



greater victoria  
coalition to end  
homelessness  
**hope has found a home**

| 2018/19  
annual report

hope for tomorrow



The solutions to end homelessness are as diverse as homelessness itself, and we all have a role to play. 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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# A Message From the Co-Chairs

Another year to reflect upon; with more questions than answers. How do we all move together united in purpose when it feels like we are swimming upstream? How do we know if we are going in the right direction? How do we know if we are on the right track?

What are the indicators of success? How do we measure this work? Federal targets ask us to achieve a 50% reduction in homelessness.

50%? Well we don't think that's good enough.

We have all been doing this work for years and we have yet to conquer this wicked social problem. What do we need to do? Frankly, the answer is, we need to do better.

We need to get better, more innovative, more effective. We need to continue to ask ourselves hard questions and get outside of our 'systems' thinking and our 'structural barriers' and our 'individual' blaming. We get better by learning together. By not blaming but by holding ourselves accountable. We pay attention to what didn't work and we stop doing it. We figure out what works and we do more of it.

And we stop living in fear. We stop being afraid to ask our provincial and national levels of government tough questions. We stop being afraid to look into the eyes of a human being sitting on the sidewalk with a dog and everything they own beside them in a backpack.

In reflecting on the past year and the work of the Coalition, I am reminded of how much work we have done. I am thinking in particular of the Peer Support and Inclusion Programs and how they demonstrate the philosophy of the Coalition. As we listen and amplify the voices of people with lived experience we honour their journey, they in turn use their strengths to support the journey of their peers. The Peer Housing Support Program and Tool Kit, developed by our PWLE team are examples of this philosophy at work. This program has now been successfully piloted in the community in partnership with Pacifica Housing and Our Place Society.

The positive impact of the pilot is clear from the feedback from partners:

"The contribution (of the Peer Housing Support Program) has been nothing short of amazing in regard to the connection and subsequent wellness that this project has brought to individual clients who would have continued to otherwise struggle. I can only hope that this project becomes a robust program and that the service of this amazing team can be offered to many more client's in need." - Chris Forester, Manager of Outreach Services

We also want to reflect on the lived experience leadership of our Inclusion Team. They participate in every Working Group and at the Board table. Their opinions, observations, influence and most of all their stories are critical to creating real systems change. We can't do this work without listening to their voices. The Lived Experience Steering Committee is a critical team informing the work of the Coalition. Our Inclusion Team participated as leaders in planning and delivering the 2018 Project Connect event as well as actively participating in the Home in the City Project and the development of the Victoria Declaration - A Statement on Governance in Housing and Support Services.

Another highlight of this past year's work, is the establishment of the Youth Task Force. The Youth Task Force started as 11 members and grew to over 65 members from 30 organizations. Their work is critical to prevention

and will ultimately be the work that ends chronic homelessness. The youth voice, led by our Youth Engagement Coordinator, also previously a youth with lived experience herself, has engaged 88 youth experiencing homelessness in consultations and in the development of the YEAH group. YEAH stand for Youth Educating and Advocating About Homelessness. By collectively identifying projects that are important to them and striving to find solutions the YEAH group is capacity-building Participatory Action Research group that believes youth with lived experience are true 'experts'. To that end, the work of this group and the 88 additional youth voices they have engaged have informed a range of projects from recommendations to the BC Representative for Children and Youth regarding youth in care; to the Global Child United Nations Right of the Child Research in partnership with the University of Victoria; to our local Centennial Square developing Social Enterprise Project.

While we listen to our lived experience and elevate their voices and support this work at the community level we must remember to carry those voices and hold our senior levels of government accountable. We were part of many voices across the province calling for government coordination and the Coalition submitted a report to the provincial government with recommendations for cross ministry coordination to address homelessness. The Ministry of Social Development and Poverty Reduction announced an Office of Homelessness Coordination. We applaud and support the work they will do to eradicate homelessness.

We appreciate the Federal Reaching Home funding Program which will support us to deliver on community wide outcomes and respond to our local priorities as we collaborate with our partners to develop our Regional Community Plan. We appreciate the recognition of Minister Duclos in his comment "Greater Victoria has demonstrated innovation in leadership and in its sense of partnership."

But this is not enough. We need senior levels of government, in particular our government partners in health care and housing to continue to step into their responsibility to help the people that most need our support. We can't become complacent. Much more needs to be done. Our Regional Housing First Program demonstrates the value of partnership at all levels of government. That 90 million dollar investment into housing for our Region has already directly improved lives. When government works together at all levels, good things happen. We can't stop now.

So as we reflect we choose to be excited for the future. We choose to have hope. Hope is a critical ingredient in everything we do. We need it. And we need each other.

So now to answer our questions....

How do we know if our swim upstream is getting us somewhere? How will we know if we have beaten this wicked problem? How do we know if we have won? We have won when we collectively commit to doing better. We will be able to say we have won when we can say our communities welcome everyone. When there is no longer fear. When a sense of belonging is felt by every human being and there is a place and space for everyone to call home. So let's move forward together. Let's consider the wicked social problem of homelessness our corporate responsibility.

