

## Our Mandate

To provide holistic shelter, housing, and community health services to marginalized adults in the Victoria area.

## Our Mission

We work to eliminate homelessness by working in partnership with others to develop community based solutions. We are committed to working in a non-judgmental way with people who are marginalized, homeless and hard to house. We advocate for and provide emergency shelter, supportive housing and integrated healthcare service to marginalized adults in the Victoria area.

## Our Vision

The Victoria Cool Aid Society works to eliminate homelessness and improve our quality of life by working with others to build a community where:

- No one is forced to sleep on the street or go hungry.
- Everyone who needs supportive housing is getting it.
- Integrated health care service to treat illness and promote wellness is provided.
- Integrated services are provided to those with mental health and addiction issues.

## Our Guiding Principles

- We demonstrate reliability, good faith and integrity in all our relationships.
- We foster a workplace culture that embraces innovation, teamwork, leadership and knowledge sharing.
- We make and keep our commitments.
- We are accountable for our actions and measure and share our contribution to the community.
- We appreciate and acknowledge the contributions of our employees, volunteers, donors and partners.
- We support and value participation, build partnerships, and encourage shared leadership in our community.
- We treat all people with respect, dignity and fairness.
- We look at the environment through the eyes of our clients.
- We are innovative, learn from our experiences and the input of others, and make effective change.
- We are action oriented and advocate for those we serve.
- We are committed to promoting fairness and equity within our organization.



Building hope, lives and community since 1968.

## 2007 – 2008 Annual Report

LOOKING **BACK** ON  OF PROVIDING CARE  
LOOKING **FORWARD** TO

**HELPING OUR COMMUNITY  
END HOMELESSNESS**

Cool House – June 1968



## Chair's Report – Andrew Benson

On behalf of the Board of Directors, I am pleased to report that Victoria Cool Aid Society has enjoyed another successful year, due to the commitment of our staff, volunteers, partners and funders.

This year Cool Aid celebrates its 40<sup>th</sup> anniversary, having started in 1968 as a hostel to provide short-term, emergency shelter to transient youth traveling the country. Today, Cool Aid operates a diverse range of shelter, housing and health services for those most in need in our community.

Within fiscal 2007/08 our society has expanded programs and increased services for vulnerable populations. The energy and expertise of Cool Aid's staff and partners, combined with the generosity of our volunteers and donors and the contributions of our funders, allowed us to:

- provide an additional 11,700 shelter bed nights, totaling over 45,000 shelter bed nights
- serve an additional 26,250 meals, for a total of 164,250 meals served
- deliver medical and dental care in 29,000 appointments
- make further investments into our existing 257 units of supportive housing
- begin working with all community stakeholders on a new purpose-built emergency shelter facility
- provide support and services to 100 individuals each day on their paths to recovery, and
- assist 839 people in gaining employment.

As we now enter into our 5<sup>th</sup> decade, we continue to adapt to the changing needs of our region, and are in a strong position to make a significant contribution towards addressing the challenge of homelessness in our city.

During this past year Cool Aid played a key role in several initiatives that will shape our community's response to addressing homelessness and challenges faced by those living with mental health and addiction issues. The Mayor's Task Force brought together community leaders and experts to break down the issue of homelessness and develop a community-owned service delivery model to respond to social and health challenges.

