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) was formed in 2008 with a mission to end homelessness in Greater Victoria. The Coalition consists of service providers, non-profit organizations, all levels of government, businesses, postsecondary institutions, the faith community, people with a lived experience of homelessness, and members of the community. This diverse membership is referred to as Coalition Stakeholders.

**Our Vision:**

A Region Without Homelessness

**Our Mission:**

1. To ensure appropriate solutions are in place to serve those individuals experiencing chronic homelessness in the capital region.
2. To ensure all people facing homelessness in the Capital Region have access to safe, affordable, appropriate, long-term housing.
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The Coalition’s 2016 AGM was a watershed moment in the history of the organization. At that time, the recommendations from the Governance Review Committee led by Ted Hughes were implemented, the Coalition’s focus shifted from study to action, and we began down a path of even deeper and more meaningful collaboration with our members and stakeholders. Over this past year, the results of this deep collaboration could be felt throughout the community and, in particular, in the lives of those experiencing chronic homelessness.

Through the hard work of Coalition stakeholders and the leadership of our amazing staff, the Regional Housing First Community Plan Phase One was implemented. This implementation included a request for proposals for the first round of the $60 million Regional Housing First Program. This RFP resulted in the funding of two proposals with a combined 113 net new units including 50 units for people experiencing chronic homelessness.

A second and very important initiative that was completed in the past year was the work and recommendations of the Priority One Task Force. This task force was a recommendation of the Governance Review Committee which suggested the Coalition, along with its stakeholders, pay particular attention to those people experiencing chronic homelessness who also have additional needs, including those who have been barred from housing and shelters. The approach of the task force was to assess the ways in which gaps in the housing ecosystem could be filled to ensure partners are meeting a continuum of needs and that no one is any longer deemed ‘hard to house.’

The Task Force looked at the characteristics and tracked the housing situations of 74 unique individuals over the course of a year and set a goal of housing at least 25 of those people. At the end of the Task Force mandate, March 31st 2017, 29 people had been successfully housed. Community Plan Phase Two makes recommendations for capital projects and system improvements to help ensure that the remainder of the 74 – and others with characteristics like them – can be successfully housed in the region’s housing ecosystem.

As co-chairs we are thankful for the opportunity to participate on the board of directors as well as to have been part of the Priority One Task Force. But our deepest gratitude goes to those we sit around the table with: our staff, our partner agencies, and all of the people doing the important work of realizing the Coalition’s vision of A Region Without Homelessness.

Lisa Helps
Co-Chair

Ian Batey
Co-Chair
In many ways this has been a difficult year for the community. The overdose crisis continues to wreak havoc across the region, rents continue to increase and the vacancy rate remains stubbornly low. At the same time, we are seeing disproportionate growth in the numbers of Indigenous Peoples accessing emergency shelter services, the Point in Time Count identified that almost 50% of those surveyed had their first experience of homelessness before their 25th birthday, and we continue to see a need to support individuals and families before a homelessness event takes place, particularly in more rural communities and on the Gulf Islands.

I don't mention these ongoing challenges to overwhelm or to take away from our collective successes. I do it to acknowledge the context for many individuals still working to secure long-term, appropriate housing and supports and those who are still fighting every day to hold onto their existing housing in an increasingly unaffordable market. I do this also to renew and re-focus our collective commitment to A Region Without Homelessness.

In many ways this has also been an incredible year for the community. The Coalition continued to shift toward targeted, strategic actions to enhance the effectiveness of the housing, health and social support system at meeting the unique and dynamic needs of those experiencing homelessness. A few highlights include creating an engagement framework and toolkit to support stakeholders in engaging those experiencing homelessness; working with housing and service providers to support additional positive exits for individuals in existing supportive housing, while also encouraging greater stability for those accessing housing and services; and, supporting the continued implementation of the Regional Housing First Program.

In addition to the ongoing work addressing the systemic and structural drivers of homelessness, Coalition Stakeholders have come together to provide housing and support services to 111 individuals experiencing chronic homelessness. This significant and collective effort has resulted in the lowest number of chronically homeless shelter users since 2010/11!

The next steps will include the Coalition and Stakeholders working to develop critical tools in support of collaborative efforts to address homelessness. These include a region-wide homelessness management information system and an enhanced coordinated assessment and access system. These two important initiatives, when working together, will form the foundation of a better coordinated system-wide response to the individual needs of those experiencing homelessness.

