

**IMPACT  
REPORT**



**2024**

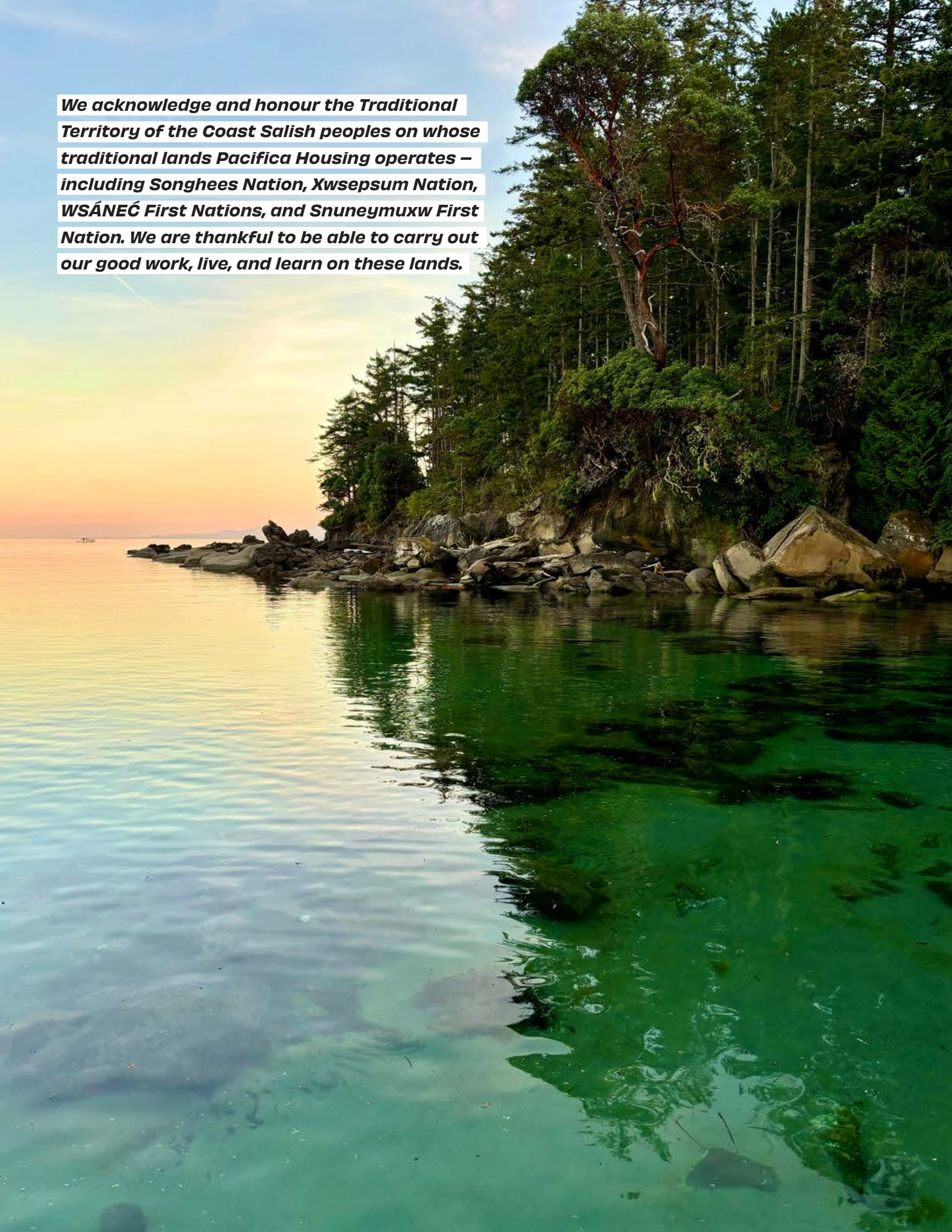


**PACIFICA HOUSING**

*Equitable housing in pursuit of thriving communities*



***We acknowledge and honour the Traditional Territory of the Coast Salish peoples on whose traditional lands Pacifica Housing operates – including Songhees Nation, Xwsepsum Nation, WSÁNEĆ First Nations, and Snuneymuxw First Nation. We are thankful to be able to carry out our good work, live, and learn on these lands.***







June 2024 marked the end of an era as our longest-serving employee, Josip, retired. He arrived in Victoria in early 1994 with his wife and two children after fleeing Bosnia. Supported by a local church during their first year on Vancouver Island, Josip's family then moved into Pacifica Housing's subsidized housing. From there, Josip became our on-site, live-in caretaker, working in the Maintenance Department for 29 years. Celebrated by family and colleagues, he received the honorary key to Pacifica Housing, pictured here with CEO, Carolina Ibarra.

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# PACIFICA HOUSING

Equitable housing in pursuit of thriving communities

Pacifica Housing is one of Vancouver Island's largest non-profit providers of affordable homes and supportive services. Every day, we work alongside individuals and families in Greater Victoria and Nanaimo to build stability, connection, and a sense of home. With more than 1,530 affordable homes - and more on the way - we're proud to support over 2,700 people through housing and community-based programs that meet people where they're at.

## OUR MISSION

To advance the independence of individuals and families through equitable housing and supportive services.

## OUR VISION

Equitable housing in pursuit of thriving communities.

## OUR VALUES



### Authenticity

Finding congruence inside and outside Pacifica Housing through open and honest speech and action.



### Leadership

Courageously creating opportunities through collaboration where there were none before.



### Respect

Showing that everyone has value by treating people with dignity, compassion, and unconditional kindness.



### Social Justice

Challenging an unjust status quo so that everyone can enjoy fair and equitable access to their economic, political, and social rights.

## A FOUNDATION OF HOUSING WITH HEART

- Lead intentionally with the principles of Justice, Equity, Diversity and Inclusion (JEDI)
- Incorporate Housing First and harm reduction approaches to supportive services
- Integrate supportive services that empower individuals as they move through the housing continuum towards independence
- Develop an intentional culture of environmental stewardship

## Our Executive Team



**Carolina Ibarra**  
Chief Executive  
Officer



**Kayla Lilledahl**  
Chief Operating  
Officer



**Delaney Walls**  
Chief Financial  
Officer



**Ryan Hube**  
Director of  
People & Culture



**Calvin Leitner**  
Director of  
Strategic Initiatives



**Lucy Fogden**  
Director of Housing  
& Supportive Services



**Shawn Hutchinson**  
Director of Maintenance  
& Operations

*\*Special thanks to Garet Duggal and Ian Scott for their significant contributions as members of the Executive Team in 2024.*

## Our Board of Directors



**Marnie Hill**  
Board Chair



**James Gustafson**  
Vice Chair & Treasurer



**Sarah Henderson**  
Secretary



**Raj Sahota**  
Director



**Sang-Kiet Ly**  
Director



**Alison Paul**  
Director



**Kyle Ryan**  
Director



**Timothy Chu**  
Director



**Arianna Scott**  
Director



**Mike Wilson**  
Director

## » MESSAGE FROM THE CEO

At Pacifica Housing, our mission is to *advance independence*. Achieving that requires clarity on its meaning, what success looks like, and then setting the intention of getting there. We consider independent individuals to be those who have the ability to make appropriate decisions in their lives that lead them toward their goals while recognizing when it is important to seek support. This Impact Report demonstrates our organization's commitment to our mission and a belief that it is achievable as we walk alongside our clients and residents.

When I read through the report, I see the results of our commitment reflected in Ilia and Maria's impact stories, in the 28 people who graduated from the Streets to Homes program and no longer needed our support, in the 34 previously homeless individuals who were housed by our outreach teams, and in the 433 existing residents who sought or accepted support during tough times. We also delivered new units to grow our impact.

These are a few examples of what is achieved with support from community partners and, most importantly, through the partnership between residents and clients who engage with our staff to make their life visions come to fruition.

