

Roxanne Helme, Community Director

Patricia Jelinski, United Way of Greater Victoria

Julianne Kasmer, Community Director

Jeremy Loveday, Capital Regional District

Wayne McIntyre, Capital Regional District

Brenda Metropolit, Service Canada

Kevin Murdoch, Capital Regional District

Shayne Ramsay, BC Housing

Sandra Richardson, Victoria Foundation

Vickie Sanders, Capital Regional District

David Tataryn, Community Director

Charlayne Thornton-Joe, Community Director

Steven Tribe, Community Director

Allen Tysick, Community Director

## Management Committee

Marika Albert, Community Social Planning Council of Greater Victoria

Roger Butcher, BC Housing

Lee Anne Davies, United Way of Greater Victoria

Kim Grantham, Ministry of Social Development and Social Innovation

Henry Kamphof, Capital Regional District

Bruce Parisian, Victoria Native Friendship Centre

Maurice Rachwalski, Capital Regional District

Kelly Reid, Island Health

John Reilly, City of Victoria

Mary Katharine Ross, Community Social Planning Council of Greater Victoria

Christopher Schewchuk, Island Health

Kathy Stinson, Victoria Cool Aid Society

## Housing Working Group

Kevin Albers, M'akola Group of Societies

Roger Butcher, BC Housing

Christine Culham, Capital Regional Housing Corporation

Karyn French, Pacifica Housing Advisory Association

Henry Kamphof, Capital Regional District

Kaye Melliship, Greater Victoria Housing Society

Ian Munro, Island Health

John Reilly, City of Victoria

Kathy Stinson, Victoria Cool Aid Society

## Service Integration

### Working Group

Terry Edison-Brown, Anawim House

Don Evans, Our Place Society

Karyn French, Pacifica Housing Advisory Association

Kim Grantham, Ministry of Social Development and Social Innovation

Kari Hutchison, Victoria Native Friendship Centre

Devin Lynn, Island Health

Bruce Parisian, Victoria Native Friendship Centre

Joe Power, Island Health

Brian Slous, Salvation Army ARC

Kathy Stinson, Victoria Cool Aid Society

## Community Engagement

### Advisory Committee

**Co-Chair:** Christopher Schewchuk, Island Health

**Co-Chair:** Mary Katharine Ross, Community Social Planning Council of Greater Victoria

Terry Edison-Brown, Anawim House

Louise MacDonald, Victoria Foundation

Shannon Marshall, Island Health

Alan Rycroft, Victoria Cool Aid Society

Heather Skydt, United Way of Greater Victoria

Dan Wallace, Anawim House

Peggy Wilmot, Faith in Action

## Social Inclusion Advisory Committee

**Peer Co-Chair:** Hilary Marks

Amber C  
Andy L  
Annette B  
Bernice K  
Bill K  
Brandee P  
Brenda B  
Bruce L  
Carol C  
Chad R  
Charlie P  
Cheryl M  
Craig D  
Cody A  
Darren D  
Darrin M  
Dave L  
David R  
David S  
David T  
Dennis G  
Don B  
Doug F  
Elizabeth M  
Eric A  
Jahnavia M  
Jenny B  
Jerry M  
John T  
Karl K  
Kym H  
Launa L  
Leonard J  
Leslie B

Malcolm S  
Malcolm V  
Michael W  
Michelle C  
Paul S  
Rory M  
Scott M  
Sean M  
Tammy F  
Ty M  
Wallace S  
William W

## Homelessness Prevention Fund

**Co-Chair:** Jordan Cooper, Our Place Society  
Roberta Bell, Victoria Native Friendship Centre  
Emma Cochrane, Victoria Cool Aid Society  
Kendra Christiansen, Victoria Cool Aid Society  
Grant Crosswell, Society of St. Vincent de Paul – Vancouver Island  
Kathy Dallman, Burnside Gorge Community Centre  
Gina Denis, Victoria Cool Aid Society  
Leann Finlay, Burnside George Community Centre  
Alf Eamer, Our Place Society  
Monica Gibson, Ministry of Social Development and Social Innovation  
Julie Gray, Society of St Vincent de Paul – Vancouver Island  
Desiree Holmes, Victoria Native Friendship Centre  
Fran Kitson, Mustard Seed Food Bank and Street Church  
Leah McGregor, Victoria Cool Aid Society  
Kelly Moriarty, Ministry of Social Development and Social Innovation  
Sarah Olson, Burnside Gorge Community Centre  
Melissa Pearce, Victoria Cool Aid Society  
Alexis Ratz, Ministry of Social Development and Social Innovation  
Kim Roberts, Together Against Poverty Society  
Larry Stevens, Victoria Cool Aid Society  
Colin Tessier, The Mustard Seed

# Looking Forward

The Coalition's Leadership Council identified seven priorities for the Coalition to focus on from April 2015 to March 2018. Taking these priorities and working with the input of Working Groups and Committees, the Coalition identified objectives for each of those priorities and has prepared a Business Plan to address them.

## Housing Priority

Encourage the development of residential and mixed use projects that provide additional affordable, supportive, and supported housing opportunities as well as work to support our partners protect the existing housing stock throughout the Greater Victoria region. Objectives for the coming years include:

- Update the Priority Housing Project List as existing projects begin to move forward or new opportunities are identified.
- Work with funding partners to implement the Creating Homes Enhancing Communities strategic procurement action plan.

## Communications Priority

Further develop and implement the Strategic Communications Plan, placing homelessness front and centre in the minds of regional, provincial and federal decision-makers and increase public awareness. Objectives for the coming years include:

- Further develops public awareness of how to end homelessness and support for funding to do so.
- Support efforts to increase local, regional and provincial awareness.
- Increase partner and member engagement in Coalition activities.

## Research Priority

Support the production and integration of high quality evidence for ending and preventing homelessness in the Capital Region. Objectives for the coming years include:

- Prepare and publish the biannual Report on Housing & Supports.
- Keep informed of existing and ongoing research relevant to preventing and ending homelessness.

## Prevention Priority

Continue implementation of the 2010 Coalition report *A Plan to Prevent Homelessness*. Objectives for the coming years include:

- Determine how to better prevent and mitigate eviction.
- Implement programs that minimise discharge from institutions to the street.

## Aboriginal Homelessness Priority

Establish the specific, meaningful and culturally responsive initiatives needed to provide housing and support to Aboriginal individuals, families and communities. Objectives for the coming years include:

- Support the establishment of an Aboriginal Coalition to End Homelessness.
- Collaborate closely with the Aboriginal Coalition to End Homelessness to address Aboriginal specific issues that contribute to homelessness.

## Social and Economic Inclusion Priority

Encourage the development of programs and initiatives that enable those who have experienced homelessness to fully and meaningfully participate in broader society. Objectives for the coming years include:

- Identify and implement new initiatives.
- Implement programming to address barriers to independence.

## Operations Priority

Sound management of Coalition staff and resources, including the development of a business plan. Objectives for the coming years include:

- Complete the projects identified elsewhere in this business plan on time and on budget.
- Ensure Social Inclusion remains a core component of Coalition initiatives.
- Limited governance review.

Funding for the Coalition is generously provided by:



Investment in housing and supports in Greater Victoria is being made by:





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