I wish to conclude by acknowledging the considerable work of the Board of Directors, Coalition Stakeholders and staff. None of this work would be possible without your continued commitment and I am honored to support the collective activities and initiatives of such a strong and dynamic organization dedicated to enabling members in coming together around solutions to homelessness.

Don Elliott
Executive Director
<table>
<thead>
<tr>
<th>Year</th>
<th>Coalitions</th>
<th>Publications</th>
<th>Projects</th>
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<tbody>
<tr>
<td>2008</td>
<td>Coalition formed as a result of the Mayor’s Taskforce on Homelessness Report</td>
<td>Coalition Report on Housing and Supports 2008/09 published.</td>
<td>Three Assertive Community Treatment (ACT) outreach teams launched</td>
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<tr>
<td>2009</td>
<td>Victoria Integrated Community Outreach Team (VICOT) created</td>
<td>Report on Housing &amp; Supports 2009/10</td>
<td>Streets to Homes pilot program launched</td>
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<td>2010</td>
<td>A Plan to Prevent Homelessness</td>
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<td>Homelessness Prevention Fund created</td>
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<td>Centralized Access to Supported Housing (CASH) launched</td>
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<td>Year</td>
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<tr>
<td>2013</td>
<td>Facing Homelessness: Report on Housing and Supports 2012/13</td>
<td>Speakers Bureau launched</td>
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<td>Housing &amp; Homelessness in Greater Victoria</td>
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<td></td>
<td>Greater Victoria Street Survival Guide</td>
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<td>Homelessness Research Plan: 2013 - 2018</td>
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<td>2014</td>
<td>The Cycle of Impossibility: Pathways into and out of Family Homelessness</td>
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<td></td>
<td>Patterns of Homelessness in Greater Victoria</td>
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<td>One Night Only: Facility Count 2014</td>
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<td></td>
<td>Greater Victoria Street Survival Guide (updated)</td>
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<td>2015</td>
<td>Youth Pathways In and Out of Homelessness in the Capital Region</td>
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<td>Creating Homes, Enhancing Communities</td>
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<td>Report on Housing &amp; Supports 2015/16</td>
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<td>Greater Victoria Street Survival Guide (updated)</td>
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<td>2016</td>
<td>Strategic Plan 2016-2021</td>
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<td>Community Plan: 2016-2021</td>
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<td>Greater Victoria Street Survival Guide (updated)</td>
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<td>2017</td>
<td>Talking with Each Other: Internal Communications Framework</td>
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<td></td>
<td>Business Plan 2016/17</td>
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<td>Community Plan: 2017/2018</td>
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<td>Language and Conduct Protocol</td>
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<td></td>
<td>Greater Victoria Street Survival Guide (updated)</td>
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<td></td>
<td>Regional Housing First Program announced</td>
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<td></td>
<td>Priority One Task Force formed</td>
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<td></td>
<td>Aboriginal Coalition to End Homelessness created</td>
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<tr>
<td></td>
<td>Governance Review completed</td>
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<tr>
<td>2018</td>
<td>Strategic Plan 2018-2024</td>
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<td></td>
<td>Community Plan: 2018-2024</td>
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<td>Language and Conduct Protocol</td>
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<td></td>
<td>Greater Victoria Street Survival Guide (updated)</td>
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<td></td>
<td>Housing Project Support &amp; Coalition Expansion: An Outreach &amp; Engagement Strategy</td>
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Priorities

The Coalition has identified five top priorities to focus on through 2021. By concentrating efforts in these five key areas, the Coalition can ensure that it will collectively work toward a vision of A Region Without Homelessness.

**Funding Effectiveness**

Provide recommendations for the distribution of capital and health/social support resources based on identified community need and priorities.

**System Effectiveness**

Create the opportunity to develop a more effective health, social support and housing system for addressing chronic homelessness in the Capital Region.

**Inclusiveness**

Support the advancement and engagement of Indigenous Peoples, those with a lived experience of homelessness, and community members/groups.

**Evidence-Based Reporting**

Support Coalition stakeholders in the development and implementation of evidence-based policy and programs and effective reporting on issues related to homelessness throughout the Capital Region.

