



**PACIFICA
HOUSING**

2025-26 IMPACT REPORT

*Equitable housing
in pursuit of
thriving
communities*



Liam
Supported Rent Supplement
Program client

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.





SANDIE MASHON

COMMUNITY SERVICES

For more than two decades, Sandie Mashon walked alongside people facing homelessness with patience, dignity, and unwavering belief in their future. Whether meeting someone in an encampment, navigating housing systems, or supporting staff through complex situations, Sandie brought calm, care, and practical solutions to difficult moments. Her work helped house more than 1,000 people across Victoria and Nanaimo and influenced the collaborative outreach models used today.

In 2025, we celebrated Sandie's retirement and the lasting impact of a career spent helping people come home.

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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 1,500 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



Steven Hurst
Director of Community Real Estate & Asset Strategies

OUR BOARD OF DIRECTORS



Marnie Hill
Board Chair



James Gustafson
Vice Chair & Treasurer



Sarah Henderson
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Raj Sahota
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Director



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Arianna Scott
Director



Mike Wilson
Director

MESSAGE FROM THE CEO: CONTINUOUSLY STRENGTHENING THE FOUNDATION

At Pacifica Housing, our work is ultimately measured by people: people who find a home, people who remain housed through difficult circumstances, and people who have the stability and support they need to move forward. In 2025, we continued to increase the number of people we served and housed. But some of the most important progress was less about expansion and more about strengthening the foundation that makes lasting impact possible.

That meant continuing to build strong internal systems, investing in our people and properties, reinforcing approaches that we know work and looking beyond the immediate housing crisis.

Eviction and homelessness prevention have become increasingly important parts of Pacifica Housing's work. Keeping someone successfully housed or rapidly rehousing them is always better – for the individual, the community and the broader public system – than responding after they have lost their home.

Our Streets to Homes program is one example. While the program supported 97 people in total, 40 of the most vulnerable have been successfully supported in the private rental market for over a decade. In Nanaimo, Nikao has been home to more than 200 people since opening in 2018. As of December 2025, 45 of 66 current program participants, or 69 per cent, have lived at Nikao for more than two years, reflecting the reality that stability can require sustained, long-term support. The positive transfer of 42 residents along the housing and care continuum demonstrates that sufficiently resourced client-centred supports also yield results for those who can and must move on.

These outcomes reinforce something we see throughout our work: **consistency matters**. Stable housing, dependable relationships and appropriate supports can change trajectories.

The same principle applies within our organization. Since 2021-22, staff turnover has decreased by 61 per cent, representing greater organizational stability, continuity for the people we serve, and the knowledge and relationships that allow teams to do complex work well.

In 2025, we also launched ***Beyond the Noise***, a speaker series created to help demystify complex and polarized conversations surrounding housing and homelessness. Bringing together experts, practitioners and community leaders, the series focuses on evidence, practical experience and solutions. Its continued growth demonstrates an appetite for conversations that move beyond headlines toward a deeper understanding of what works.

Strengthening our foundation also requires us to confront growing risks within the affordable housing system itself.

Pacifica Housing is fortunate to have a number of newer buildings and properties in good condition. But we are not immune to decades of insufficient reinvestment in older, deeply subsidized housing. Across the sector, some of the most affordable homes in our communities are aging, while the capital required to preserve them has not kept pace.



In 2025, we made the decision to sell one small building because we could no longer justify the scale of capital investment required to bring it to an appropriate standard. The proceeds will be reinvested in improving and growing the remainder of our housing portfolio.

This points to a much larger challenge. Canada cannot focus exclusively on creating new affordable housing while allowing existing deeply affordable homes to deteriorate or disappear. Funding for successful programs such as Streets to Homes and the Supported Rent Supplement Program also currently face an end date with no clear commitment to renewal.

We need all three levels of government to recognize the preservation of existing affordable housing and successful programs as essential to resolving the housing crisis. Building new homes matters enormously, but so does protecting the homes and programs we already have.

As we look ahead, Pacifica Housing will continue to grow and evolve. But sustainable growth depends on strong foundations: stable teams, sound systems, well-maintained buildings, long-term partnerships and programs that have the consistency and time required to deliver results.

The work of fiscal 2025-26 strengthened those foundations. And they will allow us to serve more people, preserve more homes and continue building housing solutions that endure.