## Balanced Scorecard Report: Agency Performance in FY 2007/08

<b>Process Perspective</b>		Status
<b>P01</b>	<b>Develop new and creative approaches for growing our resources and expanding our services</b> Measure P01-1: Innovative approaches to growing resources and expanding services	
<b>P03</b>	<b>We learn from our clients in order to advocate solutions within our community</b> Measure P03-1: Progress in advocating for clients with decision-makers	
<b>P04</b>	<b>Proactively engage our stakeholders to communicate who we are and our capabilities</b> Measure P04-1: Proactive communication initiatives	
<b>P06</b>	<b>Develop and enhance systems and processes to empower effective decision-making and drive efficiency</b> (New performance measures are in development)	
<b>P07</b>	<b>Continuously improve our ability to manage risk</b> Measure P07-1: Risk management actions undertaken	
<b>P08</b>	<b>Minimize negative workplace environmental factors</b> Measure P08-1: Percentage of employees who believe reasonable steps have been taken to prevent or reduce risk of violence Measure P08-2: Adherence to Environmental Risk Assessment	 
<b>P09</b>	<b>Ensure compliance and consistency with regard to confidentiality and ethical behaviours</b> (New performance measures are in development)	
<b>P14</b>	<b>Promote and provide an integrated approach to service development and delivery</b> (New objective adopted in 2007/08; measures in development)	
<b>P15</b>	<b>Promote and implement responsible environmental practices</b> (New objective adopted in 2007/08; measures in development)	
<b>People Development Perspective</b>		
<b>PD01</b>	<b>Hire, retain, and train to align resources and competencies</b> Measure PD01-1: Time required to fill priority positions Measure PD01-2: Turnover rate for casual staff Measure PD01-3: Turnover rate for permanent staff Measure PD01-4: Exit survey indicators	   
<b>PD02</b>	<b>Nurture a culture that supports and advocates for the importance of work/life balance</b> Measure PD02-1: Workplace stressors Measure PD02-2: Progress in mitigating workplace stressors	 
<b>PD03</b>	<b>Foster a culture that embraces innovation, teamwork, leadership, and knowledge-sharing</b> Measure PD03-1: Our progress in fostering our desired organizational culture Measure PD03-2: Staff satisfied with their inclusion in innovation, teamwork, leadership, and knowledge-sharing	 

Balanced Scorecard Report: Agency Performance in FY 2007/08

<u>Financial Perspective</u>		Status
<b>F02 Actively seek funding to deliver new or expanded services or programs</b>	Measure F02-1: Variance between additional funding received versus identified need	
<b>F03 Diversify funding mix</b>	Measure F03-1: Funds from new sources	
	Measure F03-2: Innovations in funding diversification	
<b>F04 Maintain breakeven budget and ensure adequate reserves</b>	Measure F04-1: Percent variance from budget	
	Measure F04-2: Percentage of capital asset funding needs that are being met by Cool Aid	
<b>F05 Maximize utilization across Cool Aid</b>	Measure F05-1: Service utilization	
<b>F06 Manage expenditures to drive efficiency and demonstrate accountability</b>	Measure F06-1: Accountability performance	
<u>Customer Perspective</u>		Status
<b>C01 "Provide support, guidance and leadership in your fields of expertise"</b>	Measure C01-1: Our participation in knowledge-sharing and leadership opportunities	
<b>C02 "Provide us with opportunities to contribute"</b>	Measure C02-1: Our success at creating meaningful opportunities to contribute	
<b>C03 "Listen to my needs and be there when and where I need you"</b>	Measure C03-1: Whether we meet our commitments to listen to our customers and respond appropriately	
<b>C04 "Make me feel safe and respond to me with dignity and respect"</b>	Measure C04-1: Client satisfaction with safety and relationships with agency staff	
<b>C05 "Be a good neighbour"</b>	Measure C05-1: Our performance in acting as good neighbours	

Legend

	At or above plan		Measure in development
	Caution		Data unavailable; process improvements needed
	Below plan		

In February, the Commission to End Homelessness was established to coordinate the actions of stakeholders and service providers to meet action plan targets and develop additional strategies to end homelessness. We are pleased that the information gathered through the Cool Aid-led 2007 Homeless Needs Survey was helpful in shaping the recommendations and actions of these initiatives.

Looking forward to next year, several important projects will be underway:

- First, with the reconstruction of 713 Johnson Street, vulnerable citizens will have improved access to integrated health and social services when the ACCESS Health Centre opens next spring. ACCESS is being developed in partnership with AIDS Vancouver Island, with funding provided by the Vancouver Island Health Authority, local and provincial government and an upcoming capital campaign.
- Second, planning will continue with all stakeholders on the new Ellice Street purpose-built facility. Important new features designed into this facility include shelter bed units that can be converted into longer-term supportive housing units, and space to provide counseling and integrated services.
- Third, we will continue to emphasize and expand our network of affordable housing facilities, and provide the necessary supports.

Through all of this, we will continue to work closely with our partners and stakeholders such as the Burnside-Gorge, North Park and other neighbourhood associations, community partners such as AVI, Native Friendship Centre, Our Place, Pacifica Housing, the Greater Victoria Commission to End Homelessness, and Downtown Social Services Providers, and funders such as BC Housing, Vancouver Island Health Authority, Adult Psychiatric Forensics Services, the United Way, BC Gaming, Service Canada and other local and senior levels of government.

Our accomplishments and plans for the future would not happen without the dedication and expertise of all Cool Aid staff. On behalf of the Board, I would like to extend our greatest appreciation for the care provided by all staff to those who need our support the most. It is through those efforts that Cool Aid can continue to reach out to those most in need of our help. To the management team and my board colleagues, I thank you for your wisdom and energy in helping to make Victoria a better place for all.



## Executive Director's Report – Kathy Stinson

In the whirlwind of activities surrounding the celebration of our 40<sup>th</sup> anniversary, it is hard to believe that another year has gone by! And an exciting year it has been too, for Cool Aid and for our community. As we look back over our accomplishments there are certainly some highlights that stand out:

Our property portfolio was increased at the end of last year with the addition of Desmond House, a 27-unit Single Room Occupancy hotel, the first of its kind for Cool Aid. Over the past twelve months our Housing program has taken on the challenge of fully integrating this SRO into our best practice model of service delivery, building a sense of community amongst the Desmond House tenants. We are grateful to BC Housing for giving us this opportunity.

Cool Aid's Shelter program also saw expansion during the course of this year with the purchase of a rooming house on Dowler Place and the creation of the Next Steps Transitional Shelter. With the financial support of BC Housing and the United Way this unique program works intensively with identified shelter clients who are ready to take the 'next step' in improving their circumstances. We worked closely with the immediate neighbours of Dowler Place, representatives of the North Park Neighbourhood Association, the City of Vitoria and the Victoria Police we were developing the program, culminating in the creation of a successful Good Neighbour Agreement that was signed off by all parties last September.

In the area of health services, our REES program was expanded with the creation of the Community Outreach, Options and Linkages (COOL) Program. This pilot was made possible with a grant from the United Way's Mental Health and Addictions Impact Council. In the relatively short time that the COOL Outreach program has been operating it has proven to be a valuable resource to a population that is often underserved. To date, outreach and support services have been provided to over one hundred people with concurrent disorders. Although this year's Impact Council chose not to fund the program beyond its pilot period we are currently looking at alternatives to keep the program operating.

### Housing

#### Did you know?

- That our first **Housing First Model** began operation in 1991.
- That from a start of 26 units in 1991, we now have 257 units.
- That **67** seniors requiring safe and supportive housing have a home in our units.
- That seniors considered for units are 55 years of age and over
- That our Housing Model works to help clients build a sense of community at each location.
- That the Cool Aid Housing Program is not only supporting the hard to house but also helps many return to the larger community.
- That people who have bounced from institution to institution all their lives have been able to live in our units for a long time.
- That Cool Aid Housing tenants are valuable contributors to the community.
- That our Downtown Community Activity Centre promotes healthy activities for those living and working in Victoria's downtown.
- That our models have received recognition and have been used as case studies.
- That we receive requests to help other communities learn about our Housing First model.

### Staff and Volunteers

#### Did you know?

- That Cool Aid employs over 200 staff.
- That 52 of our valued staff have been with us for 5 years or more.
- That we promoted 69 internal employees into new positions.
- That Cool Aid's staff has grown by 20% in each of the last two years.
- That Cool Aid provides a safe work environment – our claims are well below the industry standard for WorkSafe BC claims.
- That Cool Aid's employment page is our most active web page with over 23,000 views since December 2007.
- That this year we sponsored 52 practicum and Canada Summer Job students.
- That Cool Aid utilizes the services of over 200 volunteers every year.
- That community, sports and art groups sponsored six fund-raising events from November 2007 through February 2008 that raised a total of \$50,000 plus many in-kind contributions for Cool Aid—THANK YOU!



## Emergency Shelter

### Did you know?

- That in 1968, the rules were no booze, no drugs, no sex and 25 cents a night...but no one was turned away for lack of money!
- That now 120 men and women have a place to sleep every night.
- That everyday 250 people are fed and provided with resources on a drop in basis.
- That we make 450 hot meals on site, **everyday** of the year.
- That our kitchen regularly receives the **highest rating** for food safety and cleanliness.
- That staff work closely with clients to help them make the connections to find housing and employment.
- That every one of our clients is someone's father or mother, brother or sister, son or daughter.
- That our primary goal is to work with our clients and help them find a place they can call **home**.
- That in **40 Years** of operation, Streetlink has **not** missed a single night of providing safe supportive shelter. The same can be said for Sandy Merriman house over 10 years and Next Steps Shelter over the past year.
- That Streetlink's phone number 383-1951 is Cool Aid's **Original Phone Number** and has been used continually for **40 YEARS!**

## Health Services

### Did you know?

- That in 1969, Cool Aid held a clinic one day a week.
- That in 1974, the Clinic opened 5 days a week at the Belfry Theatre with a total staff of 3.
- That in 2008 Cool Aid Community Health Services which now includes Cool Aid Community Health Centre, the Dental Clinic and REES is open 6 days a week with a total staff of 48.
- That within Cool Aid, we are doing multi-year research to inform community based responses and government policies to effectively reduce oral health disparities in BC by reducing financial barriers for adults accessing dental care.
- That our nurses' Thursday Street Outreach sees an average of 25 people accessing care.
- That REES provides barrier-free support and service to an average of 100 individuals daily.
- That **839** individuals gained employment through the Community Casual labour pool in our 2007-2008 fiscal year.
- That users of our services report high levels of satisfaction and consistently rate staff highly.

The ACCESS Health Centre, a partnership initiative with AIDS Vancouver Island, continued to be a high priority. Thanks in large part to a recommendation within the report produced from the Mayor's Task Force on Mental Health, Addictions and Homelessness, we received much needed financial support to ensure that the doors to ACCESS will open. The Vancouver Island Health Authority provided a \$1 million dollar grant, the Capital Regional District has pledged \$545,000 and we have a commitment from BC Housing of \$205,000 from the Housing Endowment Fund. We also received our final \$100,000 Major Capital Project Grant from BC Gaming. In total we have raised \$3 million of the \$4.6 million capital required and are confident that we will be able to raise the balance necessary to complete the project debt free.

We are also in the predevelopment stages of another major capital initiative, the Ellice Street shelter and transitional housing project. Thanks to a memorandum of understanding between the City of Victoria and BC Housing we are in the planning stages of replacing Streetlink with a new purpose built facility that will offer 82 shelter beds, 2 emergency shelter units for families and 23 units of transitional housing. As the project moves forward through the rezoning process, Cool Aid continues to work closely with a committee that includes many of the immediate neighbours to ensure that their concerns around building design and program operation are addressed. It is our intention to create a Good Neighbour Agreement for this project that will ensure an ongoing process for addressing neighbourhood issues as they arise.

These are just some of the highlights from this past year. I encourage you to regularly visit our revamped website, [www.CoolAid.org](http://www.CoolAid.org), where you can read about all of our programs in detail and where we provide continual updates on both new and ongoing projects. For instance, please ensure that you look for our full 'Balanced Scorecard Report,' which will provide you with our annual update on our progress in meeting our strategic priorities. The report card on the status of our measures for this year is included in this annual report but we simply don't have room here to give you the full story.

In closing, I would like to thank our board of directors for their continued leadership and good governance, particularly Andrew Benson, our outgoing Chair, who has given me such strong support and guidance these past three years. I would also like to thank the management team of Cool Aid, with whom I work so closely - these folks are so passionate about their programs and so diligent in ensuring that meeting the needs of our clients, patients and tenants is always the number one priority. Of course this would not be possible without the ongoing dedication of our staff for whom the daily work of providing shelter, housing and health supports to many of our community's most vulnerable citizens is not just a job, but a labour of love. To each of them I offer my heartfelt thanks and appreciation.

For program details/specifics please see [www.CoolAid.org](http://www.CoolAid.org)

We want to thank Our Community Partners and Supporters  
Below is a partial list of Cool Aid's Partners and Supporters.

**Victoria Cool Aid Society  
Statement Of Operations  
For the Year Ended March 31, 2008**

REVENUE	\$
Vancouver Island Health Authority	3,682,866
Ministry of Health	-
Forensic Psychiatric Services Commission	699,920
B.C. Housing Management Commission	3,695,463
Pharmacy Revenue	1,148,734
Research grants	77,172
Other grants	41,570
Bingo/Direct Access revenue	103,788
United Way	231,950
Donations	74,276
Rentals	1,327,414
Fees	34,033
Fees - Dental	453,799
Investment Income	116,229
Other	73,739
Amortizations of deferred contributions	178,509
	<u>11,909,462</u>
EXPENSES	
Salaries and benefits	5,604,186
Bingo/Direct Access	103,788
Physician contracts - VIHA	717,560
Dentists/Physicians other	220,788
Amortization	595,773
Replacement items	11,992
Computer consultants	85,471
Food	488,320
Insurance and property tax	126,008
Miscellaneous	105,329
Mortgage interest and loan fees	937,110
Professional fees	49,348
Program development and client support	141,834
Rent	10,230
Repairs and maintenance	574,646
Supplies and equipment	316,540
Supplies - Health Centre	994,593
Utilities	425,202
	<u>11,508,718</u>
Excess Revenue over expenses from operations	<u>400,744</u>

Full audited statements available separately

**Treasurer's Report**

The Finance Committee and Board have reviewed the Society's audited financial statements for the year ended 31 March 2008 and recommends their approval by the members.

Our financial position continues to be well managed and strong, providing a reliable base from which we can continue to expand our activity in support of our mission and strategic goals. Our financial position has continued to improve year over year since 2003.

The Society ended the fiscal year in March 2008 with a surplus of \$400,744 on a \$12 million operating budget – which is around 3% of total revenue. Our end of year financial position shows a corresponding increase in net assets.

From a financial perspective the Society has successfully met its commitments and expectations for the year. Finance Manager Romane Worthy left us during the year and was replaced with Tanja Bullock in May. Both Romane and the other finance staff showed remarkable commitment and professionalism in doing whatever was needed to keep things running smoothly throughout a lengthy transition period before Tanja was appointed.

The Finance Committee also wishes to thank the Management Team for their hard work and Committee support and recognizes and appreciates the Society's commitment to professionalism, continual improvement and financial transparency and accountability.

Peter Lockie  
Treasurer and Chair, Finance Committee

**Major Funders**

BC Gaming  
BC Housing  
City of Victoria  
Esquimalt Charity Bingo Association  
Forensic Psychiatric Services Commission  
Government of Canada  
United Way of Greater Victoria  
Vancouver Island Health Authority

**40<sup>th</sup> Anniversary Partners**

Service Canada  
Shaw Cablesystems  
City of Victoria  
Black Press  
Canadian Springs Water Company  
Citizen Canine  
Girl Guides  
Citizen Advocacy  
Hospital Employees Union  
Downtown Victoria Business Association  
Demitasse  
Fairfield Community Association

**Special Event Partners**

30 Cent Players (comedy show)  
Greater Victoria Harbour Authority (Lighted Ships Parade)  
Mark's Work Wearhouse (Share the Warmth coat drive.  
National Triathlon Centre and Pacific Sport (Run Walk for Homeless)  
Zone 91.3 media sponsorship (comedy show)

**ACCESS Health Centre**

Vancouver Island Health Authority  
Capital Regional District  
Fairlane Foods  
BC Gaming  
BC Housing  
City of Victoria  
United Way  
Karen Sawatzky  
Nancy Tienhaara  
Rick Roger  
Strongitharm Consulting Ltd.

**Donated Gifts and Services**

Art Gallery of Greater Victoria  
Bean Around the World  
Blue Fox Cafe  
Christies Carriage House  
Crag X Climbing Gym  
Fairmont Empress Hotel  
iD2 Communications  
John's Place  
Lush  
Moxie's Classic Grill  
Munro's Books  
Ocean River Sports  
The Old Spaghetti Factory  
Pagliacci's  
Pedersen's Rental & Sales  
Roman's Macaroni Grill  
Royal BC Museum  
Silk Road Aromatherapy & Tea  
Starbucks Coffee  
Swimco  
The Tapa Bar  
The Temple Restaurant

The limited space here does not allow us to acknowledge all of our donors. Please visit our website for a complete list of donors and supporters.

We value and appreciate every donation received.

**THANK YOU AGAIN FOR YOUR SUPPORT AND CONTRIBUTIONS**