**Building Capacity**

Develop a Coalition staff support that is efficient and open to growth, is able to build and leverage core competencies, is innovative and enterprising, and enables and facilitates.
Implementation

The identified priorities will inform and guide all stages of the plan, from strategic change through to system sustainability.

Phase 1 (2016/17): Rapid, Visible and Meaningful Change

The region has come together though the development of the Coalition’s Five-Year Strategic Plan 2016/17 – 2020/21 and in establishing the clear vision of A Region Without Homelessness. This is a significant shift to leveraging available opportunities and demonstrating leadership in addressing chronic homelessness. Added financial resources from all levels of government presents a significant opportunity to collaboratively work toward rapid, visible and meaningful change within the region. The focus of this first phase was on recommendations from the Process Mapping Project and the Coalition’s Priority One Task Force.

Phase 2 (2017/18 – 2019/20): Housing and Health/Social Support System to End Homelessness

Building off of the momentum from Phase 1, the region is focusing on deeper long-term changes to the housing and health/social support system. This is the most critical and challenging part of the overall plan. At this stage, the region is better able to anticipate opportunities and challenges across the housing and health/social support system.

The region also has a better understanding of how individuals throughout the system could access more coordinated services, be better prioritized based on needs, and experience more effective and positive success-based housing and support service transitions. Ultimately, this will ensure fewer gaps across the system of care and promote greater housing stability for individuals experiencing chronic homelessness. This will also include additional emphasis on prevention in combination with strategic supply-side interventions, advocating for long-term policy changes and funding stability, and ensuring resources are focused on supporting the most vulnerable individuals.

Phase 3 (2020/21) – Fine Tuning and System Sustainability

The final year of the plan will fine-tune and make the adjustments necessary to complete and sustain success. In all likelihood, this will include efforts to ensure ongoing monitoring and system sustainability.

Any effective system will require ongoing maintenance and a focus in the later years of this plan will be to both identify additional supply-side interventions and continue to implement system improvement strategies. All of this will undergo ongoing monitoring reported on an annual basis.
FUNDING EFFECTIVENESS

Provide recommendations for the distribution of capital and health/social support resources based on identified community needs and priorities.

**Objective**

To align funding streams around clear strategic priorities related to addressing chronic homelessness

**Activities**

**Community Plan**

The Community Plan contained the following objectives specific to Phase I:

1. To house and support 50 individuals experiencing chronic homelessness, and
2. To secure a total of 88 housing units through an open procurement process with an occupancy objective of 2018/19.

**Homelessness Partnering Strategy**

1. Call for proposals
2. Funded projects
Results

Community Plan

GOAL 1:
House 50 individuals experiencing chronic homelessness

RESULT:
111 total individuals experiencing chronic homelessness housed

GOAL 2:
Secure 88 units of housing

RESULT:
113 net new units announced

Homelessness Partnering Strategy

• September 1 - October 23, 2015
• Funded Projects and/or Organizations

Designated Funding Stream: Total $531,484

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Streets to Homes</td>
<td>$258,394</td>
</tr>
<tr>
<td>PEERS (Core programming, Housing Worker, Research Study)</td>
<td>$62,466</td>
</tr>
<tr>
<td>Process Mapping</td>
<td>$40,000</td>
</tr>
<tr>
<td>Landlord Liaison</td>
<td>$17,430</td>
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<tr>
<td>Engagement Framework and Toolkit</td>
<td>$39,037</td>
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<tr>
<td>Homelessness Management Information System</td>
<td>$21,203</td>
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<tr>
<td>Regional Housing First Strategy</td>
<td>$52,546</td>
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<tr>
<td>Peer Housing Support Project</td>
<td>$21,201</td>
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<tr>
<td>Positive Housing and Support Movement (FLOW)</td>
<td>$8,872</td>
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<tr>
<td>Non-eviction Policy</td>
<td>$7,729</td>
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<tr>
<td>TAPS</td>
<td>$2,606</td>
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Aboriginal Funding Stream: Total $261,682

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<thead>
<tr>
<th>Project Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Cool Aid</td>
<td>$124,854</td>
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<tr>
<td>Victoria Native Friendship Centre</td>
<td>$78,040</td>
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<tr>
<td>Our Place</td>
<td>$58,788</td>
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</tbody>
</table>

GOAL 1:
House 50 individuals experiencing chronic homelessness

RESULT:
111 total individuals experiencing chronic homelessness housed

GOAL 2:
Secure 88 units of housing

RESULT:
113 net new units announced

REASONS TO CELEBRATE

Community Plan - Phase 2, 2017-2018

GOAL 1:
House 50 individuals experiencing chronic homelessness

RESULT:
111 total individuals experiencing chronic homelessness housed

GOAL 2:
Secure 88 units of housing

RESULT:
113 net new units announced
Create the opportunity to develop a more effective health, social support and housing system for addressing chronic homelessness in the Capital Region.