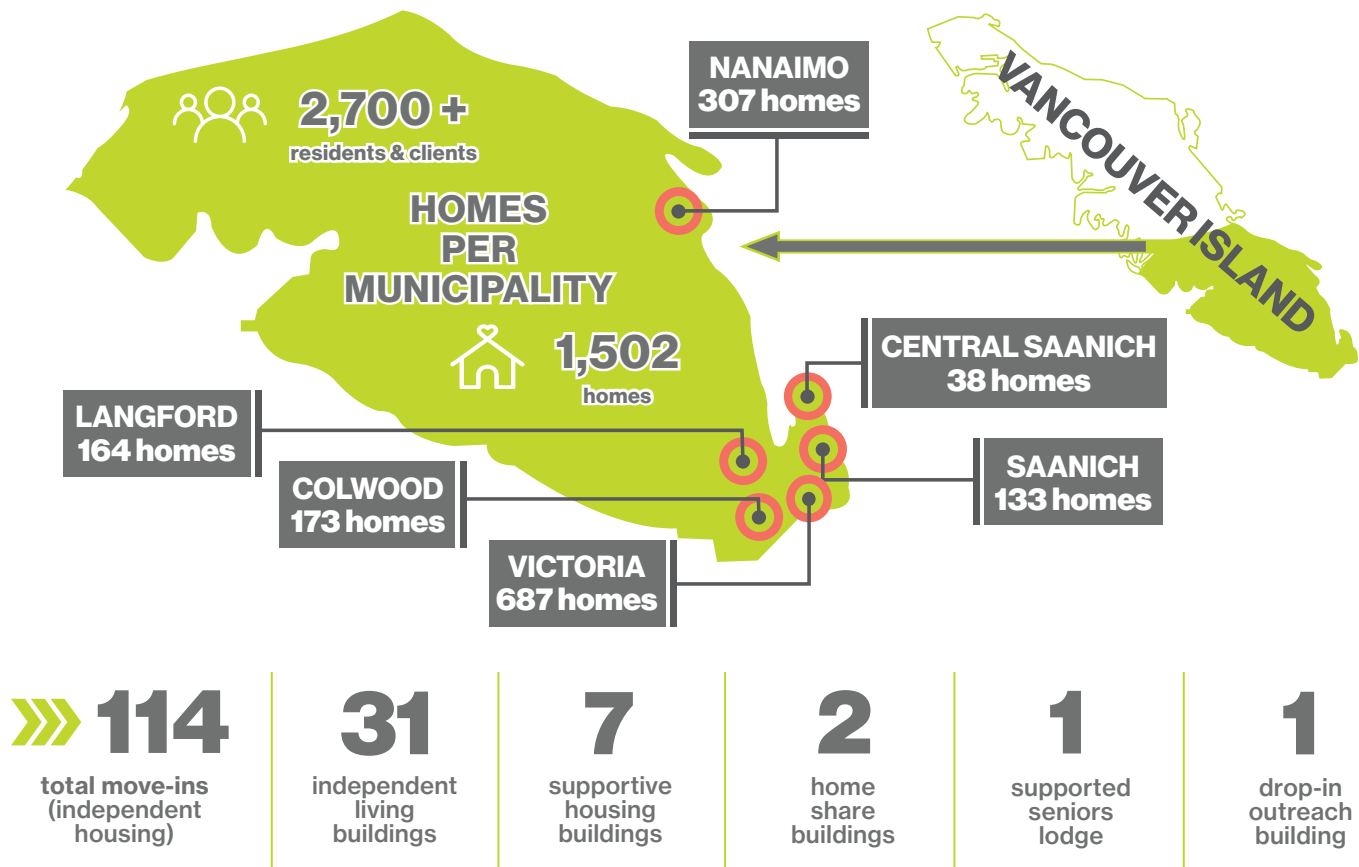
Sincerely,

A handwritten signature in black ink that reads "Carolina Ibarra". The signature is fluid and cursive, written in a professional but personal style.

Carolina Ibarra
CEO, Pacifica Housing

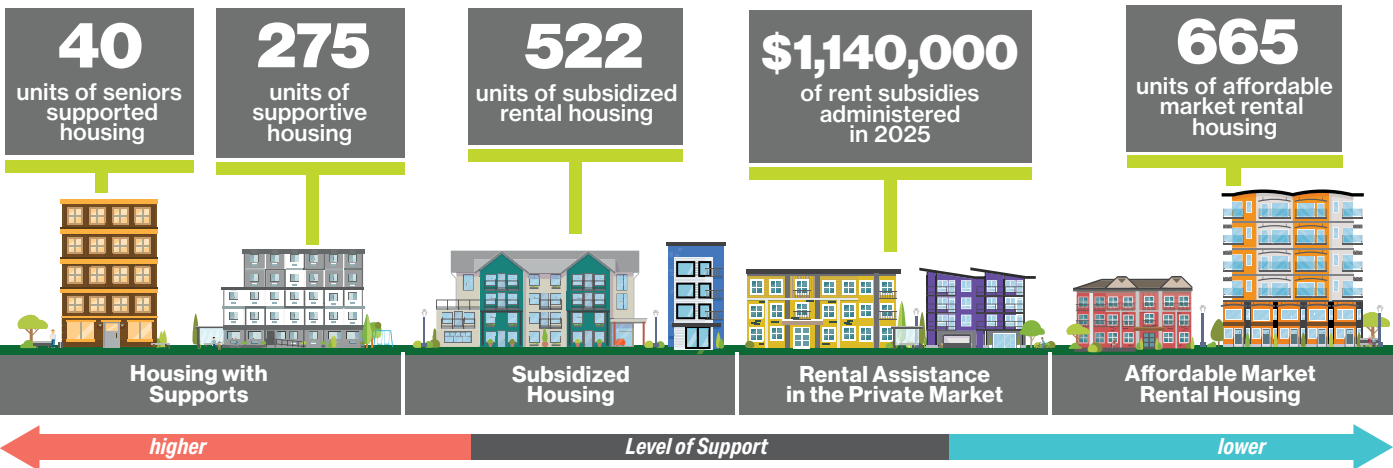
EQUITABLE HOUSING IN PURSUIT OF THRIVING COMMUNITIES

Stable housing is about more than providing a home. It means helping people find and maintain housing as their needs and circumstances change. In 2025, Pacifica Housing supported more than 2,700 residents, clients and program participants across Vancouver Island through our housing and supportive services.



Supporting Housing Stability Across the Continuum

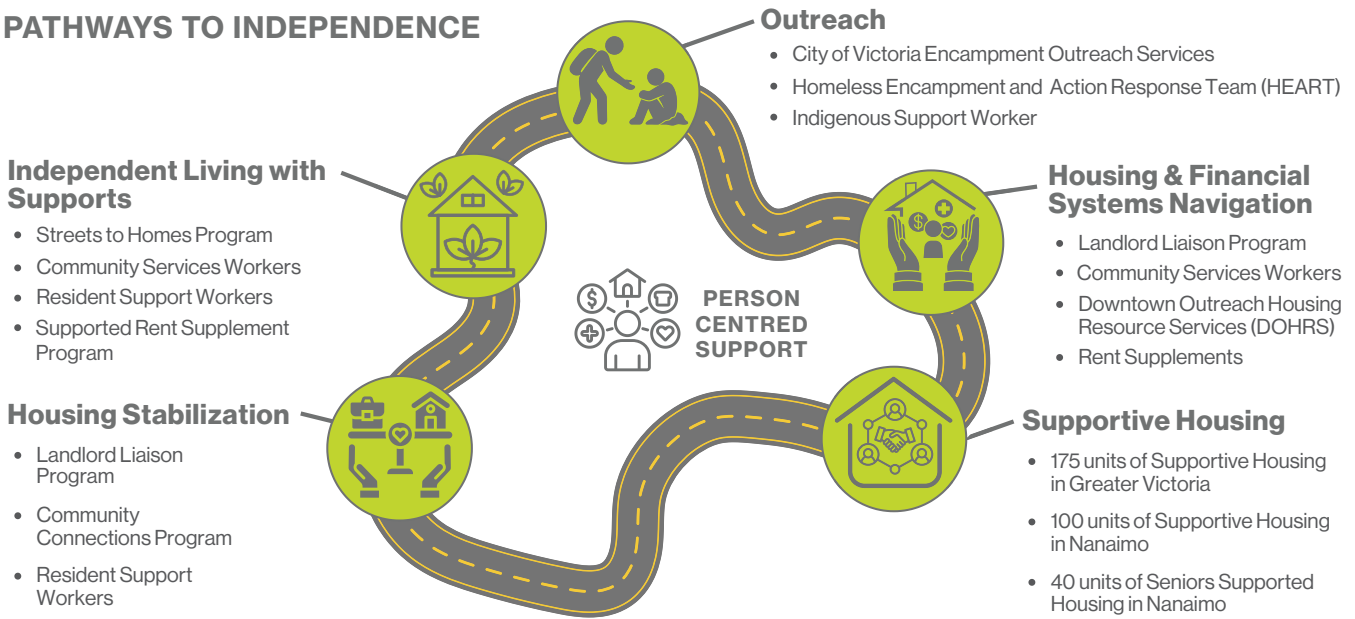
We also maintained a diverse portfolio of affordable, supportive and independent housing while distributing more than \$1.1 million in rent supplements to help individuals and families access and sustain housing that might otherwise be out of reach. Together, these efforts reflect our commitment to supporting housing stability across the continuum and helping more people have a safe place to call home.



SUPPORTIVE SERVICES: ADVANCING INDEPENDENCE

Pacifica Housing’s supportive services help people navigate challenges, strengthen housing stability and move toward greater independence. Working across outreach, housing navigation, supportive housing, independent living and eviction prevention, our teams provide practical, person-centred support shaped by each person’s needs, goals and circumstances.

PATHWAYS TO INDEPENDENCE



Downtown Outreach Housing Resource Services

GREATER VICTORIA | COMMUNITY SERVICES | HOUSING & FINANCIAL SYSTEMS NAVIGATION

Demand for housing support continued to grow in fiscal 2025-26. Pacifica Housing’s Downtown Outreach Housing Resource Services (DOHRS) team completed **4,674 housing and systems navigation assessments**, a **53% increase from last year**, and responded to **6,182 calls**, also **up 53% from the previous year**. As referrals from community agencies increased and more people sought help through expanded street and encampment outreach, Pacifica Housing added an additional Housing Intake Worker to respond to the growing volume of calls and drop-in visits.



The team also supported residents displaced by fire, helping them secure alternative long-term housing during a time of crisis. High rents remained a major barrier, particularly for people with low incomes. Staff continued to see growing demand from families, newcomers and seniors, helping them access financial supports such as Shelter Aid for Elderly Renters (SAFER) while navigating a rental market with few affordable options.

Despite these challenges, **DOHRS staff and the Landlord Liaison helped 133 individuals and families secure new homes, up from 81 last year**. By building relationships with more landlords outside Pacifica Housing’s portfolio, the team expanded housing opportunities beyond its own properties. From arranging viewings and securing housing start-up costs to mediating with landlords and connecting people with community resources, the team provides practical, person-centred support that helps people achieve and maintain housing stability.



A Good Place to Land

IMPACT STORY | COMMUNITY SERVICES | ENCAMPMENT OUTREACH

When it's time to take the photograph to accompany his story, Bill carefully lifts a wooden landscape from its place on his wall; a hand-carved eagle sits on a tree branch, looking out over the land below.

"The eagle has landed," he says with a grin, pointing to himself.

Three months earlier, Bill had nowhere permanent to stay. At 67, he had already lived many different lives. He had worked as a helicopter logger, ironworker, foreman and superintendent. He had travelled across Canada and spent years in remote work camps. More recently, he returned to Victoria from Ontario, hoping to be closer to his children and grandchildren.

His return did not go as planned.

His health deteriorated. His alcohol and substance use increased. The money from the sale of his Ontario home disappeared faster than he thought possible. After about three years in a small downtown apartment, he lost his housing. Bill does not want to spend much time revisiting the eviction. "I'd rather get onto something more positive," he says.

What he remembers clearly is his first night outside. It was raining, the kind of steady coastal rain that soaks through everything. His belongings were already in storage, and he had almost nothing with him. Bill had slept outdoors before while working in remote camps, but those nights were different. There was always somewhere dry and warm waiting, a meal, and a place to return to when the shift ended. This time, there was nowhere to go.

"I wasn't prepared for that one," he says.

With no other options, Bill found two industrial garbage bags. He pulled one up over his legs and the other down over his head, trying to keep out the rain.

Then he slept that way.

By morning, he had reached a simple conclusion. "Fuck this shit," he remembers thinking.

For the next few weeks, Bill slept on a couch in an acquaintance's hospital room. The arrangement was temporary, and he could not see a realistic path forward. His savings were gone, and even the least expensive rooms he found were beyond what he could afford.

Then someone told him about Pacifica Housing.

Bill went to Pacifica Housing's Downtown Outreach Housing Resource Services office, known as DOHRS, and was connected to Alysia, an Encampment and Community Outreach Worker, who met him at the hospital the following day.

Together, they completed a housing assessment.

The next step came unusually quickly. Within 24 hours Alysia called and asked whether Bill would like to view an apartment in Mount Douglas Seniors Housing, a non-profit housing co-op for low-income seniors.

"It was a miracle," Bill says grinning.

Alysia is more measured. "It doesn't normally happen like that," she says.

In Bill's case, a suitable unit became available at the right moment. But an available apartment was not enough. Bill did not have the money required to move in. Pacifica Housing covered the damage deposit and prorated first month's rent, removing the immediate financial barrier to signing the lease. Alysia also spoke candidly with the housing provider about Bill's circumstances.

"She said, 'This guy is struggling. He's trying,'" Bill recalls.

That mattered to him. His challenges were not ignored, but neither were they treated as reasons he should be denied a home. Someone was helping him explain the full situation and find a way forward.

Then came the physical work of moving. Bill had placed his belongings in storage after his eviction. He moved what he could on his own and donated some of the rest, while Pacifica Housing staff helped with the final loads.

Asked to describe the team's support, Bill starts counting. "Let me count the ways," he says. "Ten toes and ten fingers." He chuckles, then begins with the most obvious: "A humble abode to hang my hat."



“

“They don’t just help you find a place. They are there after. It’s nice to have somebody on your side.”

- BILL, ENCAMPMENT OUTREACH CLIENT

“They don’t just help you find a place,” Bill says. “They are there after.”

Bill describes the first days as “getting over jet lag.” Most of his belongings were still in storage, and there was little in the apartment. On his first night, he spread blankets across the floor and slept on them.

After years marked by illness, substance use, financial pressure and unstable relationships, adjusting to a new home took time. “Your head’s full of spider webs from the last few years,” he recalls.

Alysia watched the transition happen gradually. “It took a little bit to get set up,” she says.

Bill thinks it took a couple of months.

Becoming housed and becoming stable are rarely the same event. Health concerns, debt, isolation, grief or substance misuse do not disappear with a new address. Neither does the slower work of rebuilding routines and learning to trust that home will still be there tomorrow.

Once Bill moved in, his connection with Pacifica Housing continued. He began working with Zach, a Community Housing Support Worker who helps him settle into his new home. Their relationship is not limited to forms, appointments or moments of crisis. At the time of the interview, they were planning to go fishing.

For Bill, that continued relationship has changed what being housed feels like. “They don’t just kick you out and say, Adios, amigo” he says fondly.

Instead, there are people he can call. There is someone who knows his history and understands that maintaining housing may require different kinds of support over time.

“It’s nice to have somebody on your side,” he says.

Bill is still catching up financially. His health requires attention. Substance use is still a struggle. Relationships with family remain painful, and he worries that a mistake could undo what he has begun to rebuild.

Housing has not erased those realities. It has given him a stable landing place from which to face them.

What he wants now is quieter than the life he has known. “Slowing the pace down,” he says. Bill wants time for his health, music and art.

“It’s been a wild ride,” he reflects. “I just sort of want to be an elder.” Then he laughs and says that some days he still feels as though he is only reaching adolescence. “Trying to steer our own boat sometimes is real tough,” he says.

The wooden landscape rests in his hands, the eagle steady on its branch.

For Bill, landing has meant more than having an address. It has meant being met in a difficult moment, helped through the barriers to housing and supported after the move, when the slower work of becoming settled began.

He knocks on wood as he looks toward the years ahead.

“I ain’t giving up now.”

Encampment Outreach Services

📍 IMPACT STATS | COMMUNITY SERVICES



HOMELESS ENCAMPMENT AND ACTION RESPONSE TEAM (HEART)

Working across Sooke, Colwood, Langford and Saanich, Pacifica Housing works alongside community partners through HEART to coordinate outreach, connect people living outdoors with services and supports, and help them navigate pathways toward stable housing.



493 ENGAGEMENTS



9 PEOPLE HOUSED



4 COMMUNITIES
Sooke | Colwood | Langford | Saanich



CITY OF VICTORIA ENCAMPMENT OUTREACH WITH A HOUSING FOCUS

Working in parks, downtown and other public spaces, Pacifica Housing’s outreach team connects with people sheltering outdoors and helps them access housing, shelter and supports, including assistance before and after a move.



293 INDIVIDUALS ENGAGED



14 PEOPLE HOUSED



15 VULNERABILITY ASSESSMENTS COMPLETED
to increase housing placement success

BEYOND THE FRONT DOOR

GREATER VICTORIA & NANAIMO | COMMUNITY SERVICES

SUPPORTING RESIDENTS TO ACHIEVE AND MAINTAIN HOUSING STABILITY

For many people, securing an independent home is a life-changing milestone. But housing alone doesn't solve every challenge. Sometimes the need for support doesn't end at the front door.

Financial hardship, changes in health, family crises and other unexpected circumstances can put a tenancy at risk. By offering supports within our independent rental housing, Pacifica Housing works to strengthen housing stability, prevent evictions and reduce the risk of people returning to homelessness.

Every conversation, referral and intervention is guided by one goal: helping people remain safely housed and continue building independent, self-determined lives.

ABOUT THE COMMUNITY CONNECTIONS PROGRAM & WHO WE SERVE

The Community Connections Program provides individualized support to residents living in Pacifica Housing's independent rental housing who are experiencing challenges that could put their tenancy at risk. It also supports residents that have moved from precarious situations or supportive housing as they transition toward greater independence.

Working one-on-one with residents, Resident Support Workers connect people with health care, financial assistance, community resources and other supports that help them maintain their housing and move forward.



Pacifica Housing Resident Support Workers help residents navigate challenges that can put their housing stability at risk.

Residents Facing Challenges



Pacifica Housing residents experiencing financial hardship, health concerns, tenancy issues or complex life circumstances can be referred for support before a crisis occurs.

Residents Making a Fresh Start



Pacifica Housing residents moving from supportive housing or precarious living situations can receive early, consistent support as they transition toward greater independence.

“

“Having someone in my corner made such a big difference. You’ve been supportive, understanding and genuinely kind. I’m so grateful for everything you’ve done.” - RESIDENT SUPPORTED THROUGH THE COMMUNITY CONNECTIONS PROGRAM

Community Connections Program

IMPACT STATS | COMMUNITY SERVICES

 **216**
program referrals

 **476**
residents served including children, youth & seniors

 **205**
evictions prevented

 **\$12,300** distributed for eviction prevention
 **\$2,700** distributed for household setup
 **\$13,200** distributed for basic needs

WHY THIS MATTERS: EVICTION PREVENTION IS HOMELESSNESS PREVENTION

When someone loses their housing, the consequences extend beyond one household. Already stretched shelters and supportive housing programs face additional pressure, while the path back to stable housing can become longer and more difficult. The Community Connections Program intervenes before challenges become crises, helping residents maintain their homes, reducing the risk of homelessness and supporting greater independence over time.

WHAT THIS WORK REALLY LOOKS LIKE

No two situations are alike. Every response is different. The below examples, drawn from real-life situations with identifying details removed, show how individualized support can help residents navigate challenges, maintain housing and move forward.

Coordinating Care to Maintain Housing



An elderly couple with significant mobility and health challenges required support from multiple agencies. The Resident Support Worker coordinated temporary accommodations, worked alongside health-care teams and helped develop a longer-term care plan that prioritized both safety and housing stability.

Supporting Families Through Emergency Displacement



Following a fire in a neighbouring unit, two families were temporarily displaced from their homes. The Resident Support Worker coordinated insurance, restoration timelines, transportation and emergency funding, helping both households remain stable while they prepared to return home.

Supporting Safe Housing Transitions



A resident experiencing domestic violence needed to leave their home safely with their children. Working alongside BC Housing and Pacifica Housing's Resident Services team, the Resident Support Worker coordinated a housing transfer, allowing the family to relocate to a new subsidized home within weeks.

Resolving Tenancy Challenges



A resident with a history of homelessness faced tenancy complaints that placed their housing at risk. The Resident Support Worker addressed the underlying issues, supported income reviews and successfully advocated for the removal of accumulated arrears. The resident remained housed and no further complaints were reported.

Streets to Homes Program IMPACT STATS | COMMUNITY SERVICES

Operating out of the Downtown Outreach Housing Resource Services office, Pacifica Housing's Streets to Homes program supports people with chronic or episodic homelessness to move into and sustain independent housing with supports. 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.

**97**
program clients

**285**
social and/or economic integration services provided

**216**
evictions prevented

**\$1,070** distributed for eviction prevention

**\$17,800** distributed to support household setup

**5**
clients stably housed for over 3 years

**20**
clients stably housed for over 5 years

**40**
clients stably housed for over 10 years

**16** program graduates

**\$13,800** distributed for basic needs

“I’m Not Existing. I’m Living.”

📍 IMPACT STORY | COMMUNITY SERVICES | SUPPORTED RENT SUPPLEMENT PROGRAM

These days, Liam is rebuilding his life through everyday routines. He wakes up rested, brews a fresh cup of coffee, and watches his beloved Montreal Canadiens.

He gets to appointments and shows up for softball and sober ball hockey. For Liam, none of these are small things. “A year ago, all I wanted was contentment,” he says. “Now I find happiness.”

Liam describes himself as a down-to-earth guy trying to find his way. “I want to be the best man I can,” he says. “I don’t want to hurt anyone. I don’t want to be hurt.”

Before connecting with Pacifica Housing’s Supported Rent Supplement Program (SRSP), Liam was on the brink of losing his home for the second time. He had been unhoused before, and that experience had led him to a career in frontline peer support and harm reduction work. The work gave him purpose, stability, and income that helped him stay housed. But after years of supporting people through overdoses and substance use, the trauma of the work had begun to take a toll.

Then came a devastating day: a close friend’s life partner died in the morning, and two overdose deaths followed later that day. It became the breaking point. Soon after, Liam could no longer continue in that work. Without a stable income, he fell behind on rent, and before long, an eviction notice appeared on his door.

“I was right there about to be homeless again,” Liam recalls. “My disability payments didn’t cover my rent. I was basically \$126 short. That was just to have a roof over my head. That was before food, before a phone, before electricity.”

At first, a housing support worker from Victoria Cool Aid Society helped Liam cover the small gap that kept him housed. From there, he was referred to Pacifica Housing’s SRSP team.

Through SRSP, Liam received monthly rent assistance funded by BC Housing as part of the Canada-British Columbia Housing Benefit. Just as importantly, he had ongoing support from a housing support worker who took time to understand his circumstances, build trust, and help him navigate the practical challenges of staying housed.

For Liam, the rent supplement changed what was possible: “The biggest concern I had, I didn’t have to worry about,” he says. “I had the subsidy. Rent was covered.”

That stability gave him room to focus on more than just surviving. He could pay his phone bill, buy food, cover basic expenses, and begin rebuilding. For the first time, he had the breathing room to begin addressing the trauma that had shaped his life. “I knew I had a roof over my head,” he says.

“If you’re not housed, you got no hope.”

Pacifica Housing’s support extended beyond rent. When Liam’s phone broke, staff helped replace it, giving him a way to stay connected to appointments, his support team, and the people who cared about him. “You’ve got to be contactable,” he says. “To be able to call my supports, the people I love who love me. It helps with isolation.”



“A year ago, all I wanted was contentment. Now I find happiness... The biggest concern I had, I didn’t have to worry about. I had the subsidy. Rent was covered.”

- LIAM, SUPPORTED RENT SUPPLEMENT PROGRAM CLIENT

When bedbugs forced him to get rid of nearly everything, Liam was sleeping on an air mattress. His housing support worker helped him get a bed. Later, with support from Pacifica Housing and community partners, he was able to get a couch, reconnect his internet, access affordable meals, and learn about a lower-cost phone plan for people on disability assistance. "I didn't have to live in my bedroom," Liam recalls. "I felt more alive again."

When Liam worried he would lose support after deciding not to enter a treatment program that did not meet his needs, his housing support worker reassured him: "We're not going anywhere. This is about you."

"The team gives a shit," he says. "It's not just what they provide. It's who's doing it."

“

"If you're not housed, you got no hope."

- LIAM, SUPPORTED RENT SUPPLEMENT PROGRAM CLIENT

For Liam, that reassurance mattered. It helped him trust that he was not facing these challenges on his own. After years of being part of a frontline team collectively responding to over three hundred overdoses - with naloxone and rescue breaths often part of that response - Liam understood what it meant to have people show up when someone's life was at risk. "They did the same thing for me," he says.

Today, Liam describes this period of his life as



the first time he's felt truly sober, not just abstinent. He is attending appointments, working with his counsellor, reconnecting with sports, and has recently secured employment with Island Health.

Through his SRSP worker, Liam was connected to Souper Meals, an Island Health-funded community program that provides affordable prepared meals and opportunities to build vocational kitchen skills. Pacifica Housing helped cover his FoodSafe certification, while the John Howard Society's Journey Program helped him build a modern résumé, prepare for interviews, and complete job-readiness certificates. When asked what work gives him, Liam does not hesitate: "Purpose. It gives me a reason to get out of bed."

Liam is clear that housing alone does not solve everything. But without housing, he says, almost nothing else can begin.

"When you're living on the street, it's raw survival. It's hypervigilance all the time. It's exhausting."

"If you don't have a home, all you're thinking about all day long is, where am I going to sleep tonight? How am I going to stay dry and safe?" he says. "Housing is number one."

Liam is still healing. He is still learning how to accept support. He is still taking things one day at a time. But now he has a home, a team, and a future he can imagine.

Reflecting on the SRSP team and the wider circle of support that helped him begin again, Liam says, "They saved my life. But we did the work. I couldn't have done it without them."

"I'm not existing," he says. "I'm living."

And now, Liam says, his life is no longer passing him by. "I'm steering my boat. I'm the star of this story right now."

Supported Rent Supplement Program

GREATER VICTORIA & NANAIMO

IMPACT STATS | COMMUNITY SERVICES

Funded by BC Housing, the Supported Rent Supplement Program provides rent supplements and personalized support, with access to clinical health services so people can keep the homes they have, build stability, and focus on their goals.



65

program clients



\$324,405

rent subsidies distributed



CLIENT SUPPORTS INCLUDED:



\$6,200

distributed for medical needs



26

housing placements in 2025



\$216,400

in client supports distributed



\$22,600

distributed to support household setup



\$187,400

distributed for basic needs

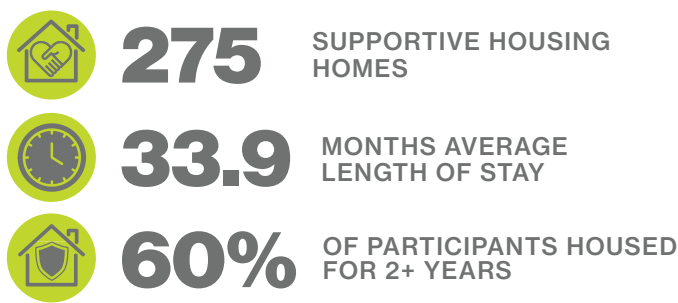
SUPPORTIVE HOUSING: A FOUNDATION FOR STABILITY AND BELONGING

IMPACT STATS | SUPPORTIVE HOUSING

Supportive housing provides more than a pathway out of homelessness. It offers people a stable home alongside individualized supports that can adapt as their circumstances, health and goals change. For some program participants, supportive housing provides the long-term stability they need. For others, it can be a step toward greater independence and housing that better matches their evolving needs.

Support can take many forms. Pacifica Housing teams work alongside program participants to pursue individual goals, while partnerships bring health, cultural and community services directly into our buildings. These include primary-care outreach, wound care and counselling, harm-reduction services, Indigenous cultural supports, food programs, and social and recreational activities. Bringing these services closer to home can make them easier to access and help program participants remain connected and stably housed.

HOUSING STABILITY



COMMUNITY & DAILY SUPPORTS



BUILDING SKILLS & COMMUNITY

Through the Community Volunteer Program (CVP), supportive housing program participants can take part in structured volunteer opportunities in exchange for an honorarium. The program helps participants build life and employment skills, establish routine, strengthen social connections and contribute to their homes and communities.

Movement Along the Housing & Care Continuum

Positive Transfer is another important part of this work. When a program participant has stabilized and is ready to move forward, we support their transition along the housing and care continuum to a setting that better suits their needs, while creating supportive housing capacity for someone who requires a higher level of support.



“

“It was like I was coming home... They got me back into my health. I’m starting to think more about living long... When you’re out there, you’re always waiting for something to happen. That’s no way for a person to live.”

- CHRIS, SUPPORTIVE HOUSING PROGRAM PARTICIPANT



"I Get to Go Home."

© IMPACT STORY | SUPPORTIVE HOUSING | NIKAO | NANAIMO

The first thing you notice about Nikao when you walk inside isn't the fence. It's the calm. On a hot June afternoon, program participants move easily between the repurposed workforce trailers they call home and the gazebo at the centre of the courtyard.

Garden beds soften the entrance. Walking down the hall, every front door is a little different, marked by the personality of the person who lives behind it. Someone stops to chat on their way past. A walkie-talkie crackles briefly before the conversation resumes outside.

From the street, it's easy to notice the monitored gate. Spend a little time inside, though, and something else becomes apparent. Nikao doesn't feel like a place defined by its fence. It feels like a neighbourhood.

Chris is waiting in the manager's office overlooking the courtyard. Dressed in leather and metal studs, he cuts an imposing figure. He says he left his studded cuffs and hat behind because he "didn't know who he was meeting", and didn't want to scare them. Then he smiles.

His voice is gentle. He laughs easily. When he's asked what it was like to move into Nikao, his answer comes without hesitation.

"It was like I was coming home."

It's not the answer you'd expect. After spending 11 years living unhoused in Nanaimo, Chris thought he was moving somewhere unfamiliar. Instead, he began recognizing faces. People he'd spent years alongside. "I knew just about everybody," he says. "I'd worked with them on the street. I'd lived with them on the street." Some he hadn't seen in so long he thought they had died. "It really felt comfortable."

Chris spent 35 years with his wife and helped raise three children. He speaks honestly about the relationships he wishes had been different and the years he can't get back. During that time, he sometimes lived rough to "get away from it all." When his wife died, he lost the person and the home he always knew he could return to.

Afterward, life became about surviving one day at a time. Finding somewhere to sleep. Looking after his belongings. Figuring out what came next. Every decision was shaped by uncertainty. Today, it's the ordinary moments that stand out. Making his bed. Keeping his room clean. Working on leather projects without wondering where he'll store his tools. "It gives me direction," he says.

One of the first things Chris did after moving into Nikao was get a new pair of glasses. Living outdoors, replacing them had never seemed worth it. "They'd just get broken." He laughs, but the meaning lingers. It's difficult to plan for tomorrow when today takes everything you have.

Now, Chris talks about the future differently. "They got me back into my health," he says. "I'm starting to think more about living long."

Several mornings each month, Chris heads back into the city through his work with the Nanaimo Area Network of Drug Users (NANDU). He serves on its board and spends time checking in on people still living outdoors. He brings harm reduction supplies, but just as importantly, he brings time. "I listen," he says. "I don't judge."

Chris knows what it feels like to live in survival mode. "When you're out there, you're always waiting for something to happen. That's no way for a person to live."

He talks just as openly about the work he's doing on himself. Chris

is learning to communicate differently. Challenging beliefs he's carried for decades. Becoming more aware of how his words affect others. "I like myself more and more every day," he says. "I had to change."

Chris laughs a little when people describe Nikao as institutional. "They've got that all wrong," he says.

He sees something different. A place where neighbours know one another. Staff who respect residents' homes while being nearby when needed. A place where people can ask for help without giving up their independence.

"The fence is for the people that live here, to keep them safe," he says. "Not to keep the people outside safe."

Outside, another resident crosses the courtyard on the way home. Chris glances toward the window. "You can be out walking around and doing things," he says, chuckling, "and then remember..."

"Wow. I get to go home."



NIKAO: LEARNING WHAT HOME REQUIRES

ADAPTING A TEMPORARY HOUSING RESPONSE TO MEET AN ENDURING COMMUNITY NEED

Nikao opened on November 30, 2018, as a temporary response to homelessness in Nanaimo. The modular site was established quickly to provide low-barrier supportive housing for people leaving the city's large encampment, with the expectation that it would operate for only a few years while more permanent housing was developed.

The need for this kind of housing proved far more enduring. Nikao has continued to fill an important role within a broader continuum of shelters, supportive housing and other housing options in Nanaimo. For people facing multiple barriers to housing, it provides a place to stabilize, connect with supports and begin determining what comes next.

As that need continued, Nikao evolved with it. Experience led to changes in everything from room layouts and safety practices to how program participants are matched with



the site and supported once they arrive. What began as a rapidly established temporary response has become a more intentional model shaped by years of learning about what helps people feel safe, remain housed and build stability.

Today, support extends well beyond a room. Program participants receive two meals each day and can access weekly primary care outreach, health and harm-reduction services and help navigating appointments and other community resources. They also contribute to daily life at Nikao through volunteer opportunities, gardening and other activities that create routine, connection and a sense of community.

Nikao by the Numbers

📊 IMPACT STATS | NIKAO | NANAIMO

 **272**
people called
Nikao home
from opening through
December 2025

 **69%**
have lived at
Nikao for 2+ years
as of
December 2025

330,000
meals served
since 2018
two meals are
provided every day



 **42** POSITIVE
TRANSFERS
Program participants moved along the
housing and care continuum following
stabilization from 2018–2025

HOW NIKAO HAS EVOLVED



CREATING A PLACE TO CALL HOME

Nikao was built quickly for temporary use. Experience showed that even temporary housing needs to provide privacy, safety and a sense of ownership. Double occupancy was phased out, rooms were adapted and the physical environment has continued to change in response to program participants' needs.



MATCHING HOUSING AND SUPPORT

Not every housing environment works for every person. Nikao's experience has led to more thoughtful placement practices and stronger collaboration with other housing providers, helping program participants find housing that better matches their mobility, health and support needs.



BRINGING CLINICAL CARE TO HOME

Partnerships have brought health care directly to Nikao. Primary Care Outreach dedicates one day each week to the site, providing access to wound care, referrals and other medical services while building ongoing relationships with program participants.

THERE IS NO SINGLE PATH FORWARD



For some participants, stability at Nikao lasts for years. For others, it creates a foundation for moving to permanent supportive housing, treatment, independent housing, a home closer to family or another setting better suited to their needs. Both can represent progress.

Supportive housing works best when it can meet people where they are and adapt as their circumstances change. Nikao's evolution continues to demonstrate that stability takes time, support and, above all, a place to call home.

CREATING SPACE FOR INFORMED, CONSTRUCTIVE HOUSING CONVERSATIONS



Housing and homelessness are complex challenges that no single organization can solve alone. Progress depends on people with different experiences, expertise and responsibilities being willing to come together, challenge assumptions and listen to one another.

Pacifica Housing launched *Beyond the Noise* in 2025 to create space for those conversations. The series reflects our commitment to leadership, advocacy and community learning by bringing people into discussions that can too easily become reduced to headlines, misconceptions or polarized debate. By sharing experience, introducing different perspectives and

creating opportunities for constructive dialogue, we aim to strengthen the understanding, relationships and collaboration needed to move housing solutions forward.

This approach builds directly on Pacifica Housing's commitment to lead in community through advocacy, education and knowledge-sharing, and to create opportunities where community members can learn, ask questions and build stronger connections. The original *Beyond the Noise* series was similarly conceived as a way to move beyond rhetoric, foster greater understanding and bring different perspectives together around practical solutions.

APRIL 2025



STARTING THE CONVERSATION

Beyond the Noise launched as a public forum for more informed discussion about housing and homelessness, beginning with conversations about supportive housing, public perception and the role of media in shaping understanding.

MAY 2026



BUILDING ON THE CONVERSATION

The series returned in person, bringing together nearly 100 people from housing, government, development and community to explore shared challenges, different perspectives and the partnerships needed to move solutions forward.

JUNE 2026



LEARNING BEYOND OUR BORDERS

Beyond the Noise expanded online with *Lessons from Finland's Housing First Success*, connecting local audiences with international experience and ideas that can inform how communities respond to homelessness and housing instability.



3

BEYOND THE NOISE EVENTS SINCE APRIL 2025

From a single conversation to an ongoing platform for learning, advocacy and connection.

“

“An excellent first step to demystifying some of the aspects of the housing challenge currently facing us... I encourage Pacifica Housing to continue with this series and find ways to make it accessible... to the public more generally.”

- BEYOND THE NOISE PARTICIPANT

PEOPLE AND CULTURE: INVESTING IN OUR PEOPLE

Every day, Pacifica Housing staff respond to complex housing and social challenges across our communities. Supporting that work means investing in the people, leadership and organizational capacity that make it possible.

In 2025, we continued to strengthen staff well-being, training and career development. Staff participated in leadership development, health and safety initiatives, and psychological health and safety programs designed to build resilience in a demanding sector. Internal promotions and professional development also created opportunities for individuals to grow their careers within Pacifica Housing.



SUPPORTING STAFF THROUGH HOUSING

Through the Vancouver Island Housing Leadership Network, Pacifica Housing launched a cross-agency referral program connecting employees with market and low-end-of-market rental opportunities offered by partner housing providers.

LEARNING AND UNLEARNING TOGETHER

Reconciliation and decolonization remained part of staff learning through communications, reflection activities and facilitated opportunities exploring Indigenous histories, understandings of home, colonial policies and holistic wellness. When our people thrive, our communities thrive.

BUILDING A STABLE WORKFORCE

As our organization and housing portfolio expanded, we increased People & Culture capacity in Nanaimo and added positions within Resident Services and Maintenance and Building Operations to provide stronger support to our teams and residents.

