

# BOLD

**GO**  
**ANNUAL REPORT**  
**2015/2016**

# LD

# MESSAGE

**T**his past year, Fred Victor boldly embraced our responsibility to the Toronto community. Homelessness, poverty, and mental health are big city issues. And they are the issues that continue to drive Fred Victor's mission and our action.

On April 1, 2015, Community Resource Connections of Toronto integrated with Fred Victor. Their notable expertise in community mental health and individual case management complements Fred Victor's place-based program work and will enable us to better meet the needs of our community members with the greatest need.

As a result of the integration, Fred Victor now offers enhanced health promotion, mental health and justice housing, post incarceration housing, mental health court support services, case management and supports to daily living, outreach to shelters, and services to seniors.

**“  
HOMELESSNESS, POVERTY,  
AND MENTAL HEALTH ARE BIG CITY  
ISSUES. AND THEY ARE THE ISSUES  
THAT CONTINUE TO DRIVE FRED  
VICTOR'S MISSION AND OUR ACTION.  
”**

Our reach is now wider: We have offices in mid-Scarborough and work in Tamil, Somali, Cantonese, Mandarin and Caribbean communities.

In response to community-based advocacy efforts which identified acute safety issues for homeless women at night, Fred Victor opened the first 24 hour drop-in for women in Canada in June 2015. This joint effort with the City of Toronto has provided a highly responsive service that meets the safety, health, social and housing needs of a diverse group of vulnerable women.

Women's emergency shelters have had the highest occupancy rates of all shelters in Toronto in the past year. One of the solutions is to create transitional housing. Fred Victor took up the challenge and in partnership with a private developer, David Brown, moved 37 women into two renovated Victorian homes on Dundas Street East at Sherbourne Street. These highly-motivated women will quickly regain their independence through skills development and employment.

Twenty-three senior women moved into another Fred Victor transitional shelter site on Church Street in December 2015. These women improve their health and increase their independence with support from LOFT Seniors Services.

“

**TOGETHER, WE CAN DO MUCH MORE TO ENSURE EVERY CITIZEN HAS A HOME AND OPPORTUNITIES FOR INVOLVEMENT IN THE LIFE OF THE COMMUNITY.**

”

In line with the City-wide “Housing First” initiative, Fred Victor with The City of Toronto developed and implemented the Hostels to Homes pilot project that will house 200 long-term emergency shelter residents in the coming year. Our objective is to evaluate, refine and build on this pilot project to ensure we can start reducing chronic homelessness in Toronto. Once housed, these 200 people will be counted in the nation-wide drive called The 20,000 Homes Campaign, a project of the Canadian Alliance to End Homelessness aimed at significantly reducing homelessness in Canada in the next three years. Fred Victor’s collaborative leadership in the Toronto chapter of the Alliance helps bring the City closer to achieving its commitment to 2,000 homes.

We are aligned with and strongly supported by the provincial government’s Poverty Reduction Strategy and particularly the commitment to end chronic homelessness in our Province in 10 years.

We believe that, together we can do much more to ensure every citizen has a home and opportunities for involvement in the life of the community. With the generous support of many donors, Fred Victor has provided forthright leadership and action to end homelessness in the past year. And with you, we will continue to forge this path forward in the year ahead.

**Mark Aston**  
Executive Director

**David R. Black**  
Chair of the Board

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(left to right) David R. Black, Karen O’Connor, Mark Aston, Valerie Chavossy, John Dynes, Lis Wigmore, Leslie Gash, Phillip Dufresne, Wangari Muriuki, Janet Mason, Claire McIntyre

- |   |                           |
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# HEALTH

A woman with dark hair tied back, wearing a purple and yellow patterned shirt, is smiling and looking to her left. The background is a blurred gym setting with various exercise equipment.

Struggling to overcome giant forces, scaling the wall of social stigma, Fred Victor has many ways to intervene and embolden people made vulnerable by inner and outer adversaries.

## BIG IMPACT

**M**ental Health Community Support Services show the ongoing power of supportive conversation between two people. While far-reaching in scope, the core of the services can quite simply mean that client Natalie LaRouche meets once a week with worker Hana Adam at a downtown coffee shop. Together they problem-solve the past week and plan the week ahead. Hana is a Fred Victor Hostel Outreach worker and Natalie was referred to her through the City's Women's Residence, an emergency shelter for women.

After living for four years in emergency shelters battling debilitating depression and inner breakdown, she re-found her courage and tenacity. She was assisted in finding housing, and as she built trust with Hana, her health improved. Hana facilitated income supports, a family doctor, and accompanied Natalie to her first appointment.

**“  
I FEEL STRONG WITHIN  
MYSELF. I’M STILL ON A  
PATH OF HEALING, BUT,  
I’M GOING TO BE OK. I’LL BE  
WORKING. I’LL BE FINE.**



Hostel Outreach Worker Hana Adam with Natalie LaRouche

Hana referred Natalie to Trainer Claudeth Evans at the Ontario Works Hospitality and Career Directions program at the Fred Victor Employment and Training site. Claudeth provided the resources and tools that helped Natalie make the personal and professional changes she needed for a more financially sustainable future.

Natalie is now doing academic upgrading at George Brown College, one of Fred Victor's partner organizations, and preparing to get on with a new life and career. She is involved with her local parish, sings in the choir, and helps prepare a weekly meal for parishioners. With ongoing connection to Fred Victor mental health support services, Natalie says, "I feel strong within myself. I'm still on a path of healing, but, I'm going to be OK. I'll be working. I'll be fine."

## BOLD PROGRESS

In the past year, there were approximately 350 health-related group meetings across the Fred Victor organization including:

- mental health and wellness recovery
- managing moods using Dialectical Behavioural Therapy
- skill-building for people with brain injuries and addictions
- men experiencing trauma, mental health and substance use
- Cognitive Behaviour Therapy for psychosis
- mental health peer support
- trauma support groups for women
- illness prevention such as diabetes awareness
- cooking together and life skills
- creativity and self-expression

✓ With the growth of Fred Victor in the past year, there have been increased opportunities for internal collaborations. Here are two:

1. Mental Health Court Support Services and Health Promotion, collaborated to create a new psycho-educational program for people who experience mental health concerns and have criminal justice system involvement.
2. Dawes Road Family Housing greatly benefited from the regular presence of a community support worker through Fred Victor's Mental Health and Justice Housing who met with tenants to work through family issues and mental health concerns and to reduce stressors in tenants' lives.

✓ Fred Victor hosted two new creative programs in the past year: an art group led by a placement student at the Bethlehem United Shelter and a very successful writing group led by the Toronto Writer's Collective at Fred Victor Queen Jarvis Housing.

✓ Our Culturally Oriented Early Intervention Program – focusing on English, Tamil, Cantonese, Mandarin and Caribbean communities – provided support to 74 youth (14-34) experiencing their first episode of psychosis.

✓ In partnership with Regent Park Community Health Centre, Fred Victor ran a Himilo Group for Somali-speaking men who want to explore recovery and wellness as it relates to their mental health and addictions.

✓ In January 2016, Toronto Public Health's Mobile Dental Clinic (MDC) began providing free dental care to residents of Fred Victor's Bethlehem United Shelter. Thirty people were treated in the last quarter of the fiscal year.