**Objectives**

- To examine the ongoing need for priority project identification moving forward
- To ensure housing and support service situation ‘of best fit’ for individuals in existing housing
- To prevent those at-imminent-risk of homelessness from experiencing homelessness
- To prevent evictions for those currently in supportive or supported housing
- To support and enable better access to rental housing for individuals experiencing homelessness
- To identify opportunities for better system integration and effectiveness
- To better connect individuals experiencing homelessness to the most appropriate housing and support service opportunity

**Activities**

1. Review of Priority Housing Project List
2. Positive Housing and Support Movement (Flow)
3. Prevention
4. Landlord Liaison Project
5. System Integration and Effectiveness
6. Centralized Assessment and Access
Results

Review of Priority Housing Project List

- Process reviewed and reporting shifted to emphasize the Regional Housing First Program and the priorities identified in the Community Plan.

Positive Housing and Support Movement (Flow)

- Pilot funded through Homelessness Partnering Strategy
- Research conducted by Community Social Planning Council, including staff and tenant interviews, focus groups, and engagement session
- Report identifies personal, social, structural and systemic barriers to movement

Prevention

- Non-eviction policy
- Creation of Youth Homelessness Task Force

Landlord Liaison Project

- Pilot funded through Homelessness Partnering Strategy
- Delivery through Pacifica Housing Society

System Integration and Effectiveness

- “PROCESS MAPPING: Housing, Health & Social Support in the Capital Region” available on the Coalition website
- In partnership with the Capital Regional District
- Funded by the Homelessness Partnering Strategy
- Completed by CitySpaces Consulting

Centralized Assessment and Access

- Broadening use of the Vulnerability Assessment Tool for consistent assessment standards
- Ongoing work in system assessment, needs identification, and tool development
Support the advancement and engagement of Indigenous Peoples, those with a lived experience of homelessness, and community members or groups.

**Objectives**

- To support efforts related to addressing Indigenous homelessness
- To identify opportunities for peer support programming in supportive/supported housing
- To create safe and inclusive discourse at all levels of the Coalition using common language
- To better understand the capital and support service needs of individuals experiencing chronic homelessness to inform Community Plan recommendations
- To have more effective communication across all Coalition stakeholders
- To better engage community associations, organizations and other interested or relevant public stakeholders in support of homelessness interventions

**Activities**

1. Aboriginal Coalition to End Homelessness
2. Peer Support Housing Project
3. Language and Conduct Protocol
4. Engagement Framework & Toolkit
5. Internal Communication Plan
6. Outreach
   - Speakers Bureau
   - Outreach & Engagement Strategy
7. Street Survival Guide
Results

Aboriginal Coalition to End Homelessness
  • Ongoing development of partnerships as the Aboriginal Coalition strengthens its internal capacity

Peer Housing Support Project
  • Phases 1 & 2 to be relaunched in autumn of 2017

Language and Conduct Protocol
  • “Engagement and Language Protocol” completed December 2016 and available on the Coalition website

Engagement Framework & Toolkit
  • In partnership with the Capital Regional District
  • Funded by the Homelessness Partnering Strategy
  • Completed by CitySpaces Consulting
  • Available on Coalition website

Internal Communication Plan
  • “Talking with Each Other: Internal Communications Framework” completed and available on Coalition website

Outreach
  • Speakers Bureau: Since 2012 the Coalition has been served by the articulate and powerful voices of the Speakers Bureau, sharing their lived experiences of homelessness, exploring solutions and celebrating their successes. The speakers bureau in 2016-17 included
    • Bernice Kamano
    • Dawna Ambers
    • Leonard James
    • Bill Krampe
    • Hilary Marks
    • Michael Woestenburg
  • “Housing Project Support and Coalition Expansion: An Outreach and Engagement Strategy” completed and available on Coalition website

Street Survival Guide
  • 8th edition updated with 2016 resources, published fall 2016
  • print run exhausted within 8 months
Support Coalition stakeholders in the development and implementation of evidence-based policy and program development and effective reporting on issues related to homelessness throughout the Capital Region and on the system’s effectiveness.