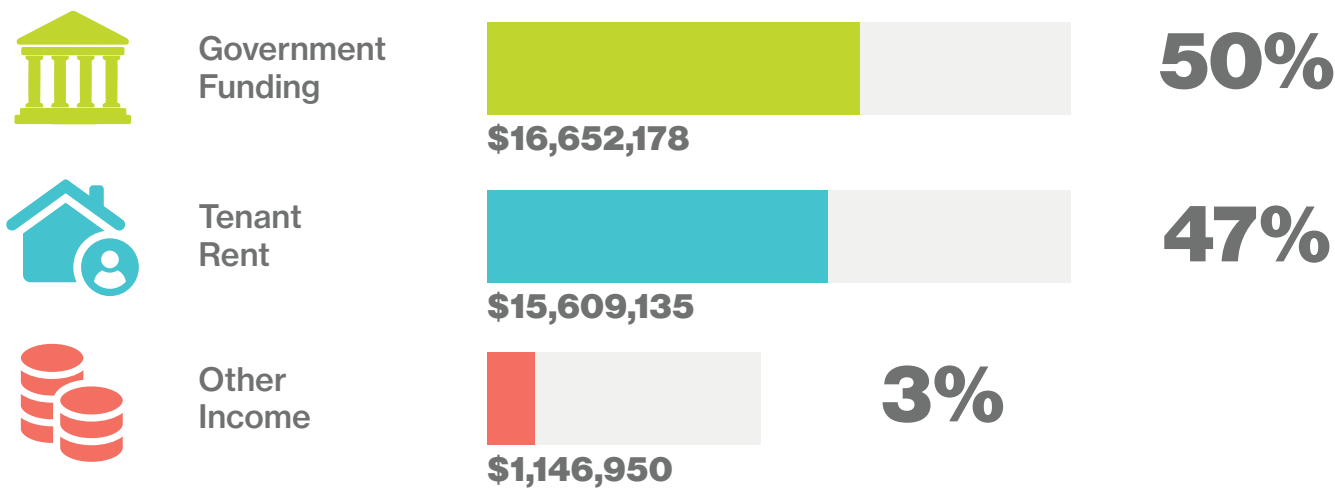
As a certified Living Wage Employer, Pacifica Housing is committed to creating a workplace where people feel valued, supported and empowered to succeed. The continued reduction in staff turnover is an encouraging indicator of a more stable workforce and supports greater continuity for the residents and communities we serve.



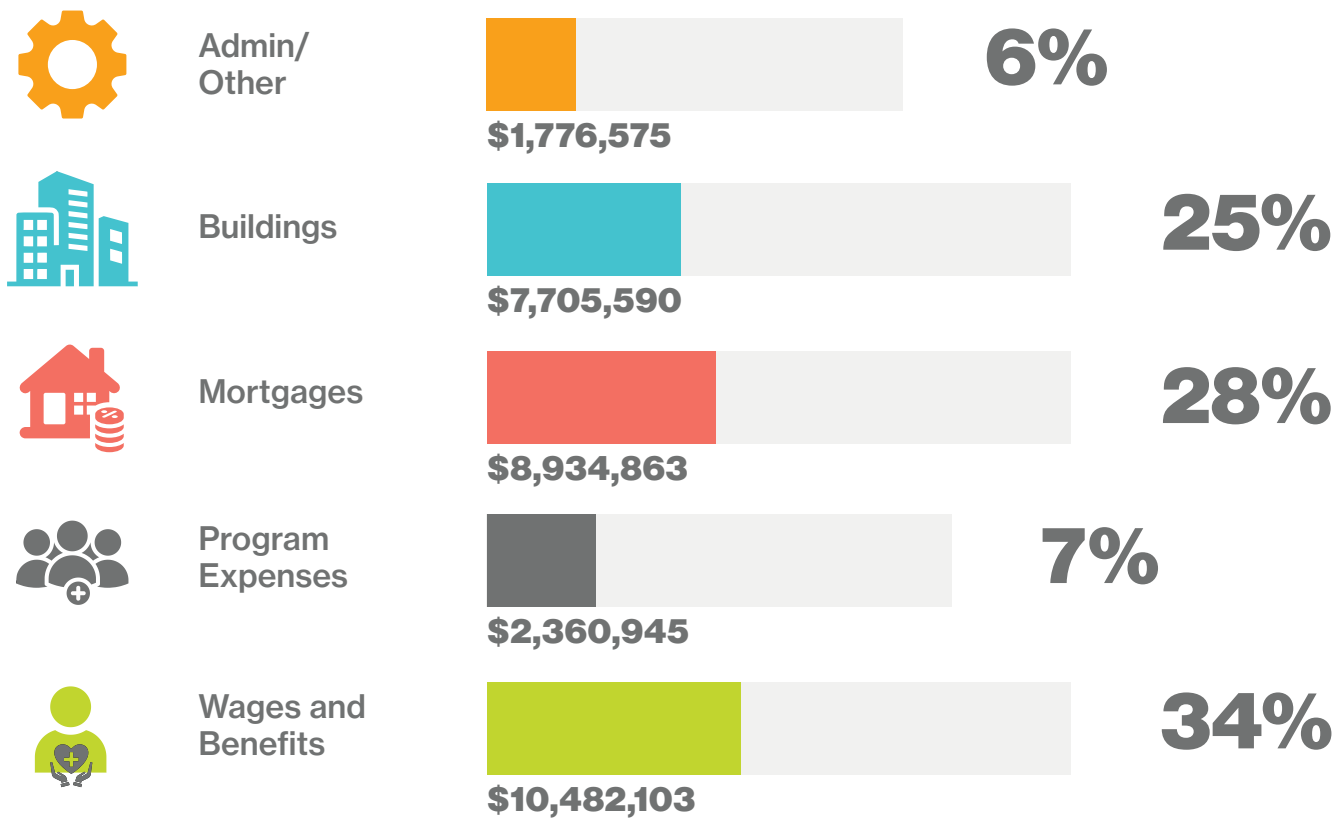
REDUCTION IN STAFF TURNOVER
SINCE 2021-22

FINANCIAL OVERVIEW *

OPERATING REVENUE | \$33,408,263



OPERATING EXPENSES | \$31,260,076



* Fiscal Year 2025-2026: July 1, 2025 - June 30, 2026

PARTNERS & FUNDERS



Explore our work
and ways to get
involved.



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