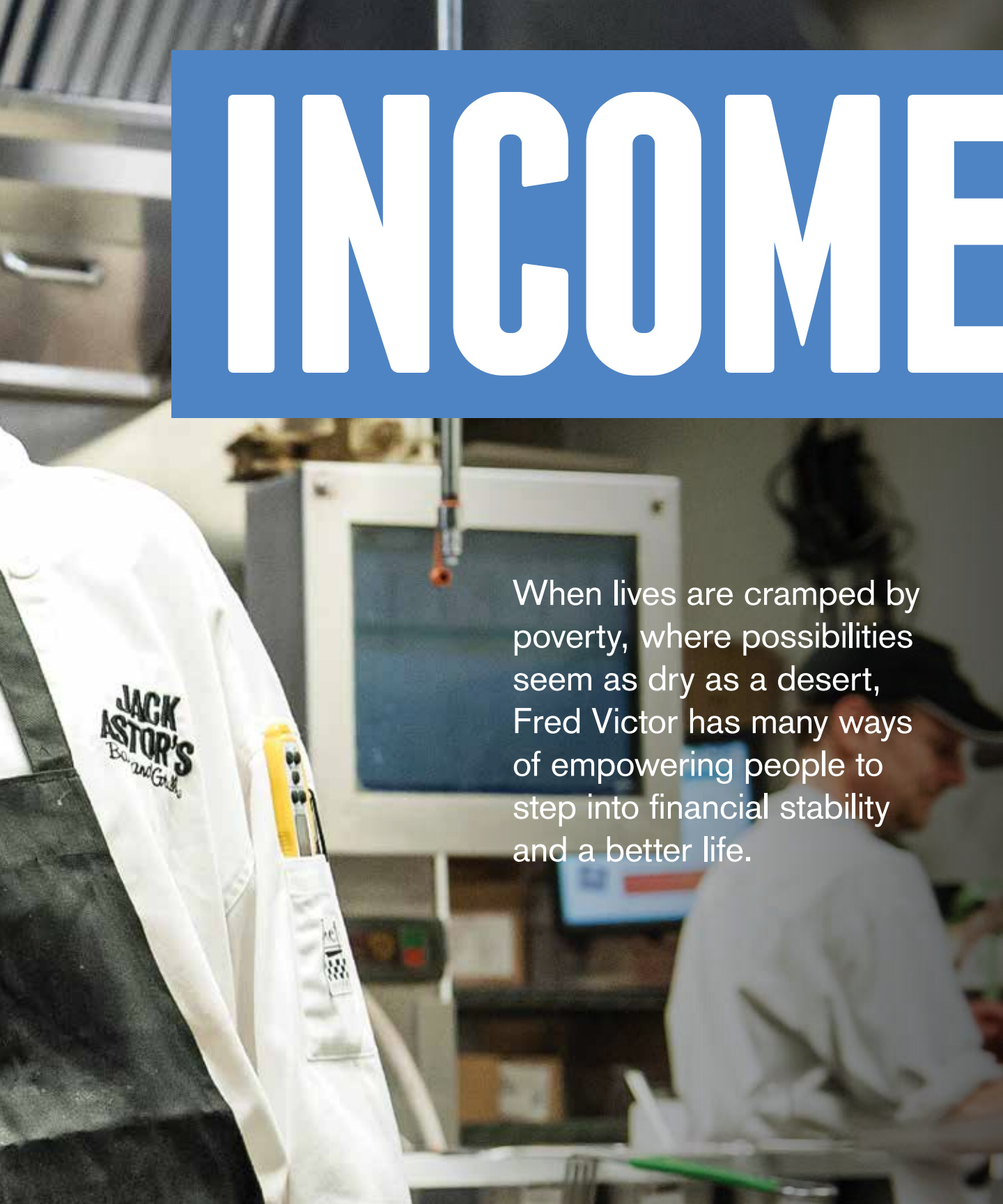
✓ In an effort to ensure equitable access and quality of health care to diverse people, and respond to the needs of racialized communities, Fred Victor Health Promotion staff worked with a Community of Interest to review the Ontario Common Assessment of Need (OCAN). OCAN is a standardized, consumer-led tool that stores information electronically and assists people with mental health recovery.

✓ Toronto Public Health facilitated free training on overdose prevention and how to use naloxone for Fred Victor Bethlehem United Shelter residents who are substance users.





# INCOME

A chef in a white uniform with "JACK ASTOR'S" on the sleeve and a black apron is in a kitchen. In the background, another person is working at a counter. A large blue banner with the word "INCOME" is at the top.

When lives are cramped by poverty, where possibilities seem as dry as a desert, Fred Victor has many ways of empowering people to step into financial stability and a better life.

## BIG IMPACT

**T**hom Horning looks down as a smile settles on the corners of his mouth and he asks his former Fred Victor support worker... “And how has this week been for you, Christine?” She smiles back because his tongue-in-cheek question is a role reversal from more than six months ago when Christine Markham was helping him and his two Pomeranian dogs to find suitable housing.

Over a two-and-a-half year period, Thom went from Fred Victor Bethlehem United Shelter – the only pet-friendly shelter for people in Canada – to shared housing which didn’t quite turn out to be a long-term solution, back to the Shelter, and then finally to a decent bachelor apartment in the northwest part of the city.

“

**WITH A JOB AND EXTRA SHIFTS,  
THOM’S INCOME AS WELL AS  
HIS EARNING POTENTIAL WILL  
CONTINUE TO IMPROVE EACH DAY  
AND INTO HIS FUTURE.**

”



Jack Astor's Kitchen Manager Chris Elliott with worker, Thom Horning

Once stably housed, Thom quickly moved on to finding a job with the help of the Canadian Mental Health Association. Having started his work life as a young 16-year-old in food services, Thom just needed to refresh his food handler's certificate. Hired in October 2015, Thom's quick, inventive mind and practical knowledge won him a position as a line cook at Jack Astor's Bar and Grill where managers create a supportive work environment. With a job and extra shifts, Thom's income, as well as his earning potential, will continue to improve each day and into his future.

## BOLD PROGRESS

✓ Fred Victor community support workers met with more than 2,000 individuals, many of whom were living in Toronto Community Housing or as tenants of non-profit or private landlords in 2015 – 2016. They ensured each person had the opportunity to link to employment programs, jobs, and training. Individuals with disabilities, seniors, students, unemployed people and anyone in need of income support were assisted in filling in the correct forms. People using the Ontario Disability Support Program, where eligible, were assisted to receive the special diet allowance. Budgeting, credit counselling and troubleshooting financial challenges are all ways that Fred Victor workers assist people in finding the resources they need to improve and stabilize their incomes.

✓ People who are living temporarily in Fred Victor shelters or transitional housing are often referred to Fred Victor Employment and Training Services downtown. Employment and Training Services offer career counselling, job-search supports, on-the-job training opportunities, and employment-related workshops. Training courses are offered through the Ontario Works Employment Essentials programs for people to develop an employment action plan. The Path to Employment offers people support and skill-building towards employability. The Toronto Employment and Social Services Investing in Neighbourhoods Program provided funding to Fred Victor to train and employ people with lived experience of homelessness.

✓ Women's Transition to Housing offered in-house workshops on income supports and resume writing. As residents moved out to permanent housing, they were connected with financial supports, Furniture Bank referrals, gift cards, and assistance with transportation costs. The Women's Hostel brings in workers from social assistance programs such as Ontario Works or ODSP to provide workshops to tenants when there are changes in these programs.

✓ In addition to Fred Victor Employment and Training, our Scarborough-based community support services refer people to Canadian Mental Health Association Employment services, the YMCA, Progress Place, JVS Toronto, and ODSP Employment Services to name a few.

✓ Partners for Access and Identification (PAID) Project is a city-wide program that helps people who do not have a permanent address to get the identification they need to access health care, sources of income, and to apply for employment and other services. Fred Victor's Open House Drop-in hosted this project regularly through 2015-2016 and 475 pieces of ID were replaced.

✓ Friends Catering, our social purpose enterprise, improved its delivery capacity with the addition of a refrigerated van thanks to The Sprott Foundation. The enterprise exceeded their revenue target and catered to some excellent public events including the Nathan Phillips Square 100th anniversary event.





# HOUSING



In search of an affordable, secure home, facing many obstacles – unemployment, poor health, disability, trauma that immobilizes personal effort, and public policies unable to mitigate inequity – Fred Victor has many ways of helping people to find and keep the treasure of a home.

## BIG IMPACT

**A**nthony Johnson has been homeless since January 2013. Here is what home means to him. “It is a place of peace and quiet, a place of serenity. There’s someone there to speak with, to reminisce with.”

Before finding that sweet place called home, many people endure years of homelessness. With his eyesight slowly receding, Anthony takes each day as it comes but holds the image of home clear in his mind. Fred Victor Housing Worker Judy James has stood with him and assisted him as he waits to find out if his application for permanent residency in Canada has been accepted.

Anthony is one of the 200 people that the City of Toronto’s Hostels to Homes pilot project will house in the coming year. The pilot is part of the Canadian national campaign to end homelessness by finding homes for 20,000 people with long-standing histories of homelessness. Fred Victor Housing Worker Marcel Charlebois is chasing down bachelor units for Anthony.

Philosophical and resilient, Anthony is learning to read and write Braille and says, “Everything I had was gone. I had some assistance but over the years it got harder, rougher. Fred Victor is the only family I have in Canada. If not for them, I don’t know what I’d do.” Once Anthony has permanent, affordable housing, a Fred Victor housing worker will continue to work with him for a full year.

“

**EVERYTHING I HAD WAS GONE. I HAD SOME ASSISTANCE BUT OVER THE YEARS IT GOT HARDER, ROUGHER. FRED VICTOR IS THE ONLY FAMILY I HAVE IN CANADA. IF NOT FOR THEM, I DON’T KNOW WHAT I’D DO.**

”



## BOLD PROGRESS

✓ In 2015, staff gave input into the Provincial Long Term Affordable Housing Strategy and were subsequently appointed to a panel to advise on the modernization of the social housing sector. On March 14, 2016 the Province announced their updated strategy from Fred Victor's 145 Queen Street East location.

✓ Also in the past fiscal year, Fred Victor worked with partners LOFT Community Services; Canadian Centre for Victims of Torture; PACE; Royal Canadian Legion; Covenant House and; the Canadian Olympic Association to ensure the timely opening of new units that will accommodate 350 people. Capital campaign fundraising reached \$3M for the project.

✓ All other Fred Victor permanent housing apartment buildings have been fully occupied and stable.

✓ Our two new transitional shelter sites, one on Dundas Street East for 37 women of all ages, and the second one on Church Street for 23 senior women make it possible for women to leave mainstream emergency shelters. Generally health and connection to the labour market suffer with long term shelter residency. Eighty per cent of the women at Dundas Street East moved on to appropriate housing within the first year.

✓ Transitional Housing at 145 Queen Street East houses 20 people who have long-standing histories of street homelessness, multiple visits to hospital emergency departments and deteriorating mental health. Sixty-five per cent of the women and men from this program moved on to improved circumstances within a year.

✓ Housing access workers in partnership with other non-profit and municipal social services assisted people to move from the street to shelters, and from shelters to transitional, supportive and permanent housing. The Multi-Disciplinary Outreach Team, (Fred Victor has a housing worker on the team) does street outreach from a van.

✓ Once housed, one-on-one practical, ongoing support for residents of Fred Victor shelters, transitional housing, and permanent housing, and for people living in Toronto Community Housing and independent apartments right across Toronto are catalysts for:

- increasing a person's social connection to community
- developing daily living skills and self-care
- finding and keeping appointments with health and psychiatric care providers
- improving income through pensions and other supports, training, academic upgrading and employment
- accessing immigration and settlement services
- resolving conflict with the law and completing periods of probation

✓ Post-Incarceration Housing and Mental Health and Justice Housing were added in the past year. These programs are for people who have experienced both jail time and homelessness. The City-funded Post Incarceration Housing meets with individuals directly from the criminal justice system to initially help them find a safe place to sleep, then fill in housing forms to be put on waiting lists for permanent housing. Mental Health and Justice Housing, funded by the LHIN, in partnership with HouseLink and the Canadian Mental Health Association, are units scattered across the City. Fred Victor provides individual support to people living in some of those units.

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## \$100,000 to \$499,000

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## \$500,000 and up

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## Government Contracts

### City of Toronto

Shelter, Support and Housing  
Administration Division  
Social Housing Unit  
Streets to Homes  
Hostel Services  
Housing Stability Policy  
and Strategic Investments  
Housing First Program  
Toronto Employment & Social Services  
Investing in Neighbourhoods

### Province of Ontario

Ministry of Training, Colleges and Universities  
Employment Ontario



Ministry of Community and Social Services  
Ontario Works Pre-employment Training



Ministry of Health and Long-Term Care  
funding support provided by Toronto  
Central Local Health integration Network

Government of Canada  
Human Resources and  
Skills Development Canada  
Homelessness Partnering Strategy

## Pan Am Legacy Housing

With special thanks to: **The Government of Ontario** | **The City of Toronto**  
EllisDon | LEDCOR Group | Dundee Kilmer | Gravity Inc. | Leon's

# FINANCIALS

## FINANCIAL DISCUSSION

Fred Victor's 2015-16 fiscal year is a story of growth.

At the outset of the year, we integrated the mental health services of Community Resource Connections of Toronto into our organization. As the year continued, we added the Women's 24-Hour Drop In and Transition to Housing for Women programs to our service offerings.

The \$7.9-million increase in yearly expenditures over the prior year is directly attributable to these new programs.

Existing programs saw no significant increase in government funding for the year. We maintained existing programs while costs increased due to inflation. This was achieved through tight spending controls and the generous support of our donors.

In addition to \$1.1-million of donations used for operations, we also received \$961,000 of donations toward our capital campaign to acquire affordable housing in the West Don Lands. The campaign is in its final stretch as we near our \$3-million goal.

Overall, Fred Victor ended the year in a strong position, thanks to robust fundraising results, new government funding, and good management of our resources.

Please visit [fredvictor.org](http://fredvictor.org) for detailed financial statements.



# VISION

# MISSION

Our vision is for healthy and thriving communities where every person has a home and access to opportunity.

Our mission is to improve the health, income and housing stability of people experiencing poverty and homelessness.

## LOCATIONS

**59 Adelaide Street East, 6th Floor**  
Administrative Offices

**210 Dundas Street West, 4th Floor**  
Community Support Services, Mental Health, West Team  
Health Promotion Program  
Integrated Supported Housing Initiative  
Hostel Outreach Program (HOP)  
Somali Program  
Mental Health and Justice Housing  
Post Incarceration Housing Access and Follow up

**2660 Eglinton Avenue East**  
Community Support Services,  
Mental Health, East Team  
Tamil Program  
Early Intervention Program

**325 Bleecker Street**  
St. Jamestown Outreach Program (STOP)

**145 Queen Street East**  
Housing  
Transitional Housing

Open House Drop-in including  
Mental Health and Justice and  
Harm Reduction

Friends Restaurant  
Friends Catering  
Inner City Access Project (through  
Community Care Access Centre)  
Shared Care (through CAMH)  
St. Michael's Hospital  
Withdrawal Management  
Concurrent Disorders Support Services

**444 Yonge Street**  
Mental Health Court Support Services

**60 Queen Street East**  
Mental Health Court Diversion  
and Support Services

**100 Lombard Street**  
Housing Access and Support Services  
Addictions Supportive Housing  
Streets to Homes Follow-up  
Multidisciplinary Outreach Team

**86 Lombard Street**  
Women's Hostel

**67 Adelaide Street East**  
Women's 24-hour Drop-in

**386 Dundas Street East**  
Women's Transition to Housing

**389 Church Street**  
Senior Women's Transitional Shelter

**1161 Caledonia Road**  
Fred Victor Bethlehem United Shelter

**248 Queen Street East**  
Employment and Training Services  
Paths to Employment  
THRIVE  
Ontario Works Training Programs  
Cooling Centres, Social Service  
Training Programs

**Mortimer Avenue**  
Permanent, affordable housing

**Dawes Road**  
Permanent, affordable housing

**319 Dundas Street**  
Supports to Daily Living for 14 women

# FRED VICTOR .ORG

**CONNECT**  

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