**Objectives**

- To monitor system effectiveness and recommend improvements
- To identify and incorporate best/promising practices where possible
- To report out on the progress made annually

**Activities**

1. Monitoring Framework
2. Best/Promising Practices
3. Data Gathering
4. Tracking and Reporting
Results

Monitoring Framework

- Monitoring and Evaluation Working Group renewed
- Adopted the principles of “Measuring Impact”
- Developing framework, glossary and baselines

Best/Promising Practices

- Adopted the understanding of “Emerging,” “Promising,” and “Best” practices as outlined on the Homeless Hub

- Ongoing professional development and research at staff and working group levels to identify and implement appropriate practices

Data Gathering

- Baseline data needs being established for
  - Coordinated Assessment and Access
  - Homelessness Management Information System
  - Coalition reporting and evaluation

Tracking and Reporting

- [2016 Point in Time Count](#) complete and available on the Coalition website
- 2016-17 Annual Report
- Further development of the CAA and HMIS will augment the Coalition’s tracking and reporting abilities

Develop a Coalition staff to support stakeholders that: is efficient and open to growth, is able to build and leverage core competencies, is innovative and enterprising, and enables and facilitates.

**Objective**

- To best enhance the collective strengths of Coalition stakeholders through planning work, research, engagement and funding recommendations

**Activities**

- Staff Capacity
- Organizational Culture
- Annual General Meeting and Annual Report
- Review Coalition Business Plan and Budget.
- Secure Ongoing Funding
Results

Staff Capacity

- Reviewed core operational needs and adjusted staffing plan to meet those needs

Organizational Culture

- On-going professional development includes
  - Administrative Coordinator membership in Association of Administrative Professionals and attendance of monthly meeting
  - Executive Director attendance of BC Non-profit Housing Association “Housing Central” conference, Canadian Alliance to End Homelessness National Conference, Canadian Housing and Renewal Association National Congress

Annual General Meeting and Annual Report

- Annual General Meeting held September 19, 2017
- Annual Report published September 19, 2017

Review Coalition Business Plan and Budget

- Business Plan approved June 28, 2016 and posted on Coalition website
- Budget approved June 28, 2016

Secure Ongoing Funding

- Long-term funding secured through service agreement with the City of Victoria
The Aboriginal Coalition to End Homelessness (ACEH) continues to work closely with the Greater Victoria Coalition to End Homelessness in both operational and governance capacity building and activities.

Currently, these two organizations are working together to develop and deliver a pilot Peer Housing Support project funded by the Homelessness Partnering Strategy, with both Indigenous and non-Indigenous workers providing support to people transitioning out of homelessness or out of supportive and into independent housing. The reporting that results from this pilot may help shape similar program development in other communities as we identify promising practices for peer support.

At the governance level, the ACEH Executive Director sits on the GVCEH Steering Committee, and both organizations have either a board member or a staff member representing them on the other’s boards, ensuring cross-communication and collaboration.

This kind of collaboration is a key value for both organizations, and is crucial for strengthening the homeless-serving system in Greater Victoria.

Fran Hunt-Jinnouchi
Executive Director
Aboriginal Coalition to End Homelessness
The Homelessness Prevention Fund (HPF) provides emergency assistance to individuals and families in financial threat of losing their housing. HPF can be accessed through outreach workers at the following partner organizations:

- Our Place Society
- Mustard Seed Street Church
- Victoria Native Friendship Centre
- Victoria Cool Aid Society - Rock Bay Landing and Sandy Merriman House
- Burnside Gorge Community Centre
- Together Against Poverty Society (TAPS)
- Pacifica Housing
- Society of Saint Vincent de Paul Vancouver Island

**Total grants issued:** 130 (91 to Individuals and 39 to Families)

**Total funds distributed:** $42,883.65 (average grant = $442)

Average grant per category:

- Rent $474 (94%)
- Damage Deposit $0 (0%)
- Utility $389 (6%)

Funding for the Homelessness Prevention Fund (HPF) is provided by donors through the Victoria Foundation.
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, 2017, 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.