I am continuously impressed by our teams' resilience. They have responded to the increasing demand for services and have sustained the continued, measured growth of the organization. All of this has been achieved while overcoming persistent sector challenges concerning health and safety, resourcing, and conflicting legislative constraints. While we have sought to increase capacity where possible, their efforts cannot be overstated.

Our DOHRS drop-in centre office received over 4,000 calls in 2024. The increase in this department is illustrated by an overwhelming 218% rise in housing and systems navigation assessments completed by the team, in comparison to 2023. While housing individuals from City of Victoria parks, there were times when the community had a front-row seat to the challenges of housing people from encampments. Staff brilliantly navigated the complexity of clients caught between police, bylaw, neighbours, activists, outreach workers, advocates, predators, the media, and a whole lot of politics. They remained focused on client needs throughout their efforts to find suitable housing for them. Then there is the day-to-day resident management, maintenance, and administrative work that can go unnoticed.

Affordable rental housing with an appropriate safety net is the cornerstone of homelessness prevention. Abundant, safe and sustainable supportive housing is critical to effectively addressing homelessness. While rental housing stock has increased, we urgently need to prioritize supply of safe and dignified low-barrier housing across a variety of models. To that end, I joined sector colleagues, representing more than 20 low-barrier supportive housing providers across the province, to promote a unified approach in our advocacy efforts. *The BC Coalition for Safe and Sustainable Supportive Housing (SaSSH)* oversees more than 10,000 units of supportive housing, complex care housing, subsidized housing, and shelter beds, among other services. Importantly, this collaborative effort gives us renewed energy and hope for the change needed to produce more positive outcomes.



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**"Affordable rental housing with an appropriate safety net is the cornerstone of homelessness prevention. Abundant, safe and sustainable supportive housing is critical to effectively addressing homelessness. While rental housing stock has increased, we urgently need to prioritize supply of safe and dignified low-barrier housing across a variety of models."**

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We need to adapt to changing circumstances. We need to believe things can improve and set the intention to make it happen until it does. In the following pages, you will find some remarkable results. Thank you to the dedicated Pacifica Housing staff who do this work, the brave clients and residents who shared their stories, our Board who continues to donate their time and expertise, and our valued partners and funders.

Sincerely,

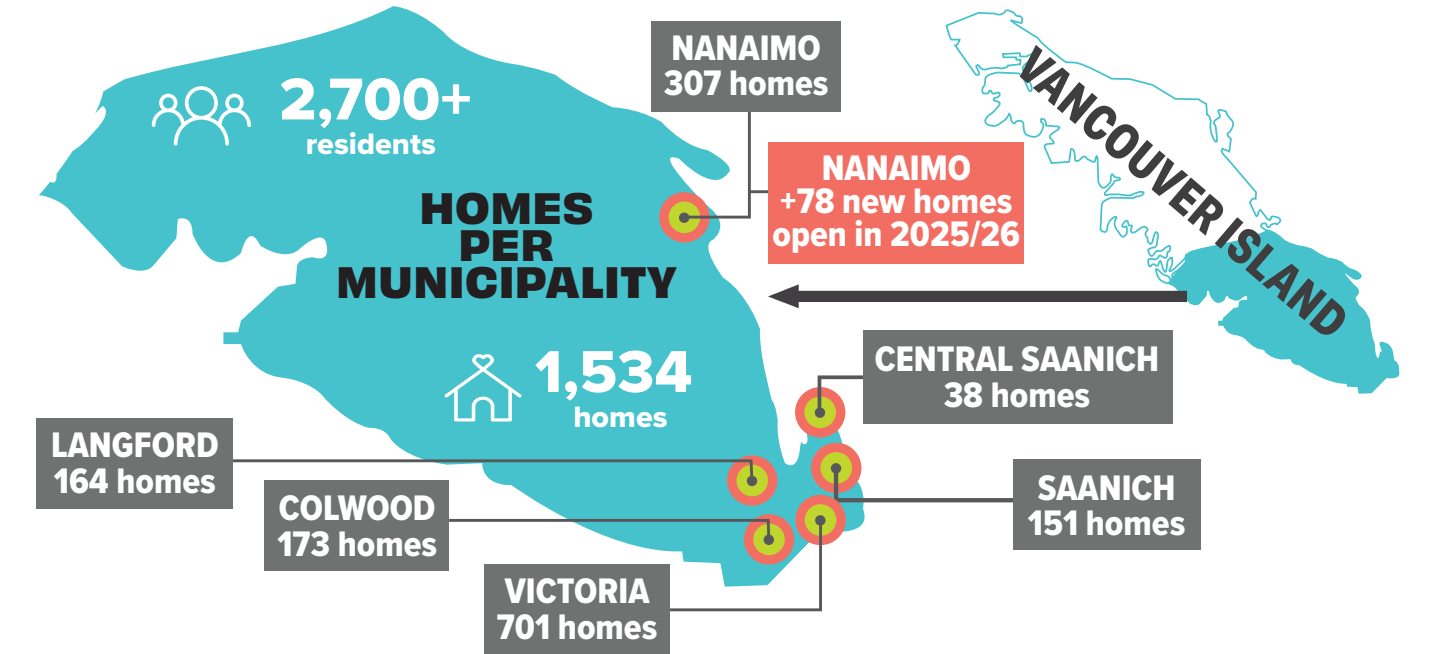
A handwritten signature in black ink that reads "Carolina Ibarra". The script is fluid and cursive.

Carolina Ibarra  
CEO, Pacifica Housing

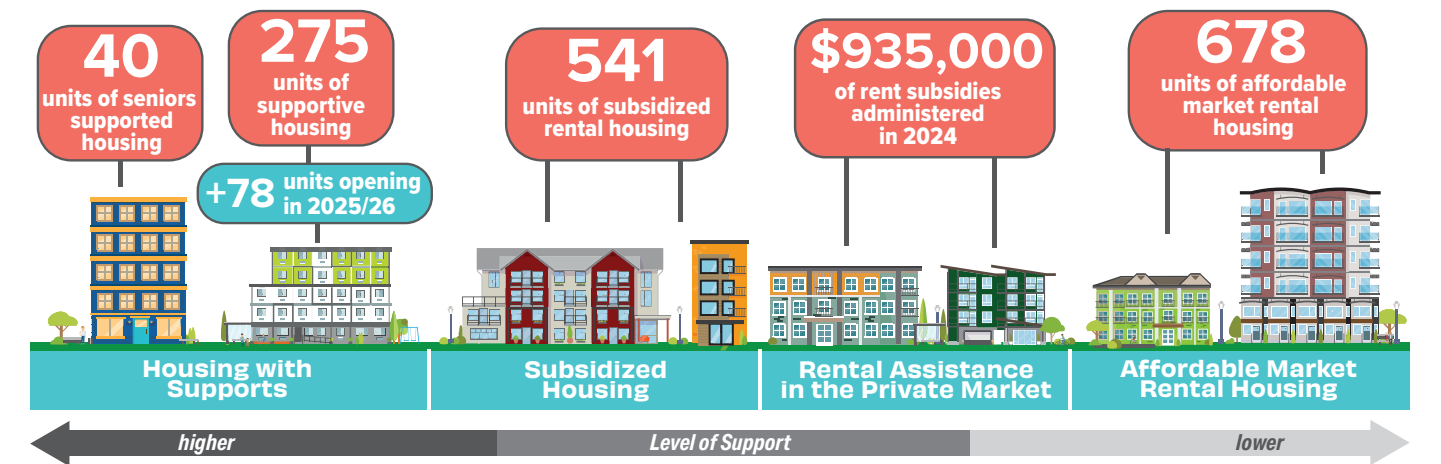


# EQUITABLE HOUSING IN PURSUIT OF THRIVING COMMUNITIES

In 2024, Pacifica Housing’s housing portfolio grew once again to address community needs in the Victoria region. The opening of The Ferns in Victoria added 88 affordable rental homes - 70% at subsidized rates and 30% at affordable market rates - offering brand new rental housing options at accessible monthly rates for individuals and families. In both the Victoria and Nanaimo regions, the organization increased the total number of rent subsidies administered to those in need in 2024, thanks in large part to the Supported Rent Supplement Program, part of the Canada-BC Housing Benefit. The program combines monthly rent assistance with personalized support to help people secure and maintain rental housing in the private market.