Let's continue to partner and care and make space for ALL and let's commit to doing better together. We KNOW we can.



Lisa Helps  
Co-Chair



Ian Batey  
Co-Chair

# A Message From the Executive Directors

The honest truth is that we haven't ended homelessness yet. That is a fact. However, we have learned much on this journey.. We have learned that we are ALL in it together as a society. This is not news, but it has become our lived experience of homelessness. It takes time to recognize all of the interconnections when dealing with wicked social problems. It takes time to learn the lessons that will help us to do better.



So here are some of the lessons. We needed to think beyond only mental health and substance use as critical drivers of homelessness and barriers to recovery. Homelessness and poverty are inextricably interconnected and needed to be understood from the point of view of the people experiencing them. As we listened to those willing to share their story, it became critical to acknowledge and accept that the pervasive and inescapable experiences of poverty were trapping individuals in cycles of homelessness and this complex community challenge will require a complex societal response.

How did we learn these lessons? Well, through the most critical lesson of all; that the most important voice in all of this is that of the people with lived experience of homelessness. That seems like an obvious learning and maybe it is, but putting it into practice is quite another challenge. So, we learned that we must deeply and truly listen to the voice of the human living on the street, coming out of incarceration, sleeping in a doorway, the youth exiting out of government care, old, young women, children, LGBTQ2S+ and that every walk of life has experienced homelessness. We needed step up and work together to address the disproportionate number of Indigenous peoples who were experiencing homelessness as a result of colonization. We need to listen more. We needed to

recognize again that the strong, resilient and determined voices of lived experience can help us understand what it is we need to know.. It is this chorus of voices that matter most. So in response to those voices over the past years we moved to continuously improve the work we do. We chose to create more space for lived experience voices. That is our biggest accomplishment of 2018/2019. Of all of the good that we have accomplished together, we remain most proud of the position we have taken to continue and renew our engagement of lived experience; increasing "the voice of many" and moving to elevate those voices. Their journey is a result of our collective failures. We need to continue to create a comfortable process to bring uncomfortable conversations forward.

So moving forward we need the courage to see it. To see the way forward, the solutions are before us, in us, around us. WE are the solutions. We need to look at our weaknesses as a society, as a sector, at ourselves as individuals as we walk down the street and do better. We need to feel safe to say what we need to say. We ALL need to feel safe.



So our important pivot is to know that we aren't 'broken'. None of us. We have much to offer and we choose to bring our skills talents, passions and abilities into play. To use our strengths to overcome our weaknesses.

Let's give ourselves the grace and the space to engage in new tools, not about measuring but about understanding, truly understanding and using our voices. All of us. Together.

Sincerely, Don Elliott and Kelly Roth

Don Elliot  
Past Executive Director

Kelly Roth  
Executive Director



# Board of Directors & Committees

## BOARD OF DIRECTORS

**Co-Chair:** Lisa Helps, Capital Regional District  
 Bruce Livingstone, Elected Director  
 Cheryl Damstetter, Island Health  
 David Screech, Capital Regional District  
 Donna Spence, Elected Director  
 Emily Sluggett, Interim Treasurer  
 Geoff Orr, Capital Regional District  
 Mark Breslauer, United Way of Greater Victoria

## FINANCE AND AUDIT COMMITTEE

Christine Culham, Capital Regional District  
 Ian Batey, Elected Director  
 Marika Albert, Community Social Planning Council  
 Patricia Mamic, Director/Board Secretary

## PEOPLE WITH LIVED EXPERIENCE STEERING COMMITTEE

**Peer Co-chair:** Lisa Crossman  
 David Tataryn  
 Leonard James  
 Bill Krampé  
 Kay Martin  
 Jahnava Moore

## PEER HOUSING SUPPORT ADVISORY COMMITTEE

Amber Cushing  
 Leonard James  
 Lese-Anne McGill

## STEERING COMMITTEE

Angela McNulty-Buell, Pacifica Housing  
 Candice MacDonald, Victoria Cool Aid Society  
 Chris Forester, Pacifica Housing  
 Christine Culham, Capital Regional District  
 Colin Brown, Victoria City Police  
 Fran Hunt-Jinnouchi, Aboriginal Coalition to End Homelessness