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, 2017 and 2016, current assets as at March 31, 2017 and 2016, and net assets as at April 1, 2016 and 2015 and March 31, 2017 and 2016. Our audit opinion on the financial statements for the year ended March 31, 2016 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, 2017, 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.

Report on other legal and regulatory requirements
As required by the Society Act of British Columbia, we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

Victoria, Canada
August 8, 2017
Chartered Professional Accountants
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<th>Greater Victoria Coalition to End Homelessness Society</th>
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<tbody>
<tr>
<td>Statement of Financial Position</td>
<td>Statement of Changes in Net Assets</td>
</tr>
<tr>
<td>Year ended March 31</td>
<td>Year ended March 31</td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 297,571</td>
</tr>
<tr>
<td>Term deposits</td>
<td>100,000</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>3,270</td>
</tr>
<tr>
<td>Prepaid expenses and deposits (Note 3)</td>
<td>18,338</td>
</tr>
<tr>
<td><strong>Capital assets (Note 4)</strong></td>
<td>4,065</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>$ 423,234</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
</tr>
<tr>
<td>Payables and accruals</td>
<td>$ 30,078</td>
</tr>
<tr>
<td>Deferred contributions (Note 5)</td>
<td>96,743</td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>$ 126,821</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>$ 423,234</td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td></td>
</tr>
<tr>
<td>Excess (deficiency) of revenue over expenses</td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td></td>
</tr>
<tr>
<td><strong>Investing</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>994</td>
</tr>
<tr>
<td>Prepaid expenses and deposits</td>
<td>6,663</td>
</tr>
<tr>
<td>Payables and accruals</td>
<td>14,920</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>40,871</td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>$ 626</td>
</tr>
</tbody>
</table>

See accompanying notes to the financial statements.
Greater Victoria Coalition to End Homelessness Society
Notes to the Financial Statements
March 31, 2017

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 indeterminate 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:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homelessness Prevention Fund</td>
<td>$8,609</td>
<td>$18,761</td>
</tr>
<tr>
<td>Our Place Society</td>
<td>9,729</td>
<td>6,260</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$18,338</td>
<td>$25,021</td>
</tr>
</tbody>
</table>

Greater Victoria Coalition to End Homelessness Society
Notes to the Financial Statements
March 31, 2017

6. Grants

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Regional District</td>
<td>$225,000</td>
<td>$225,000</td>
</tr>
<tr>
<td>Island Health</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>City of Victoria</td>
<td>108,380</td>
<td>194,504</td>
</tr>
<tr>
<td>University of Victoria</td>
<td></td>
<td>2,500</td>
</tr>
<tr>
<td>Total</td>
<td>$433,380</td>
<td>$522,004</td>
</tr>
<tr>
<td>Contributions from other registered charities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Way of Greater Victoria - Social Inclusion Program</td>
<td>$5,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Victoria Foundation - Homelessness Prevention Fund</td>
<td>55,151</td>
<td>65,641</td>
</tr>
<tr>
<td>Victoria Foundation - Aboriginal Coalition to End Homelessness</td>
<td>89,930</td>
<td>14,570</td>
</tr>
<tr>
<td>Victoria Foundation - Unrestricted</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Victoria Foundation - Street Survival Guide</td>
<td>8,000</td>
<td>11,687</td>
</tr>
<tr>
<td>Total</td>
<td>$156,081</td>
<td>$141,798</td>
</tr>
</tbody>
</table>

7. Program expenses

Program expenses consist of the following:

- Housing Strategy | $8,380 | $94,505
- Homelessness Prevention Fund | $56,213 | 65,841
- Social Inclusion Program | 26,383 | 52,016
- Aboriginal Priority | 104,500 | 30,720
- Advertising Awareness Campaign | 26,485 |
- Street Survival Guide | 10,000 | 11,587
- Research Priority | 8,136 |
- Homelessness Action Week/Project Connect | 2,951 |
- Community Support – Miscellaneous | 57 | 186
- Staff Capacity | 20,264 |
- System Effectiveness | 13,101 |
| Total | $288,898 | $292,177 |

Greater Victoria Coalition to End Homelessness Society
Notes to the Financial Statements
March 31, 2017

4. Capital assets

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.

5. Deferred contributions

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

Greater Victoria Coalition to End Homelessness Society
Notes to the Financial Statements
March 31, 2017

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.