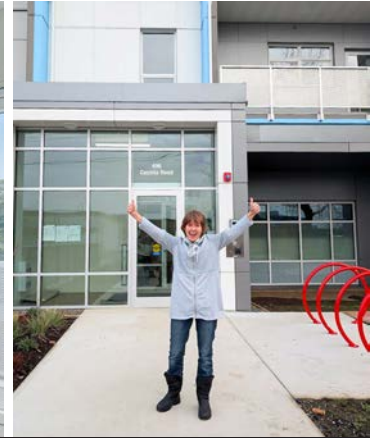
## Opening Doors Along the Housing Continuum



# AFFORDABLE HOUSING: FOUNDATIONS FOR THE FUTURE

GREATER VICTORIA

NEW HOUSING PROJECT OPENS



The Ferns is conveniently located in the Burnside-Gorge area, close to nearby transit routes, bike trails, and city amenities.



- 8 bachelor units
- 34 one bedroom units
- 26 two bedroom units
- 20 three bedroom units

18

homes for people with very low incomes

44

homes for people with low to moderate incomes at rent-geared-to-income rates

26

homes for people with middle-incomes

In November, Pacifica Housing proudly opened The Ferns – an 88-unit, purpose-built affordable housing development in Victoria's Burnside-Gorge neighbourhood. By year's end, dozens of households had moved in – including families, seniors, and individuals, some of who had spent years on the BC Housing Registry. Some residents arrived directly from Pacifica Housing's Downtown Outreach Housing Resource Services (DOHRS) and Encampment Outreach teams, transitioning from shelters, unsafe rentals, or park encampments into the stability of a permanent home.

The Ferns was designed to foster community connection, with shared green spaces, safe and secure access, and energy-efficient construction. An on-site child care centre – operated by the Burnside Gorge Community Association – will provide daycare and after-school programs for local families, further strengthening ties within the neighbourhood. This project was made possible through the collaboration of Pacifica Housing with municipal, provincial and federal partners, including the City of Victoria's Housing Reserve Fund, BC Housing's Community Housing Fund, the Ministry of Education and Child Care, and CMHC's Affordable Housing Fund.

**"Some families moving into The Ferns had no fixed address or were crowded into small apartments with young children. Watching them finally walk into a home of their own - just before the holidays - was powerful. I'm so proud to be part of this work."**

**– Tennille Soderberg  
Resident Services Coordinator**



## Pacifica Housing Nominated for Community Builder of the Year Award

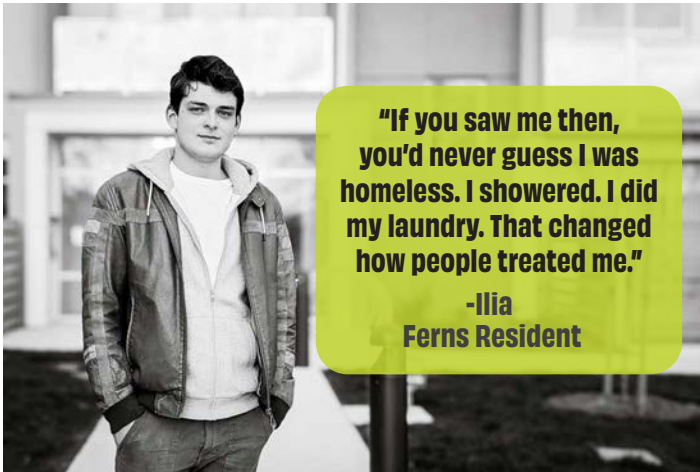


In May, the organization was nominated for a Greater Victoria Chamber of Commerce Business Award in the Community Builder of the Year category. With Pacifica Housing's Dalmatian (opened in 2023, 130 units) and The Ferns affordable housing projects now tenanted, 218 units of much-needed rental housing has literally built community. Scan the QR code to check our nomination video!



SCAN ME

# "I'm Working Here, but I'm Homeless."



**"If you saw me then, you'd never guess I was homeless. I showered. I did my laundry. That changed how people treated me."**

**-Ilia  
Ferns Resident**

Ilia shares his story with courage and honesty.

After immigrating to Canada from Russia as a child, Ilia grew up in Vancouver and Winnipeg. By the end of high school, he was living in a youth shelter while working hard to graduate. Despite the challenges, he applied to university and was accepted to several. He chose the University of Victoria because it felt familiar; he had spent time in the city and had connections nearby.

While studying, Ilia moved into a modest rental and stayed for several years. "I was lucky to be in the same place for a while, so rent wasn't too bad," he says. "I also had a great relationship with the building manager."

After graduating, he started working in the trades. But like many in precarious jobs (particularly following the pandemic), one layoff was all it took. As he struggled to find new work, Ilia fell behind on rent.

"I sent my landlord a letter explaining I'd just started a new job, but I was still too far behind to catch up quickly," he recalls. The response came the day before his eviction date. He had 24 hours to move out. "It was incredibly painful. Everything in my life was either packed up, thrown away, or given to friends."

## "How do I homeless?"

On July 1, Ilia entered the shelter system with a single bag and a question: "How do I homeless?" he remembers, half-joking. "They gave me an outdated street survival guide and some kind words. That was it."

He continued working full-time while unhoused. Each night, he lined up at 8 p.m. to get a bed. Each morning, he was out again by 6:00 a.m., often waiting around for his 7 a.m. shift to begin.

Working created its own barriers. "Meals were served during work hours. My storage locker was only open in the middle of the day... Most services weren't built for people with jobs. I couldn't find anything for the working poor."

Sleep was scarce. "It was tough," remembers Ilia. "You're in a big room with people going through hard things. I'd fall asleep after midnight and wake up early, totally drained."

Weekends sometimes offered relief - he'd stay with friends, eat a home-cooked meal, sleep on a couch. "I called those my

'normalcy nights'. Like a mini-vacation from being homeless." But, without access to a kitchen, costs added up fast. "It's expensive to be homeless," recalls Ilia. "I had to buy food out every day."

One constant source of dignity was Crystal Pool; he had a locker he could access there where he kept hygiene supplies and a few other things. In Ilia's words: "God bless the Crystal Pool! I'd shower and try to feel human. I still go now. It's a little ritual I carry forward from that time."

## A turning point at a construction site

Ilia had been through a youth shelter before, but this time was harder. "I thought I could handle it. But the system isn't designed to help people move forward."

With help from shelter staff, he got on the BC Housing Registry. Then one day, while delivering drywall, he noticed someone from Pacifica Housing showing suites to potential residents at the same site.

"No one was going to charge me for talking to her," he says. "So I walked over and said, 'I'm working here... but I'm homeless.'" Because he had his paperwork ready, Pacifica Housing was able to consider his application. That meant telling his boss the truth. "He was shocked," Ilia says. "I said, 'Yeah, I'm always early because I get kicked out of the shelter at 6 a.m.'"



**"Let's call it what it is. I was homeless. And getting out? It was really, really hard."**

Even after being approved, Ilia wasn't sure it would happen. "They called asking for more documents, and I thought, 'This is when they tell me it's not happening.'"

On December 1 – five months after losing housing – Ilia moved into The Ferns, a new Pacifica Housing building. "It was quiet. I got to be alone. I felt safe," he says.

## "Having my own room, my own bed - it didn't feel real. It was such a relief."

Now, Ilia volunteers at the same shelter where he once stayed and is planning to return to school to work in outreach. "I want to help people through my experience."