## YOUTH EDUCATING AND ADVOCATING ABOUT HOMELESSNESS (YEAH)

Brandon  
 Avria  
 Troy  
 Sienna

## YOUTH TASK FORCE

**Co-Chair:** Christine Culham, Capital Regional District  
 Amanda Seymour, VIHA  
 Andrew Holeyton, Ready to Rent BC  
 Anne van Beers, YMCA-YWCA  
 April Feduniw, MCFD  
 Brielyn Ramsey, ACEH  
 Bryce Toth, ohn Howard Society Victoria  
 Carina Di Menna, The Foundry  
 Chris Dunham, Binkadi Community Services  
 Clarice Silva, Boys and Girls Club of Greater Victoria  
 Colin Tessier, Threshold Housing Society  
 Corie Aarsen, GT Hiring Solutions  
 Dalyce Dixon, Boys and Girls Club of Greater Victoria  
 Danella Parks, United Way of Greater Victoria  
 Darin Reimer, The Sanctuary  
 Deborah Chaplain, VIHA  
 Erica Pepevnak, The Sanctuary  
 Fran Hunt-Jinnouchi, ACEH  
 Gavin Donatelli, Boys and Girls Club of Greater Victoria

**Co-Chair:** Ian Batey, Elected Director  
 Patricia Mamic, Elected Director  
 Ron Rice, Aboriginal Coalition to End Homelessness  
 Sandra Richardson, Victoria Foundation  
 Shayne Ramsay, BC Housing  
 Ex Officio - Donna Wingfield, Service Canada

## GOVERNANCE AND POLICY COMMITTEE

Donna Spence, Director/Treasurer  
 Ian Batey, Elected Director  
 Kelly Preston, Island Health

## Peer Co-chair: Malcolm Sword

Jahnava Moore  
 Darrin Murphy  
 Grant Schlotter  
 Tracee Szczyry  
 Troy Tucker

Jahnava Moore  
 Malcolm Sword  
 Tracee Szczyry

Heidi Hartman, BC Housing  
 Jeff Bray, Downtown Victoria Business Association  
 Kathy Stinson, Victoria Cool Aid Society  
 Kelly Reid, Island Health  
 Kisae Petersen, Salt Spring Island

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 Jalisa  
 Han  
 Alaya

**Co-Chair:** Sandra Richardson, Victoria Foundation  
 Gord Irving, Boys and Girls Club of Greater Victoria  
 Heidi Hartman, BC Housing  
 Jack Stirling, Island Metis Society  
 James Nyce, Victoria Native Friendship Centre  
 Jason Walsh, Threshold Housing Society  
 Jenn Mortimer, Beacon Community Services  
 Jody Yurkowsky-Pace, Threshold Housing Society  
 John Reilly, CRD  
 Jose Bingham, Vic PD  
 Julie-Anne Hunter, Victoria Youth Empowerment Society  
 Kalyn Morrison, Boys and Girls Club of Greater Victoria  
 Kristina Lane-Birkland, YMCA-YWCA  
 Laura Stratford, MCFD  
 Lauren Rumiell, The Foundry  
 Lorna Mace, VIHA  
 Me-Kon Hayes, Binkadi Community Services  
 Monica Legge, YMCA-YWCA  
 Nadine Clarke, MCFD

## to our committees thank you

### YOUTH TASK FORCE CONTINUED

Pat Griffin, Victoria Youth Empowerment Society  
Rachel Carroll, United Way of Greater Victoria  
Raelene Curry, Victoria Native Friendship Centre  
Rosalie Fralick, The Foundry  
Rosamond Graham, VIHA  
Sally Hunter-Brady, ACEH  
Sean Hand, Vic PD  
Sheila D'Albertonson, BC Housing

Shelley Morris, The Cridge Centre  
Suman Singh, MCFD  
Susan Gmitroski, VIHA  
Susie Girling, VIHA  
Tom Arsenault, John Howard Society Victoria  
Vicky Shearer, Portland Hotel Society  
Terri Dorey, Ministry of Social Development

### HOMELESSNESS PREVENTION FUND

Beacon Community Association  
Burnside Gorge Community Centre  
Cool Aid Society  
Ministry of Social Development  
Mustard Seed  
Our Place Society

Pacifica Housing  
The Salvation Army  
St. Vincent de Paul  
Together Against Poverty Society  
Victoria Native Friendship Centre

### SYSTEM IMPROVEMENT WORKING GROUP

**Chair:** Angela McNulty-Buell, Pacifica Housing  
Avery Taylor, Portland Housing Society  
Bernice Kamano, Indigenous Advocate  
Bernie Pauly, University of Victoria  
Candace Stretch, The Cridge Centre for the Family  
Captain Sheldon Feener, The Salvation Army  
Carol Hall, Victoria Foundation  
Charlayne Thornton-Joe, City of Victoria  
Chris Forester, Pacifica Housing  
Christine Culham, Capital Regional District  
Colin Brown, Victoria Police  
Danella Parks, United Way of Greater Victoria  
Debbie Berg, Our Place  
Dee Hoyano, Island Health  
Denise Paul, Island Health  
Don McTavish, Victoria Cool Aid Society  
Emily Rogers, Together Against Poverty Society  
Fran Hunt-Jinnouchi, Aboriginal Coalition to End Homelessness  
Geoff McKee, Island Health  
Heidi Hartman, BC Housing  
Ian Munro, Island Health

**Co-Chair:** Candice MacDonald, Victoria Cool Aid Society  
Jenn Mortimer, Beacon Community Services  
Jody Yurkowsky Pace, Threshold Housing  
Karen Leman, AIDS Vancouver Island  
Kate Lambert, Ready to Rent  
Katrina Jensen, AIDS Vancouver Island  
Kelly Reid, Island Health  
Kim Duffus, Island Community Mental Health Association  
Le-Ann Dolan, Our Place Society  
Lois Gabitous, BC Housing  
Patricia Mamic, The Salvation Army  
Randy Sarju, BC Housing  
Roberta Bell, Victoria Native Friendship Centre  
Russ Maynard, Portland Housing Society  
Sandra Graham, South Island Prosperity Project  
Scott McGregor, Victoria Police  
Sean Hand, Victoria Police  
Tammy Bennett, BC Housing  
Trudy Chyzowski, Island Health  
Yuka Kurokawa, Together Against Poverty Society

### MONITORING AND EVALUATION WORKING GROUP

**Chair:** Christ Forester, Pacifica Housing  
Adrienne Carlson, Burnside Gorge Community Centre  
Danella Parks, United Way of Greater Victoria  
Emily Rogers, Together Against Poverty Society  
Heidi Hartman, BC Housing  
Ian Munro, Island Health  
Jenn Mortimer, Beacon Community Services  
Jess Bowers-Ching Ready to Rent  
Jody Yurkowsky Pace, Threshold Housing  
John Reilly, Capital Regional District

**Co-Chair:** Helma Libick, Victoria Cool Aid Society  
Julie Barnes, Victoria Cool Aid Society  
Kate Lambert, Ready to Rent  
Le-Ann Dolan, Our Place Society  
Patricia Mamic, The Salvation Army  
Randy Sarju, BC Housing  
Roberta Bell, Victoria Native Friendship Centre  
Sheldon Feener, Captain, The Salvation Army, ARC  
Tammy Bennett, BC Housing

### COMMUNITY ENGAGEMENT AND COMMUNICATIONS WORKING GROUP

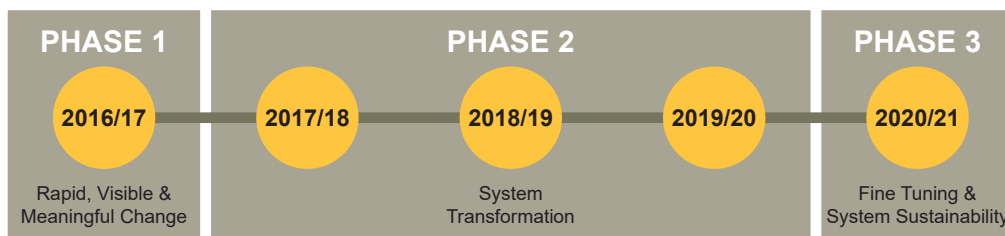
**Chair:** Jeff Bray, Downtown Victoria Business Association  
Alan Rycroft, Victoria Cool Aid Society  
Brittany V. Vis, Maritime Museum of BC  
Bruce Livingstone, Individual  
Danella Parks, United Way of Greater Victoria  
Grant MacKenzie, Our Place Society  
Jasmine Nagra, Threshold Housing  
Jennifer Parisi, Island Health  
Jody Yurkowsky Pace, Threshold Housing  
John Reilly, Capital Regional District  
Julie Barnes, Victoria Cool Aid Society

**Co-Chair:** Patricia Mamic, The Salvation Army  
Laura Robin, Maritime Museum of BC  
Maggie Kerr-Southin, Individual  
Peggy Kumala, Victoria Chamber of Commerce  
Rebekah Demirel, Individual  
Roberta Bell, Victoria Native Friendship Centre  
Roberta Randall, BC Housing  
Shellie Gudgeon, Terrazzo Ristorante  
Sinan Demirel, Individual  
Suzanne Reul-Zastre, The Salvation Army  
Suzanne Germain, Island Health

# Strategic Plan 2016-2021

To successfully achieve its mission and goals, the Coalition has identified the following five strategies: 1. Funding Effectiveness, 2. System Effectiveness, 3. Inclusiveness, 4. Evidence-Based Reporting and 5. Building Capacity.

To achieve the goals outlined in this Strategic Plan, Coalition stakeholders, with the guidance of the Coalition Board of Directors, work together to ensure efforts are coordinated, integrated, effective, monitored and reported. The Board of Directors hold primary responsibility for the implementation of the Strategic Plan with the support of Coalition stakeholders and staff.



## Strategy 1: Funding Effectiveness

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

### Highlights / Results

- HPS Cab Duties: Fulfilled CAB duties up to and beyond 2019
- BC's Homelessness Action Plan: provided input into plan

#### • Homelessness Prevention Fund (HPF)

 Between May 1, 2018 to March 31, 2019 138 people were served.

This year the Victoria Foundation, through private donations and BC Housing, through its Homelessness Prevention Program, have provided support to qualified individuals and families to help them obtain or stay in their home. These HPF grants are once-in-12-months, to a maximum of \$500 to support rent deposits, and utilities. Together these funders have assisted 100 individuals and 33 families in the 2018-19 fiscal year. The program is administered by Beacon Community Services. The partner organizations who work with applicants are The Mustard Seed, Our Place Society, Pacifica Housing, St. Vincent de Paul, Together Against Poverty, The Cool Aid Society, The Victoria Native Friendship Centre and The Burnside Gorge Community Association.



VICTORIA FOUNDATION



BC HOUSING





# Highlights 2018/19

## Strategy 2: System Effectiveness

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

### Highlights / Results

- **Regional Housing Affordability Strategy**

The CRD Board has approved an updated Regional Housing Affordability Strategy (RHAS) at its May 9, 2018 meeting. The CRD's Regional Housing Affordability Strategy (RHAS) has now been updated to reflect the CRD's evolving role and identify ways to better respond to changing housing market conditions and new developments in government housing programs and



Peer Housing Support thanks Vancity

- **The Peer Housing Support Project (PHSP)**

The Peer Housing Support Program (PHSP), is a lived experience community-driven initiative, dedicated to providing support with, and a sense of community and belonging for, people transitioning from homelessness to safe and stable housing, was successfully piloted with Peer Housing Support Staff working shoulder to shoulder with peers identified through partnering Agencies (Pacifica Housing and Our Place Society).

As well as development and delivery of a successful program, the PHSP Team continued to emerge as leaders in the Peer Support Movement. Lisa Crossman, Peer Supporter, was part of a panel asked to speak at the Canadian Alliance to End Homelessness Conference in Hamilton in November 2018, and the team was featured in an episode of the RENTSMART 'From Crisis to Prevention' podcast series. The team also developed a comprehensive Program Toolkit which can act as an orientation and training document.

**Vancity**



**VICTORIA FOUNDATION**



**United Way  
Greater Victoria**



**ourplace**



**PACIFICA HOUSING**  
30 years of affordable homes. Countless better lives.


*This PHS program would not have been possible without funding from the United Way of Greater Victoria, the Victoria Foundation, and VanCity.*

- **Homelessness Partnering Strategy (HPS)**

Starting April 2018, CE funding for the 2018-19 funding year increased to match the level of the two previous years (Social Innovation Fund) for both Aboriginal and Designated funding streams. From the period of April 1, 2018 to March 31, 2019 the HPS provided funding to a total of 13 active sub-projects, including five continuing housing support sub-projects.

# Highlights 2018/19

## • Priority One

 **As of March 31, 2019, there were 18 people housed in 17 units. Seven of the original Priority One clients are still housed two-years later.**

Across the housing, mental health and substance use service landscape, there was a small group of individuals for whom high levels of housing stability and program participation was limited. The collective inability of Victoria's housing, health and social services systems to effectively serve this population gave rise to the Mayor's Priority One Task Force.

In early 2016, the Victoria Integrated Court and Island Health Assertive Community Treatment (ACT) and Intensive Case Management (ICM) teams identified 74 individuals with high needs, requiring individualized, low barrier, culturally safe living environments with intensive supports.



Among the 74 identified individuals, 20 self-identified as Indigenous. Recognizing the need and opportunity to provide Indigenous cultural supports to improve health, well-being, and housing stability for these individuals, the Aboriginal Coalition to End Homelessness (ACEH) has partnered with Victoria Cool Aid Society (VCAS) to provide housing and cultural supports for these 20 Indigenous individuals. The ACEH has created a culturally rooted and supportive pilot program, with the partnership of VCAS who are providing 20 housing units and an Indigenous Cultural Liaison (ICL).


Of the 20 Indigenous individuals originally identified as a part of the Priority One cohort, 25% were incarcerated, had been otherwise housed, or were not interested in culturally-based programs, which opened up seats to referrals for new individuals. As of March 31, 2019, there were 18 people housed in 17 units. Seven of the original Priority One clients are still housed two-years later. The Elder Mentor continues to provide a loving cultural presence, staff are dedicated, and the pilot is influencing practice and management.

## • Regional Housing First Program

The Regional Housing First Program (RHFP) is an innovative partnership initiated by equal \$30 million investments from the CRD, the BC government through BC Housing, and the federal government through CMHC, under the National Housing Strategy's Affordable Housing Innovation Fund.

The Regional Housing First Program partnership is expected to create up to 2,000 rental units. 20% of the units will be rented at provincial income assistance rates within projects that will also include at least 31% affordable rental units and up to 49% near market rental units on southern Vancouver Island and the Gulf Islands.




 **As of March 31, 2019, there were eight projects under the Regional Housing First Program, which will create 912 units total (all unit types).**

- Langford – 3 projects (Millstream Ridge, Hockley, Spencer) 382 units
- Salt Spring Island – 1 project (Croftonbrook) 52 units
- Sooke – 2 projects (Drennan, Charters) 244 units
- Victoria – 1 project (Cedar Grove) 82 units
- View Royal – 1 project (West Park Lane) 152 units

### Millstream Ridge

The first building of the Regional Housing First Program, the Millstream Ridge Building in Langford, was completed in November 2018. Millstream Ridge consists of two six-storey rental buildings at 713 and 715 Treanor Avenue. The building contains 132-units in total – 30 of which are funded by the Regional Housing First Program, providing rents at provincial income assistance shelter rates. The building also contains 37 affordable units, and 65 near-market Units.

 **Millstream Ridge, combined with the six previously announced projects, brings the estimated RHFP contribution amount to \$44 million of the \$90 million total.**

# Highlights 2018/19

## • The Youth Task Force (YTF)

The Youth Task Force (YTF) was appointed by Mayor Lisa Helps. Building on the previous good work of the youth sector service providers, front-line workers, police officers, government and politicians, advocates, and people with lived experience of youth homelessness continue to work together to solve the challenges of youth homelessness. The YTF has shown willingness to collaborate by collectively assessing local issues, innovating solutions, and fostering a greater future for youth in Greater Victoria.

 **In May 2018, the Coalition hosted the Capacity Mapping Day, comprised of 51 members of the youth sector including 16 youth with lived and living experiences of homelessness.**

*“Together, we visually created a chart of existing services and gaps in the community.”*

Since then, the YTF has met monthly to focus on one target population per meeting: Youth in Care and Aging Out of Care, Youth Involved in the Justice System, Pregnant and Parenting Youth, Indigenous Youth and LGBTQ2S+, and Youth Experiencing Mental Health and Substance Use challenges. Identification of issues, gaps and solutions inform the future actions of the YTF.

Most importantly, professional relationships have developed resulting in a stronger system of support. A continuously evolving group of 67 individuals, The YTF has been referred to as a virtual HUB Model.



**Out of the Youth Task Force, strategies have been developed, proposals have been written, and initiatives have been struck, such as:**

- A joint EOI submission from two organizations for supportive youth housing
- Island Health initiates a Tier 5 Youth Intensive Case Management Team
- Partnership with the Representative of Children and Youth. GVCEH's Youth Engagement Coordinator conducted a consultation to assess the transition of youth aging out of care
- An ongoing community art mural project for vulnerable youth in Centennial Square to promote inclusion, empowerment; thereby removing the 'us and them'
- Development of two youth social enterprise projects; a youth-led food truck and a construction project to improve Centennial Square
- Partnership in the worldwide Global Child research project, where Victoria was the only B.C city to hold consultations with youth to address the UN Convention of the Rights of the Child.
- GVCEH hosted the Youth Task Force's Implementation Planning Day as a follow-up to our Capacity Mapping Day
- The Youth Task Force is assembling a team to assess viability of a HUB Model approach in Victoria

## • Youth Educating and Advocating About Homelessness (YEAH)

In September 2018, a group known as Youth Educating and Advocating About Homelessness (YEAH) was initiated. Through Participatory Action Research, youth with lived expertise of homelessness has developed several projects through identifying what they consider as important to them, such as:

- The Police Conflict Project
- Agreements with Young Adult (AYA) Case Study
- Peer-to-Peer Life Skills
- Emotional Support Mapping

# Highlights 2018/19

## Strategy 3: Inclusiveness

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

### Highlights / Results

#### • Inclusion Team


 **The PWLE SC expanded from 4 to 11 members.**

In the spring of 2018, the People with Lived Experience Steering Committee (PWLE SC) approved job descriptions and a hiring process for the Inclusion Team. Since coming together in July of 2018, the team has had a major impact at the Coalition and beyond.

- Inclusion Team and PWLE SC Members actively participated in the Home in the City Project and development of the Victoria Declaration
- Inclusion Team and PWLE SC are represented at all Coalition Working Groups
- Team Members are active participants at the Coordinated Access and Assessment Advisory Committee and Placement Tables




#### • Street Survival Guide 2018

 **1426 copies were delivered by working group members to various service agencies to distribute to people in our community experiencing homelessness.**

The Street Survival Guide continues to be one of the most requested documents the Coalition produces. The Fall 2018 version was the 10th Issue. The Street Survival Guide Working Group is comprised of community members with current or previous lived experience of homelessness.

#### • Monthly PWLE Lunches

 **Lunches regularly see attendance of 25 to 35 participants.**

The PWLE Steering Committee continues to host a monthly drop in lunch in space graciously donated by the Greater Victoria Public Library. 2018/19 has seen an uptake in PWLE memberships with the Coalition as people are encouraged to engage and step in at the lunches.



#### • Project Connect

The Inclusion Team and PWLE SC Members conducted outreach activities at: the Mustard Seed, Our Place Society, Arbutus Shelter and the Pacifica DOS office and conducted 79 surveys with PWLE, which shaped the development and delivery of Project Connect 2018.

#### • Speakers Bureau

The Speakers Bureau is a group of individuals who have experienced homelessness and want to share their story. In 2018/19 Speakers were requested to speak at schools from middle school to university, community groups and at other service providers; experiences of homelessness were shared from the perspective of youth, women, seniors, Indigenous persons and persons living with a disability.

*The Coalition wishes to acknowledge Grant Schlotter for his contributions to the Coalition during his short time as an Inclusion Team Member, and for his compassion and activism in the broader community. Grant died August 21, 2018.*

# Highlights 2018/19

## Strategy 4: Evidence-Based Reporting

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 the systems effectiveness.

### Highlights / Results

- Analysis of annual shelter data
- Compendium of Best Practice and Evidence Based Research done by Youth Task Force
- Review and re-evaluation of Monitoring Framework

### • Point-in-Time Count 2018

- There were at least 1,525 individuals experiencing homelessness in Greater Victoria on March 31, 2018
- 54.9% of youth respondents leaving the care became homeless in less than a year
- 33.0% of all respondents identified as Indigenous
- Of those aged 55+, more than a third (39.4%) had their first experience of homelessness as a senior

## Strategy 5: Build 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; enables and facilitates.

### Highlights / Results

- Annual General Meeting and Annual Report 2017- 18
- Business Plan and Budget: Completed documents
- Long -Term Coalition Planning: Identifying long-term role/need of Coalition
- Professional Development: Participation in activities and conferences, CAEH presentation: Coalition co-presentation with Pacifica
- Build Community Capacity: Support community-based groups as needed

### • CAEH Community Training Sessions

1. Harm Reduction in a Housing First Context
2. Housing First for Women
3. Housing First and Outreach
4. Housing First and Youth/LGBTQ2S Inclusion
5. Trauma-Informed Care and Burnout Prevention
6. Housing First in an Indigenous Context





## Independent Auditors' Report

Grant Thornton LLP  
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To the members of Greater Victoria Coalition to End Homelessness Society

### Opinion

We have audited the accompanying financial statements of Greater Victoria Coalition to End Homelessness Society ("the Society"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of Greater Victoria Coalition to End Homelessness Society as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

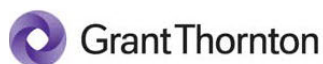
### Responsibilities of Management and Those Charged with Governance for the Financial Statements

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.

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

Those charged with governance are responsible for overseeing the Society's financial reporting process.





### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Report on other legal and regulatory requirements

As required by the Societies Act 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.

*Grant Thornton LLP*

Victoria, Canada  
June 24, 2019

Chartered Professional Accountants

Audit • Tax • Advisory  
Grant Thornton LLP, A Canadian Member of Grant Thornton International Ltd

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

Year ended March 31	2019	2018
Revenue		
Government grants (Note 6)	\$ 425,000	\$ 433,801
Contributions from other registered charities (Note 6)	169,710	176,091
Individual donations	8,055	5,967
Interest	4,334	3,175
Corporate donations	-	855
Miscellaneous revenue	1,496	2,480
Membership fees	1,057	810
	<u>609,652</u>	<u>623,179</u>
Expenses		
Amortization	5,475	2,349
Communications and consultation	33,662	28,746
Council and committee meetings	8,097	6,044
General administration	50,534	47,781
Professional fees	14,328	12,571
Programs (Note 7)	182,612	191,031
Rent	14,323	6,020
Wages and benefits	411,003	248,899
	<u>720,034</u>	<u>543,441</u>
(Deficiency) excess of revenue over expenses	\$ <u>(110,382)</u>	\$ <u>79,738</u>

See accompanying notes to the financial statements.

Greater Victoria Coalition to End Homelessness Society Statement of Changes in Net Assets				
Year ended March 31	2019		2018	
	Invested in capital assets	Unrestricted	Total	Total
Balance, beginning of year	\$ 10,560	\$ 365,591	\$ 376,151	\$ 296,413
(Deficiency) excess of revenue over expenses	(5,475)	(104,907)	(110,382)	79,738
Additions to capital assets	18,789	(18,789)	-	-
Balance, end of year	\$ 23,874	\$ 241,895	\$ 265,769	\$ 376,151

See accompanying notes to the financial statements.

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Greater Victoria Coalition to End Homelessness Society Statement of Financial Position			
March 31	2019		2018
<b>Assets</b>			
Current			
Cash and cash equivalents	\$ 351,016	\$ 250,156	
Term deposits	-	200,000	
Accounts receivable	3,798	2,758	
Prepaid expenses and deposits (Note 3)	30,832	5,259	
	385,646	458,173	
Capital assets (Note 4)	23,874	10,560	
	\$ 409,520	\$ 468,733	
<b>Liabilities</b>			
Current			
Payables and accruals	\$ 23,789	\$ 20,043	
Deferred contributions (Note 5)	119,962	72,539	
	143,751	92,582	
<b>Net Assets</b>			
Invested in capital assets	23,874	10,560	
Unrestricted	241,895	365,591	
	265,769	376,151	
	\$ 409,520	\$ 468,733	

#### Commitments (Note 11)

On behalf of the Board

 Director

 Director

See accompanying notes to the financial statements.

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Greater Victoria Coalition to End Homelessness Society Statement of Cash Flows				
Year ended March 31	2019		2018	
Increase (decrease) in cash and cash equivalents				
<b>Operating</b>				
(Deficiency) excess of revenue over expenses	\$ (110,382)	\$ 79,738		
Amortization	5,475	2,349		
	(104,907)	82,087		
Change in non-cash operating working capital				
Accounts receivable	(1,040)	512		
Prepaid expenses and deposits	(26,573)	13,079		
Payables and accruals	3,746	(10,035)		
Deferred contributions	47,423	(24,204)		
	24,556	(20,648)		
	(80,351)	61,439		
<b>Investing</b>				
Net change in term deposits	200,000	(100,000)		
Purchase of capital assets	(18,789)	(8,854)		
	181,211	(108,854)		
Net increase (decrease) in cash and cash equivalents	100,860	(47,415)		
Cash and cash equivalents, beginning of year	250,156	297,571		
Cash and cash equivalents, end of year	\$ 351,016	\$ 250,156		

See accompanying notes to the financial statements.

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#### Greater Victoria Coalition to End Homelessness Society Notes to the Financial Statements March 31, 2019

##### 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 equipment	33-1/3%, straight-line
Leasehold improvements	Term of lease

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

March 31, 2019

### 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. As of March 31, the undistributed portions of these funds were as follows:

	2019	2018
Homelessness Prevention Fund		
Our Place Society	\$ -	\$ 1,218
Beacon Community Services	21,422	-
Other deposits	9,410	4,041
	<u>\$ 30,832</u>	<u>\$ 5,259</u>

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

March 31, 2019

### 4. Capital assets

			2019	2018
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and equipment	\$ 12,428	\$ 11,529	\$ 899	\$ 789
Computer equipment	47,947	41,315	6,632	9,771
Leasehold improvements	18,386	2,043	16,343	-
	<u>\$ 78,761</u>	<u>\$ 54,887</u>	<u>\$ 23,874</u>	<u>\$ 10,560</u>

### 5. Deferred contributions

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

	BC Housing	United Way	VanCity	Victoria Foundation	Island Health Authority	Total 2019
Balance, beginning of year	\$ -	\$ -	\$ -	\$ 72,539	\$ -	\$ 72,539
Received during the year	40,000	16,800	6,000	146,756	8,333	217,889
Less: recognized as revenue during the year	-	15,388	5,693	149,386	-	170,466
Balance, end of year	\$ 40,000	\$ 1,413	\$ 307	\$ 69,910	\$ 8,333	\$ 119,962

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

March 31, 2019

### 6. Grants

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

	2019	2018
<b>Government grants</b>		
Capital Regional District	\$ 225,000	\$ 325,000
Island Health	100,000	100,000
City of Victoria	100,000	8,801
	<u>\$ 425,000</u>	<u>\$ 433,801</u>
<b>Contributions from other registered charities</b>		
United Way of Greater Victoria - Homelessness Prevention Fund	15,387	-
Victoria Foundation - Homelessness Prevention Fund	28,578	44,424
Victoria Foundation - Aboriginal Coalition to End Homelessness	-	100,000
Victoria Foundation - Unrestricted	1,000	1,000
Victoria Foundation - Youth Homelessness	103,376	10,864
Victoria Foundation - Peer Housing Support	15,876	19,803
VanCity - Peer Housing Support	5,493	-
	<u>\$ 169,710</u>	<u>\$ 176,091</u>

### 7. Program expenses

	2019	2018
Program expenses consist of the following:		
Housing Strategy	\$ -	\$ 8,801
Homelessness Prevention Fund	28,978	51,315
Social Inclusion Program	11,510	13,611
Aboriginal Priority	-	80,859
Staff Capacity	-	3,591
System Effectiveness	-	2,252
Youth Homelessness	105,367	10,864
Peer Housing Support	36,756	19,737
	<u>\$ 182,612</u>	<u>\$ 191,031</u>

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

March 31, 2019

### 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. 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.

### 10. 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 \$109,095 (2018: \$108,071).

### 11. Commitments

The Society has operating leases with future minimum aggregate lease payments as follows:

2020	\$ 36,450
2021	37,463
2022	38,475
2023	39,488
	<u>\$ 151,875</u>

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Funding for the Coalition is generously provided by:



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





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coalition to end  
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For further information on the  
Greater Victoria Coalition to End  
Homelessness Society, or to request,  
copies of the 2018-19 financial  
statements, please contact us at:

250-370-1512  
[admin@victoriahomelessness.ca](mailto:admin@victoriahomelessness.ca)

or visit :  
[www.victoriahomelessness.ca](http://www.victoriahomelessness.ca)