9. Related party transaction

Iconic Communications (“Iconic”) is related to the Society as Iconic is owned by a family member of the Society’s former Executive Director. During the year the Society paid Iconic $ NIL (2016: $19,450) to develop a promotional campaign. The transactions were measured at the exchange amount.

10. 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 Board of Directors 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.

11. Remuneration

Under the new Societies Act, which came into effect November 28, 2016, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least $75,000 for the fiscal year. During the year, the Society paid no remuneration to directors.

During the year, the only employee who met this criterion was the Executive Director, who was paid total remuneration of $104,119.
Board of Directors

Co-Chair: Lisa Helps, Capital Regional District
Bruce Parisian, Victoria Native Friendship Centre
Lynda Hundleby, Capital Regional District
Patricia Jelinski, United Way of Greater Victoria
Shayne Ramsay, BC Housing
Vickie Sanders, Capital Regional District

Co-Chair: Ian Batey Community Director, Greater Victoria Chamber of Commerce
Cheryl Damstetter, Island Health
Michael L, Community Director
Sandra Richardson, Victoria Foundation
Steven Tribe, Community Director
Donna Wingfield, Ex Officio - Service Canada

Steering Committee

Chair: Don Elliot, Greater Victoria Coalition to End Homelessness
Vice-Chair: Kelly Reid, Island Health

Christine Culham, Capital Regional District
Colin Watson, Victoria Police
Heidi Hartman, BC Housing
Hilary Marks, Greater Victoria Coalition to End Homelessness

Christopher Shewchuk, Island Health
Fran Hunt-Jinnouchi, Aboriginal Coalition to End Homelessness
Kathy Stinson, Downtown Service Providers

Priority One Task Force of the Board of Directors

Chair: Lisa Helps, Coalition Board of Directors
Vice Chair: Cheryl Damstetter, Coalition Board of Directors

Christine Culham, Capital Regional District
Dominic Flanagan, BC Housing
Ernie Quantz, Community Member
Gordon Gunn, Coalition Board of Directors
Kelly Reid, Island Health

Del Manak, Victoria Police
Don Elliott, Coalition Executive Director
Fran Hunt-Jinnouchi, Aboriginal Coalition to End Homelessness

Social Inclusion Advisory Committee

Peer Co-Chair: Hilary Marks
Darrin M
Jahnava M

David T
Leonard J

Additional SIAC Committees:

Mixed Tables
Project Connect
Street Survival Guide

Street Report
Peer Housing Support

Greater Victoria Coalition to End Homelessness
The Coalition wishes to extend its most sincere appreciation to the Social Inclusion Advisory Committee (SIAC). SIAC is made up of individuals who are experiencing homelessness, or who have experienced homelessness, and who participate in informing the Greater Victoria Coalition to End Homelessness’ research, policy, and communications initiatives in the community.

The Coalition’s work would not be possible without the efforts of all individuals participating in SIAC.

**Community Engagement & Communications Working Group**

**Chair:** Christopher Shewchuk, Island Health

- Alan Rycroft, Victoria Cool Aid Society
- Bernice Kamano, Community Member
- Grant MacKenzie, Our Place Society
- John Reilly, Capital Regional District
- Louise MacDonald, Victoria Foundation
- Mark Hadath, Victoria Island Regional Correctional Centre
- Roberta Randall, BC Housing
- Taryn O’Flanagan, Chiron Health Services Inc

**Community Engagement & Communications Working Group Members:**

- Ally Skinner-Reynolds, BC Housing
- Don Evans, Our Place Society
- Jeffrey Baergen, The Salvation Army
- Kevin Asselbora, Victoria Island Regional Correctional Centre
- Peggy Kumala, Victoria Chamber of Commerce
- Suzanne Germain, Island Health

**Monitoring and Evaluation Working Group**

**Chair:** Heidi Hartman, BC Housing

**Vice-Chair:** Marika Albert, Community Social Planning Council

- Alex Murray, Burnside Gorge Community Assoc.
- Denise Paul, Island Health
- Emily Rogers, Together Against Poverty Society
- Ian Munro, Island Health
- John Reilly, Capital Regional District
- Mark Muldoon, Threshold Housing Society
- Nicole Robson, Victoria Island Regional Correctional Centre
- Stephen Portman, Together Against Poverty Soc.