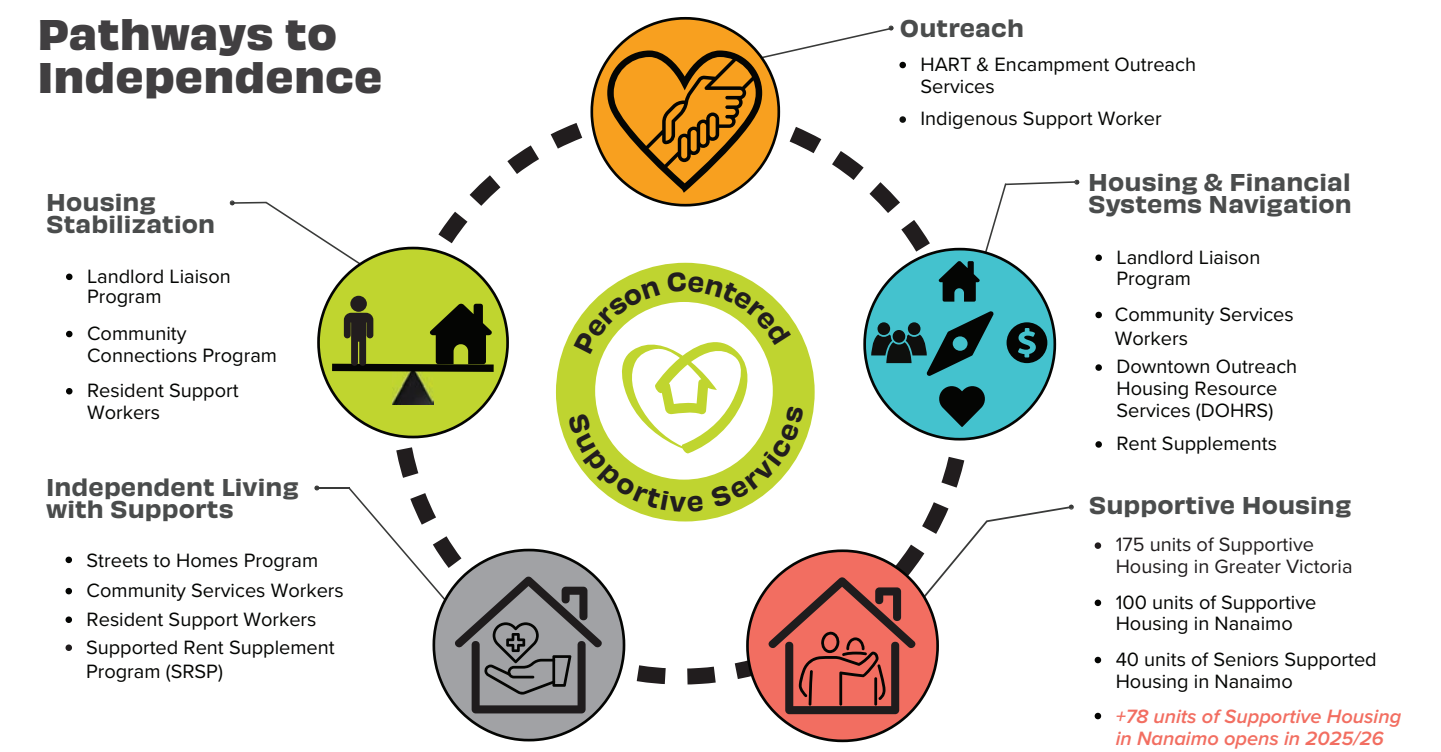
He also wants people to challenge their assumptions.

"You never know what someone's going through. If you saw me back then, you'd never guess I was homeless. I stayed clean, showered, did my laundry. That changed how people treated me. It's not fair, but it made a difference."



# SUPPORTIVE SERVICES: ADVANCING INDEPENDENCE

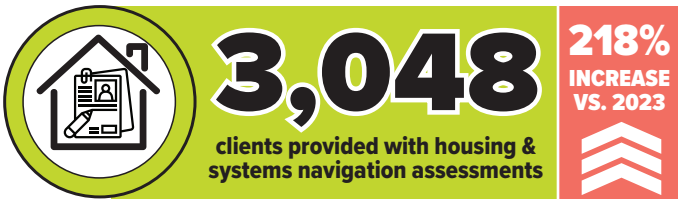
With care and compassion, Pacifica Housing’s supportive services teams work alongside individuals using a person-centered, trauma-informed approach. Grounded in principles of safety, trust, choice, and connection, this model empowers people to lead their own care planning and goal setting. By focusing on strengths, skill-building, and supportive relationships, we help individuals move toward greater stability, wellness, and independence – at a pace that’s right for them.



## Downtown Outreach Housing Resource Services

GREATER VICTORIA

In 2024, Pacifica Housing’s Downtown Outreach Housing Resource Services (DOHRS) team supported considerably more people than the previous year, completing 3,048 housing and systems navigation assessments, a staggering 218% increase from 2023. Staff provided case management to 270 individuals and helped 81 people move into stable housing, including several who found homes at The Ferns, our newest affordable housing development.



Historically, people coming to the DOHRS office for support in accessing financial assistance, navigating housing systems and connecting with community resources have been single people or couples with no children, but we continue to see a rise in the number of families with children who are seeking our services. The DOHRS team has been collaborating with our Resident Services team to find more family-appropriate housing to meet this need. This is challenging, as larger affordable rental units are increasingly rare and cost prohibitive, putting safe, adequate housing out of reach for many.

Preventing eviction is also a growing part of this work. In 2024, DOHRS staff - alongside our Landlord Liaison, who provides mediation, tenancy education, and landlord outreach - helped prevent 240 evictions, more than double last year’s total. These early interventions keep people stably housed and reduce the risk of homelessness.



# HOUSING SUPPORT IN COMMUNITY

IMPACT STATS

GREATER VICTORIA & NANAIMO

In 2024, Pacifica Housing’s Community Services team supported people across Greater Victoria and Nanaimo in three key ways: helping them maintain their housing, find new homes, and connect with essential services and resources in the community. Many of the people we work with face complex challenges such as trauma, mental health conditions, substance use, brain injury, intergenerational poverty, and other barriers that can make it difficult to stay housed. Our staff meet people where they are, offering non-clinical supports alongside connections to clinical care, financial assistance, and community programs.

This year, additional rent supplements paired with wraparound support helped prevent housing loss for households across our service regions. These resources allowed us to expand our reach and serve more people in need. By combining practical assistance with compassionate, relationship-based support, the team helps build stability and confidence needed for long-term independence.

## Streets to Homes Program

Streets to Homes (S2H) supports people with chronic or episodic homelessness to move into and sustain independent housing. The program provides a monthly rent supplement and tailored supports such as tenancy coaching, help with applications and documents, and connections to health care and income programs, all grounded in Housing First and harm-reduction practice.



## Community Connections Program

The Community Connections program helps residents in Pacifica Housing’s independent living homes stay housed and supported. Staff work one-on-one with residents to solve challenges and connect them with community resources to build housing stability.



## Encampment Outreach Services

Pacifica Housing’s Encampment Outreach team engages with people living in encampments and sheltering on the streets, with the purpose of helping them find housing that suits their needs. This includes the multi-agency Housing Action Response Team (HART) and City of Victoria Encampment Outreach with a Housing Focus program. Activities include individual assessments for housing placement, offering a support plan, referrals to appropriate housing options, and income assistance and support services as identified by individualized support plans. This includes access to rent subsidies and tenancy support and skills training where applicable.





# "I Shouldn't Be Here Today."

In 2024, Pacifica Housing began administering the Supported Rent Supplement program (SRSP) in Greater Victoria and Nanaimo, with expanded funding to now support a caseload of up to 30 clients in each region. The SRSP is funded by BC Housing and helps reduce and prevent homelessness by providing two essential forms of support: monthly rent assistance to make private market housing more affordable, and ongoing, personalized help to ensure people can remain housed and well.

For many participants, the program offers more than stability - it creates a sense of possibility, dignity, and belonging. For Maria\*, that pathway changed everything. Now approaching her seventies, Maria has survived more than most face in a lifetime: domestic violence, profound loss, and a near-death experience after being shot three times.

"I shouldn't be here today."

The trauma left her with PTSD and no place to call home. After moving to Nanaimo to be closer to family and help care for her brother with Down syndrome, she found herself without stable housing when he sadly passed away.

Living on a fixed pension of just over \$1,900, and with market rents well beyond her means, Maria didn't know where to turn. She called Pacifica Housing's Victoria office, where staff connected her with SRSP staff in Nanaimo.

Through the program, Maria began to receive the financial support she needed to afford housing - and the compassionate care she needed to rebuild. With the help of Community Housing Support Workers Jade and Cydnee, she moved into her new home just before Christmas. "Getting me my home, that was number one. After that, the mental support has made a difference more than anything," recalls Maria.

Jade and Cydnee work directly with 30 clients in Nanaimo, providing access to a monthly rent supplement along with support that adapts to each person's needs. "Every day is different," Cydnee shared. "Some days we're at meetings with Island Health or BC Housing. Other days we're helping people fill out government paperwork, helping people move into their homes, or just checking in with someone over a coffee."

"One day I'm installing a doorknob," Jade added, "the next I'm taking someone to an apartment viewing. It's whatever people need that day."



"When you think there's no way out, there is. You just have to start somewhere and build yourself up slowly. Pacifica was there to help me do that."

-Maria\*  
Nanaimo SRSP participant

With stable housing and support services, Maria says her life has shifted completely. She now has space - physically and emotionally - to think about the future. "My dream is to get a part-time job, maybe helping elderly people, cooking for them, or just keeping them company. I want to make someone else's day. A little kindness can mean everything."







Reflecting on her journey, Maria speaks with quiet pride and gratitude. "I'm proud that I've made it this far. I used to judge a book by its cover, but I've changed. You never know what someone's been through."

Now, she wants others to know that hope is real. "When you think there's no way out, there is. You just have to start somewhere and build yourself up slowly. Pacifica was there to help me do that."

*\*Name and some details have been changed to protect the identity of the interviewee.*

## Supported Rent Supplement Program (SRSP)

Funded by BC Housing, the SRSP is part of the federally funded Canada-British Columbia Housing Benefit (CBCHB). The SRSP aims to help reduce and prevent homelessness by providing two essential forms of support: monthly rent assistance to make private market housing more affordable, and ongoing, personalized help to ensure people can remain housed and well.

 <b>52</b> program participants	 <b>\$528</b> average monthly rent subsidy	<b>\$109,256</b>  in rent subsidies distributed	 <b>\$86,027</b> distributed to support basic needs (food, etc.)
			 <b>\$10,964</b> distributed to support household setup/retention
			 <b>\$1,139</b> distributed to support medical needs

# SUPPORTIVE HOUSING: A FOUNDATION FOR STABILITY AND BELONGING

IMPACT STATS

GREATER VICTORIA & NANAIMO

Supportive housing offers more than just a place to live - it provides stability, safety, and community for adults who have experienced chronic homelessness and face multiple barriers to maintaining housing on their own. Pacifica Housing's supportive housing teams are on site daily, building trusted relationships and offering individualized, person-centered support. Once someone has a secure place to call home, they can begin to focus on other priorities - like health, healing, employment, connection to culture, and basic needs such as food and clothing. While our staff are not clinical providers, they work closely with community partners to help participants access health care, mental health supports, and other services that promote wellness and independence. This can sometimes include working with other agencies to move participants into other housing programs that better suit their individual needs. Each supportive housing site also offers programs that help residents build skills, strengthen community, and feel at home. These include shared meals to improve food security, recreational and cultural activities and community volunteer opportunities to gain experience and confidence.



## Celebrating One Year of the Aurora

In June, Pacifica Housing marked the one-year anniversary of The Aurora, the District of Central Saanich's first supportive housing site. The celebration brought together residents, staff, neighbours, Elders, and community partners for a gathering filled with food, drumming, connection, and art. Since opening, The Aurora has become much more than a housing site - it's a place of healing, belonging, and possibility. With on-site supports, cultural programming, and a strong commitment to Indigenous housing access, The Aurora reflects what's possible when purpose-built housing, dedicated staff, and community partnership come together.



## Advocacy in Action: Safe and Sustainable Supportive Housing

In June, more than 20 experienced and innovative providers of low barrier supportive housing came together to address the growing needs and challenges of combating homelessness, including several on Vancouver Island.

The newly formed BC Coalition for Safe and Sustainable Supportive Housing (SaSSH) promotes a unified approach to building capacity to meet the needs of our most vulnerable community members, while prioritizing the safety and wellbeing of the people who use our services, the people who carry out this work and the wider community.

"Abundant, safe and sustainable supportive housing is the cornerstone to effectively addressing homelessness, reducing encampments, and improving community safety," states Carolina Ibarra, CEO of Pacifica Housing, and SaSSH Vice-Chair for Vancouver Island.

The member organizations of the Coalition oversee more than 10,000 units of supportive housing, complex care housing, subsidized housing, and shelter beds, among other services. The main focus for SaSSH is to keep people housed who wouldn't be able to remain housed in other contexts.



# CAPITAL PROJECTS: PRIORITIZING SAFE AND DIGNIFIED LOW-BARRIER HOUSING



In March, Pacifica Housing secured much-needed funding to restore six long-vacant suites in need of significant repair at our supportive housing site, Clover Place, turning them into safe and dignified homes for people exiting homelessness. As a result, six new residents found a home, including four that had been living in local park encampments, with support from our Encampment Outreach team and Resident Services department.

Funded through the Government of Canada's Reaching Home program, the project delivered major improvements to interiors, shared spaces, and site security – creating not only functional apartments but welcoming places where residents can begin to rebuild their lives. This work reflects Pacifica Housing's commitment to preserving aging affordable housing, both independent and supportive, so that existing homes in our neighbourhoods remain safe, accessible, and available for decades to come. Across the province, older units too often sit empty due to disrepair even as housing need grows. By acting quickly on repairs and advocating for sustained funding, we help prevent the permanent loss of these irreplaceable homes.

## Clover Place Renovations



»» BEFORE



total  
project  
cost:

**\$98,813**

### Project Scope:

Repairs and renovations to six (6) units at Clover Place supportive housing.

Scope included: drywall repair, replacement, full unit painting, trim, flooring level & replacement, cabinet repair, blinds replacement, new counter tops, door repairs, electrical repair, lighting replacement, plumbing repairs such as faucets, shut off valves, mini-fridges and microwave appliances.

"Having to pack down everyday was definitely the hardest. [Moving to Clover Place] I felt hope for the first time in a while... there are many things that a lot of people take for granted. Having a roof over your head – a safe place to cook, shower, shave, sleep – means I don't have to worry if there's going to be a storm. I just shut my window and don't have to worry if my tent is going to blow away."

-Clover Place Resident



»» AFTER



## Advocacy in Action: Dedicated Capital Renewal Funding



Pacifica Housing advocates for dedicated capital renewal funding so aging non-profit homes do not sit empty. Policy and projects go hand in hand. Sustained investment to preserve existing affordable and supportive housing, paired with timely capital repairs, brings units back into use faster and helps move people from housing insecurity into safe, stable homes. Clover Place is one example.



## "This is Home Now." (Davidson's Path to Healing)

**"When I first moved in it felt weird to be inside. I slept on the patio a couple times, but I learned to sleep inside. It's a slow process, everything is a slow process. You are training your brain and your body to be healthy and to be who you were before the streets."**

**-Davidson  
Aurora Supportive Housing Resident**



**Since moving into The Aurora in May 2023, Davidson has found more than a place to live, he's found a home. In the building's community room – where the smell of banana bread and coffee often lingers and colourful art fills the walls – residents gather to cook, make art, watch movies, and connect.**

It's here that Davidson has reflected on the changes in his life, and the sense of belonging he's found since arriving. "I love my home," he says. "I love my view, and I love the way I can be in my own space; when I'm trying to be healthy it's my sanctuary. I love that my kitchen is clean. I can see and feel the love there that I have for myself."

Before coming to The Aurora, Davidson had spent nearly two years unhoused after a series of personal losses and health challenges changed the course of his life. Although born and raised in Victoria, he lived in Central Saanich for more than 20 years with his wife, and many of his family members still live in the area. Davidson is also a member of the Nuchatlaht First Nation with family roots near Gold River on Northern Vancouver Island.

He shared how colonialism has shaped his family's history: "I lived in a military family. My grandfather was in the navy. He joined the navy because if he worked for one of the services in Canada, the Indian Agents couldn't come take his kids".

Because of this decision, Davidson's mother and aunt were the

only two children in their family sent to residential school. The younger siblings were able to attend public school in Victoria.

Davidson went to college, earned his Red Seal as a chef, got married at 25, worked for the federal government, and he and his wife raised four children – one of them adopted. But after many years of stability, Davidson's life took a turn. He began struggling with substance use, and his marriage ended. Then the losses kept coming.

"We had so many deaths in my immediate family that it became really, really bad... my sister's death just tore me up, and I didn't care about life anymore. So I started actively using, drinking really hard, and just hating myself really hard. I didn't even know who I was anymore." Then, he had a stroke.

"I worked my whole life. I've never been on any kind of assistance – until I had my stroke."

After being discharged from the hospital, Davidson went straight to living on the street at Centennial Square in downtown Victoria. Someone from Qom Quem Coastal Connections who had been checking in on him daily eventually asked if he was on any housing lists. When Davidson said no, they arranged to meet him the next day so they could complete the paperwork together.

Two weeks later, the same person came looking for Davidson to let him know he had the opportunity to view an apartment. The surprise was still clear in his voice as he recalled the moment, even two years later.

Davidson had been living unhoused for approximately one year and ten months when he moved into The Aurora. While it marked a turning point for him, it also came with fear and uncertainty.

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"When I first moved in it felt weird to be inside. I slept on the patio a couple times, but I learned to sleep inside. It's a slow process, everything is a slow process. You are training your brain and your body to be healthy and to be who you were before the streets."

With time, Davidson began to reconnect with himself. "In my mind, I was going to either overdose or die from alcohol poisoning. That's what I envisioned for myself before The Aurora. And then I came here."

About a year into his tenancy, Davidson had another health scare; an aneurysm left him hospitalized for three weeks. But this time, instead of returning to the street, he came home. "They had come and mopped my house because they knew that I liked it clean," he says. "I felt spoiled. I'm not used to people wanting to help me. I'm used to helping other people, but I'm not used to people wanting to help me - it took a lot of me to finally accept that I need help."

Programs at the Aurora, including art therapy, counseling, and peer support, provided Davidson with new tools to heal. "We do art, and art is therapy - you know? [The Aurora] does programs that really help people, and it brought me back from a lot of bad space."

Supportive housing gave Davidson more than stability - it gave him community. "Even the staff - they support me when I'm trying to be ok. And they always know when I'm not."

While the transition to housing has been positive, integrating into the wider Central Saanich community hasn't always been easy.

"The negative part of moving in here was the push back from the community. We had such a bad reputation, and I hated it," he says. "I love that some of the community accept us now. I can't help the people that don't like us; that's on them, it's not on me... I can't help that they don't like us, but I can still take pride in my community. When I see garbage, I'll pick it up - because it's our home."

Davidson wants people to understand what supportive housing is really about. "Supportive housing is exactly that: support. It changes who you are. When you live on the street, you get a brown bag of lunch with a sandwich and a bottle of water. Here you get breakfast, and the chance to cook - I've started cooking again!"

He continues, "I just wish people could see how much we've changed as a community in this building from who we were the first day we moved in - because it's not just me that's changed, there's a whole lot of us that have."



**"We do art, and art is therapy - you know? [The Aurora] does programs that really help people, and it brought me back from a lot of bad space."**

For Davidson, housing has meant healing, stability, and the possibility of a future. "I've learned to go shopping again. I've learned to eat again. I've learned to do things again - that's self-care too."

He says it best: "Home means family - even if I have to make this community my family. It's a safe place."

**"Home, there's no words to give it, because you belong no matter where you're at... you could be drunk, you could be high, or you could be sober... you could be happy. Home for me right now gives me a reason to be alive."**



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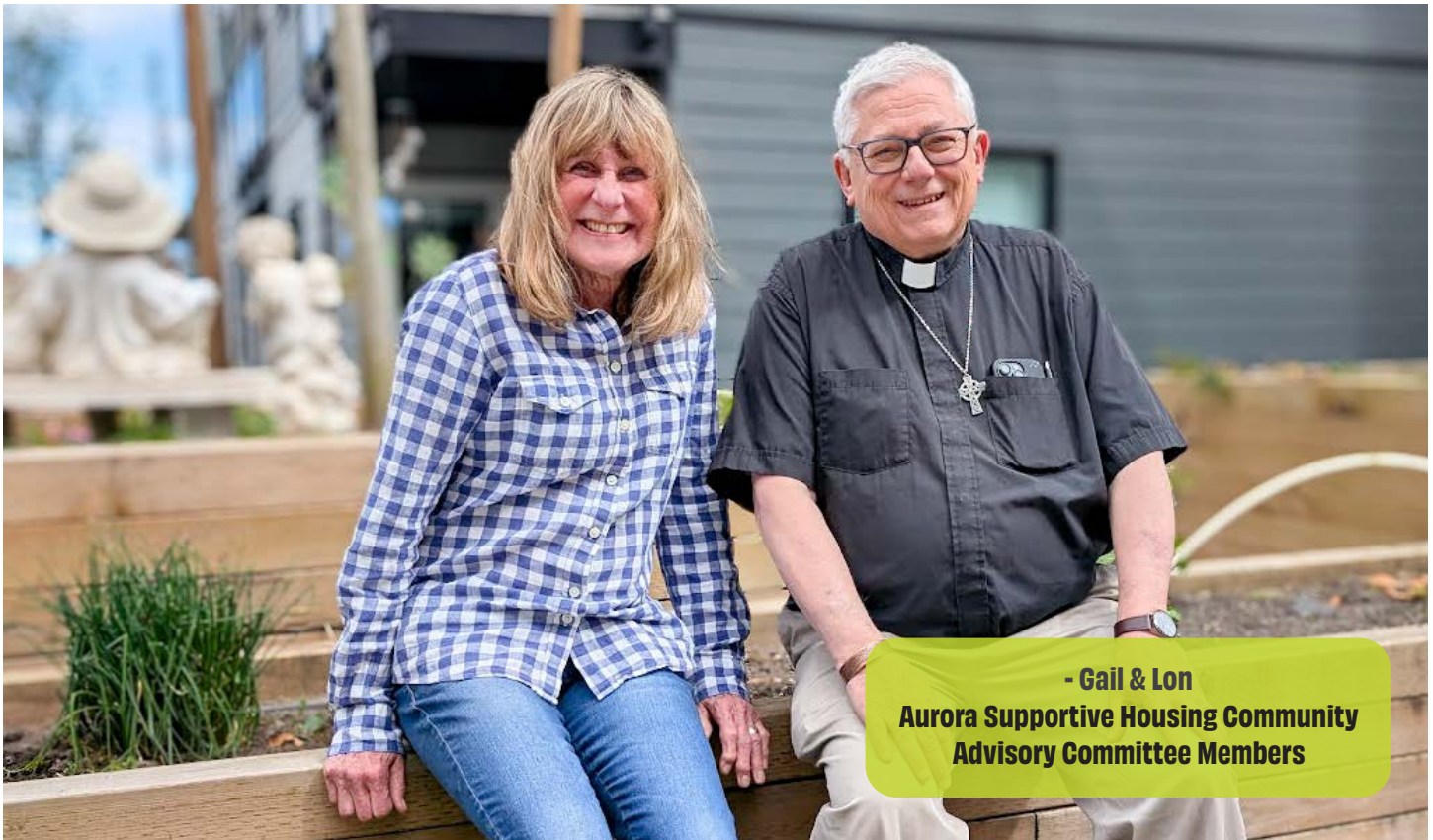


SCAN ME

# Community Connection in Action: The Aurora Community Advisory Committee

IMPACT STORY: SUPPORTIVE HOUSING

GREATER VICTORIA



**Since the Aurora opened in Central Saanich in 2023, its Community Advisory Committee (CAC) has played a vital role in fostering understanding, dialogue, and connection between the supportive housing program and the surrounding neighbourhood.**

Established by Pacifica Housing with support from BC Housing, the CAC brings together appointed representatives from across the area – including local residents like Gail and community leaders like Lon, who works in Central Saanich as an Anglican minister.

CAC Members are selected through an application process and represent a cross-section of the local area, including neighbours, local organizations, service providers, and project partners. The CAC meets monthly and provides a consistent forum for identifying concerns, sharing updates, and strengthening relationships.

Gail, a long-time Central Saanich resident and active local volunteer, brings over two decades of experience working alongside people experiencing homelessness in downtown Victoria as a volunteer hairdresser. “The work is difficult, but it is extremely deep and rewarding too,” she says.

When the Aurora opened, Gail felt a strong pull to bring that understanding into her own neighbourhood. “I longed to impart the things I’ve learned to help people be more welcoming to those who have experienced hardship and exclusion.”

Lon, also a former BC Corrections chaplain, shares a similar commitment rooted in decades of working with people often pushed to the margins. His experience includes supporting individuals in recovery and those navigating incarceration. “We’re here to be a supportive presence; to listen, to show up, and to help steer the community away from fear or sensationalism.”

From supporting staff during challenging moments, to organizing initiatives like a knitting group and a free food market, Gail and Lon help nurture connections between residents and the broader region. These efforts are creating spaces where neighbours can meet, share, and begin to understand one another. “Now they’re part of my neighbourhood,” Gail says.

“You don’t win everyone over in the first conversation,” Lon says. Gail adds, “That’s why these committees are so important. You’ve got to have people who are willing to say ‘I see what could help’ and put it into motion.”

Both recall the early resistance to the Aurora. Gail describes a pre-opening tour where neighbours arrived with folded arms and stern expressions. “The people that showed up were against the project; the people who supported it didn’t bother coming,” she recalls.

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Recognizing how crucial first impressions were, Gail made it a point to encourage Aurora staff whenever small signs of community support emerged. “I wanted to make sure staff were encouraged with every little change for the positive that was better than that response.”

Initial concerns also included the availability of services. “Central Saanich was not a prepared community,” Gail notes. “But things are developing. The SPOT clinic being available now is huge.”

The SPOT-SDELK clinic offers low-barrier, culturally appropriate healthcare and mobile outreach to under served individuals across the Saanich Peninsula. Its presence has marked a major step forward. It ensures that residents of the Aurora – and others in the region – can access consistent, relationship-based care. Gail and Lon both see this development as essential to fostering a truly supportive and inclusive environment.

Lon, whose son has lived unhoused and spent time in supportive housing, says, “I was in favour, yet I am a leader in a church congregation where you get a fair amount of push back.” Drawing from both personal and professional experience, he believes the project has helped broaden minds. “I hope it’s taken people a little ways down the spectrum of being more open-minded about what recovery looks like.”

Through their involvement, Gail and Lon have witnessed meaningful shifts – not just in community attitudes, but in relationships.



**Lon: “We’re here to be a supportive presence; to listen, to show up, and to help steer the community away from fear or sensationalism.”**

**“There’s more empathy; I’m starting to see community members see [Aurora] residents not just as people receiving support, but as neighbours with something to offer.”**

**- Gail**

When asked what they would tell other municipalities preparing to welcome supportive housing, Gail and Lon didn’t hesitate to offer practical wisdom. “Address the fears right off the top,” Gail advises. “People may feel like their sense of safety or the character of their neighbourhood is going to be disrupted, but if they can put that aside and come see for themselves, they’ll realize the possibilities.”

Lon adds, “Reach out to other CACs - you don’t have to make all the mistakes yourself. And be in it for the long haul. This isn’t just about the present – it’s about building something sustainable for the future.”



## Moving Forward with Purpose

We’re incredibly proud of the dedication our team brings every day to create life-changing opportunities for people in our communities. The stories and impact shared in this report are a testament to what’s possible when compassion, expertise, and persistence come together.

But the housing crisis continues to deeply affect people across Vancouver Island. With over 35 years of experience, we know that when people have access to safe, stable housing, they gain the foundation to begin addressing the complex challenges they face. That’s why we remain committed to the belief that equitable housing is the key to building strong, thriving communities for everyone.

### »»» Get Community Updates



Stories from residents, project milestones, and advocacy in action, straight to your inbox. Occasional emails, opt out anytime. Scan the QR code to sign up for our email list.



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Your donation sustains affordable homes, eviction prevention, and person-centred supports that help people stay housed. Scan the QR code to donate.



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# PEOPLE AND CULTURE: INVESTING IN OUR PEOPLE

At Pacifica Housing, we believe that meaningful impact begins with a supported, skilled, and empowered team. In 2024, we continued to invest in staff learning, leadership development, and practices that support safety, equity, and belonging across all roles. Staff across the organization received trauma-informed practice training, with a focus on our Resident Services, Maintenance Services, and Supportive Housing teams - ensuring that front-line interactions are rooted in compassion, safety, and trust. We also expanded our train-the-trainer capacity for Mental Health First Aid, allowing trained staff to deliver peer-to-peer sessions across departments.



Pacifica Housing was also proud to be named a Community Builder of the Year finalist at the 2024 Greater Victoria Chamber of Commerce Business Awards - an honour that reflects the dedication and heart our staff bring to their work every day.

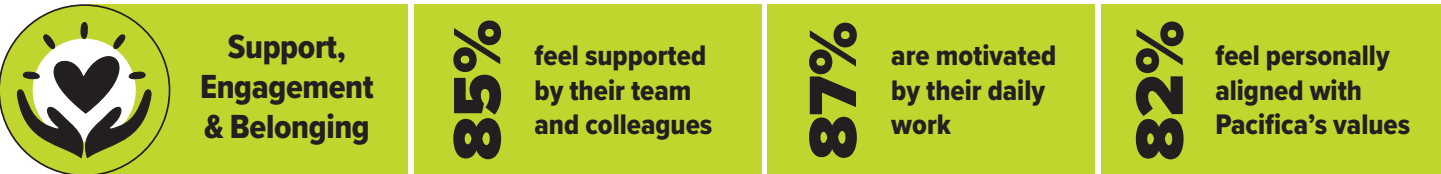
As a Living Wage and equity-focused employer, we continue to work toward a team that reflects the diversity of the communities we serve. We conduct annual diversity surveys to better understand who we are and where we can grow. Many of our staff bring lived experience that strengthens our work, including experience with homelessness, substance use, recovery, and family violence.

We recognize that reconciliation and decolonization must be ongoing, intentional practices. In 2024, we continued to carry forward learnings from our Community of Practice on Decolonization and Reconciliation, and remain committed to creating spaces that honour Indigenous Knowledge, leadership, and experiences.




## Staff Wellness - At a Glance

We asked staff about support, wellbeing, and alignment with Pacifica Housing’s values. The results show strong relationships and shared purpose, and they also guide where we can keep improving.



## What Staff Value About Working Here




**Supportive, friendly coworkers** — teamwork, helpfulness, welcoming environment

**Trust and autonomy** — freedom to make decisions and work independently

**Flexibility and balance** — flexible schedules and wellness days

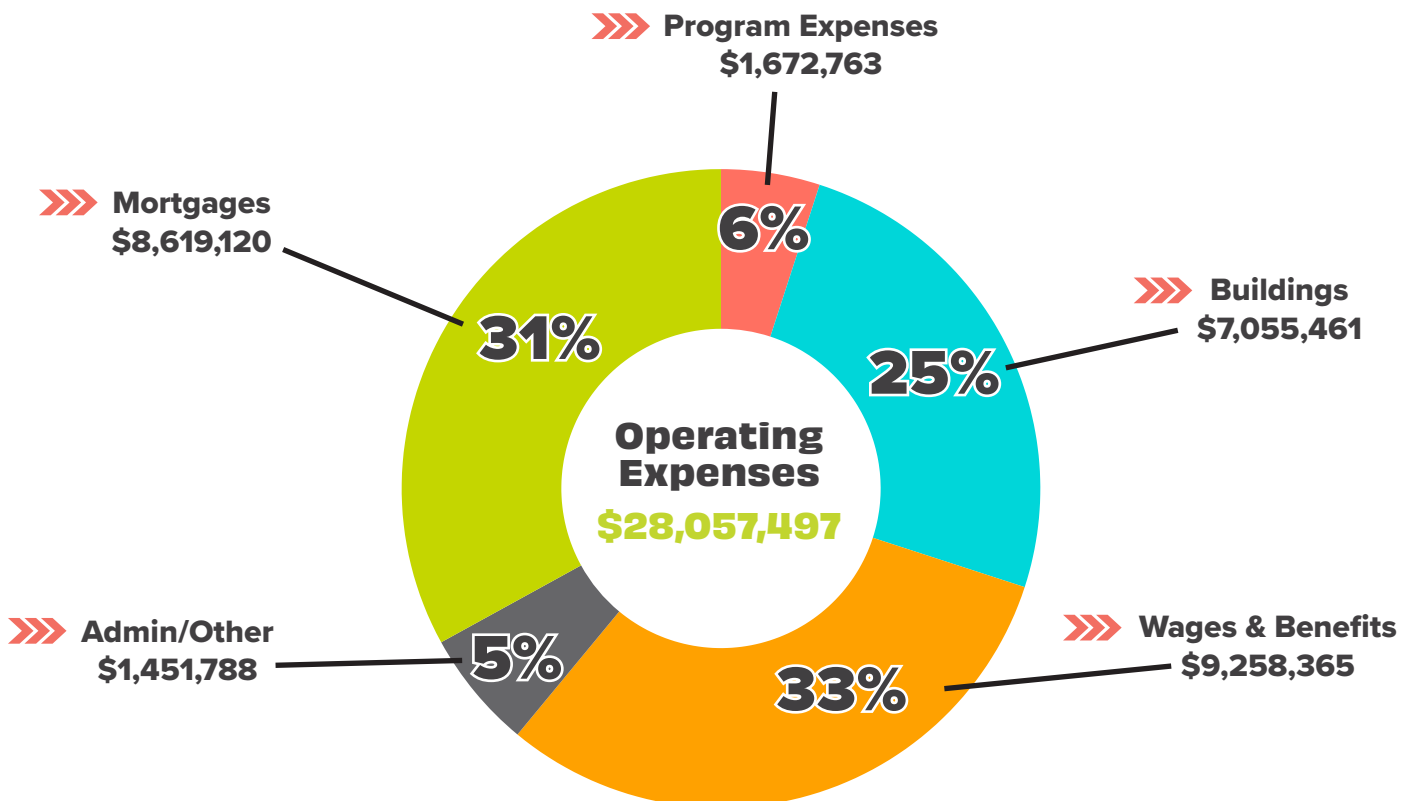
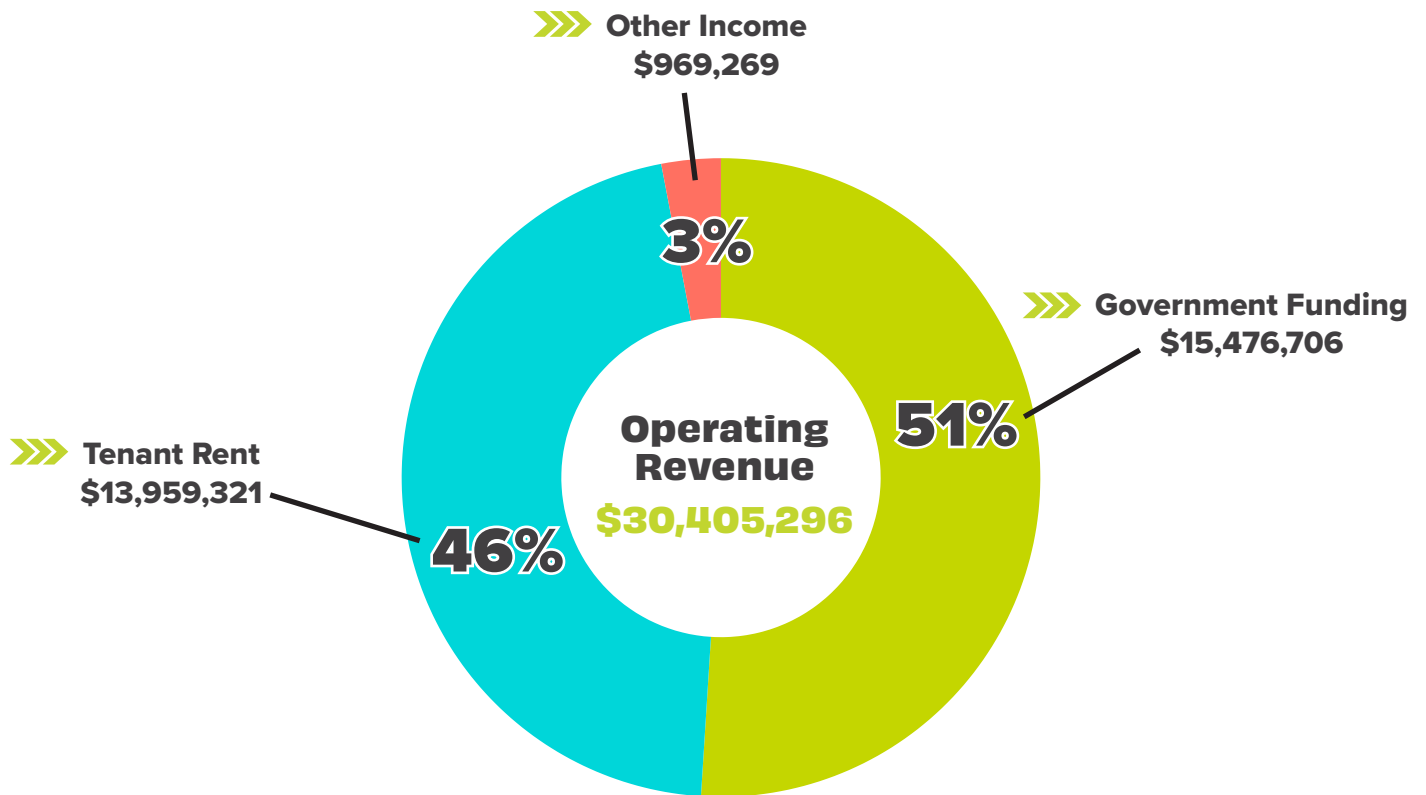
**Positive management and leadership** — respectful, professional, supportive

**Comfortable spaces** — clean, dog-friendly office environment





## FINANCIAL OVERVIEW \*



\*Fiscal Year 2023: July 1, 2023 - June 30, 2024

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