**Monitoring and Evaluation Working Group Members:**

- Angela McNulty-Buell, Pacífica Housing
- Elaine Venables, Beacon Community Services
- Helma Libick, Victoria Cool Aid Society
- Jennifer Bisley, City of Victoria
- Le-Ann Dolan, Our Place Society
- Morgan Zazula, Victoria Island Regional Correctional Centre
- Randy Sarju, BC Housing
- Tammy Bennett, BC Housing
System Improvement Working Group

Chair: Christine Culham, Capital Regional District

Avery Taylor, Portland Housing Society
Bernie Pauly, University of Victoria
Candace MacDonald, Victoria Cool Aid Society
Carol Hall, Victoria Foundation
Colin Tessier, Saint Vincent de Paul Society
Brad Crewson, Pacifica Housing
Debbie Berg, Our Place Society
Don McTavish, Victoria Cool Aid Society
Jeffery Baergen, Salvation Army
Karen Smith, John Howard Society
Kelly Dawson, Victoria Island Regional Correctional Centre
Kerri Milton, Downtown Victoria Business Assoc.
Kim Duffus, Island Community Mental Health
Kristine Kusnyerik, Capital Regional District
Marika Albert, Community Social Planning Council
Patrick Sibley, Christ Church Cathedral
Dr. Richard Stanwick, Island Health
Sandra Graham, South Island Prosperity
Sheila Best, Ministry of Children and Family Services
Suzanne Cole, Burnside Gorge Community Assoc.
Yuka Kurokawa, Together Against Poverty Society

Bernice Kamano, Community Member
Brian Slous, Salvation Army
Candace Stretch, The Cridge Centre for the Family
Charlayne Thornton-Joe, City of Victoria
Coreen Child, Victoria Cool Aid Society
Danella Parks, United Way of Greater Victoria
Denise Paul, Island Health
Heidi Hartman, BC Housing
John Reilly, Capital Regional District
Katrina Jensen, AIDS Vancouver Island
Kelly Newhook, Together Against Poverty Society
Kelly Reid, Island Health
Kevin Asselbora, Victoria Island Regional Correctional Centre
Lindsay Dolling, Victoria Youth Empowerment Soc.
Mark Muldoon, Threshold Housing Society
Peggy Kumala, Chamber of Commerce
Russ Maynard, Portland Housing Society
Scott McGregor, Victoria Police Department
Stacey Trudgian, Victoria Island Regional Correctional Centre

Youth Task Force

The Coalition is truly grateful for all those individuals and organizations that contributed to the development of the Youth Task Force Terms of Reference, who have committed to supporting this task force as it moves forward, and who work every day to address this crucial gap in our housing system; their energy and insight are invaluable to the process.
**Homelessness Prevention Fund**

**Chair:** Jordan Cooper, Our Place Society

Adrienne Carlson, Burnside Gorge  
Brenda Evans, Ministry of Social Development and Social Innovation  
Emily Rogers, Together Against Poverty Society  
Gina Denis, Victoria Cool Aid Society  
Ian Gladstone, Victoria Native Friendship Centre  
Julie Barnes, Victoria Cool Aid Society  
Kathy Dallman, Burnside Gorge Community Centre  
Kendra Christiansen, Victoria Cool Aid Society  
Larry Stevens, Victoria Cool Aid Society  
Laurissa Alexander, Pacifica Housing  
Monica Gibson, Ministry of Social Development and Social Innovation  
Alex Murray, Burnside Gorge  
Candace Tufts, Pacifica Housing  
Fran Kitson, Mustard Seed Society  
Grant Croswell, St. Vincent de Paul  
John Sherratt, Victoria Cool Aid Society  
Julie Gray, St. Vincent de Paul  
Kelly Moriarty, Ministry of Social Development and Social Innovation  
Kim Roberts, Together Against Poverty Society  
Leann Finlay, Burnside Gorge Community Centre  
Melissa Pearce, Victoria Cool Aid Society  
Roberta Bell, Victoria Native Friendship Centre

The Coalition Board of Directors and staff are appreciative of the reliable collaboration and contribution of each individual and organization who participates in our work, both in these formalized structures and through ad hoc activities. Together we are transforming the housing and social support system of the capital region and improving lives.
Funding for the Coalition is generously provided by:

Investment in housing and support services in Greater Victoria are made by: