



CONNECTIVE

Annual Report

HIGHLIGHTS OF OUR
2024-25 YEAR



Land Acknowledgement

Connective is honoured to support people and communities across several ancestral, traditional, and unceded Indigenous territories in BC and the Yukon.

As visitors on these lands, we recognize the privilege and responsibility of providing culturally appropriate services. We commit to incorporating the wisdom and expertise of Indigenous Elders, Knowledge Keepers, service users, and community groups in all that we do, to ensure our programs and services meet the needs of all those we serve.

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Who We Are

Connective is a Canadian nonprofit working to create safe, healthy, and inclusive communities for all.

For the past several decades, we have worked on complex social challenges in communities across BC and the Yukon. In that time, we've earned the trust of governments, funders, and the public—and we continue to honour it through accountable, impactful service.

Our housing, outreach, employment, and community-based programs are tailored to meet individual needs and strengthen communities. At Connective, we believe that person-centred service and public accountability go hand in hand. Every dollar invested in our programs is carefully stewarded to help meet the needs of individuals, families, and their communities.

With a proven track record of effective service delivery, we are proud of what we've accomplished, eager to continue investing in what works, and ready to meet emerging challenges.

VISION

A safe, healthy, and inclusive community for all.

MISSION

We strengthen communities by supporting people experiencing barriers so they can achieve greater independence.

VALUES

Inclusive | Accountable | Person-Centred
Collaborative | Determined



Our Year in Numbers



65+

PROGRAMS



5,936

PERSONS SERVED



1,553

HOUSING UNITS



1,091

STAFF



32%

INDIGENOUS
PERSONS SERVED



64%, 34%, 2%

MALE, FEMALE,
NON-BINARY GENDER
IDENTITIES SERVED

Jeremy's Story

SHARP | Opened: May 2020 | Whitehorse | Units: 20 |
Funded by: Correctional Services Canada

REFILLING THE BATTERIES

Last year, Jeremy moved back to his hometown in Manitoba. "When I landed, we got a full month of blue skies. Every day, 10-15 degrees. It was like a welcoming."

After months of self-reflection and focus at Connective's SHARP program, life was looking warmer and brighter. "My housing situation is stable. Financial situation is stable. Responsibilities are met and maintained." Jeremy, in short, is happy.



The road to stability wasn't easy, though. Entering the SHARP program, Jeremy was facing one of the most challenging periods of his life. "The basis to all of my problems, with 100% honesty, was alcohol." SHARP provided him with a chance to reflect, regroup, and reset in a supportive environment.

"How many people get that opportunity? Not a place to screw around and continue your old ways, but to say, "Let's refill the batteries. Let's retool. Let's figure out how this is going to look."

In time, SHARP's staff team "became a surrogate family," offering a range of direct and indirect supports, or an attentive ear on tough days. "Just having that there, people honestly invested in how you're doing, was incredible."

Along the way, "there were a few bumps in the road", but Jeremy persevered, taking things one day – and one household chore – at a time. "Taking care of the household and making that my daily mission. That's ultimately what got me through. Get one thing done a day and then let's see."

Now, back in Manitoba, Jeremy's sights are set on the road ahead, and on enjoying where he's at. "I've been grinning so much since I got here that my face hurts sometimes. I go for night walks with the dog...out on the boardwalk, with the trees and the lake and the lights...I'm just grateful for every second."

A New Model of Care

Opened: June 2025 | Maple Ridge | Units: 20
Funded by: Vancouver Coastal Health

ALOUETTE HOMES

The shift toward deinstitutionalization in the 1980s aimed to improve mental health outcomes by offering care that was more personalized, less restrictive, and closer to home. Decades later, however, a comprehensive and well-resourced mental health system remains a work in progress. Meanwhile, many people have slipped through the cracks—placed in long-term hospital settings ill-suited to their unique needs, caught in cycles of incarceration, or left without stable housing.

Connective has always worked to bridge the gaps in our social systems, and it's this commitment behind Alouette Homes – an innovative, first-of-its-kind program and partnership with Vancouver Coastal Health (VCH).

Alouette Homes provides the stability, security, and care that long-term patients need to transition from hospitals into a more home-like, community-focused environment.

"I'm really excited about this new way of serving people. To be able to provide a home for them, one where they're looked after and able to enjoy their life...That's huge."

Jessica, Operations Manager, Alouette Homes

Alongside VCH, whose clinical team deliver on-site medical and psychiatric care, Connective staff provide non-clinical supports, including art, music, occupational, and recreational therapy, and cultural connections.

While more work is needed to strengthen BC's mental health continuum, we are proud to respond to urgent need through this innovative and compassionate new program, and to help free up space in hospitals.

"These are people with some of the least privilege in society," says Bimbola, Alouette Homes' Program Manager. "Our program will give them a renewed sense of hope."



Piloting Innovation

Opened: February 2025 | Terrace | Units: 2
Funded by: Community Living BC

RAPID DEPLOYMENT PROGRAM

In smaller or more remote regions of the province, service gaps can appear suddenly for reasons including provider turnover, funding shifts, or escalating client and community needs. With limited service provider options, these areas are more vulnerable to disruption, making timely intervention essential, but challenging.

To help address this, Connective created the Rapid Deployment Program. The goal of this program is to enable fast, flexible responses in times of urgent need—when disruptions to existing services are imminent, or when new emergency programming is required.

Developed through careful negotiation and collaboration with our labour union, the Rapid Deployment Program allows us to temporarily redeploy experienced Connective staff for three- to six-month assignments at new programs across the province, providing a critical buffer while we recruit and train local staff.

Interested staff members are recruited quarterly and form an agile emergency response team that is pre-trained, aligned with our values and practices, and able to step in and begin providing high-quality support without delay.

In exchange, participants receive a comprehensive support package that includes daily per diems, paid accommodation, shift premiums, isolation pay for remote communities, and

travel home every six weeks. While deployed, employees' existing roles are protected and backfilled, ensuring continuity of service across the organization both during and following the period of rapid deployment.

The Rapid Deployment Program had its first successful pilot earlier this year, in Terrace, responding to an urgent support need for two individuals with developmental disabilities. We quickly redeployed six experienced staff from other regions, where they successfully launched and stabilized the program.

“We are excited to settle in here in Terrace, build meaningful local connections, and become part of the community as we broaden Connective’s service delivery footprint.”

Program Manager, Terrace

By removing key logistical and staffing barriers, the Rapid Deployment Program enables us to step into service gaps quickly and effectively, particularly in communities that are underserved or in crisis. It has strengthened our ability to be a truly responsive partner across BC and opened the door to new, ongoing opportunities in remote and rural areas.



Meeting Diverse Housing Needs

Over a 24-hour period in November of last year, volunteers in Prince George conducted the city's fourth Point-in-Time Count, an estimate of the number of people experiencing sheltered and unsheltered homelessness. The findings painted a picture of a growing crisis—206 unhoused individuals identified in 2024, up from 163 in 2021, and 133 in the count prior.

This steady increase underscores the urgent need to expand the local supply of appropriate, stable housing. In response, Connective's new transitional housing program aims to do exactly that.

Located at 3rd and London, the program provides temporary supportive residential units and 24/7 wraparound support to 42 individuals experiencing or at risk of homelessness.

The modular site offers each resident a private room, along with access to shared washrooms, laundry facilities, and a dining area where two meals are served daily. Staff began the

3RD & LONDON TRANSITIONAL HOUSING

gradual tenanting process in January of this year and have been working closely with residents to provide healthcare and community service referrals, outreach support, and life-skills training—while also facilitating their eventual transition into longer-term supportive or independent housing.

Alex, 3rd & London's Program Manager, has welcomed the chance for residents and staff to come together. "This program is more than just a roof over someone's head. It's about creating a community where people feel seen, supported, and valued."

The days since opening have passed quickly, but already that focus on community is paying dividends.

"It began with one staff bringing egusi and okra soup, fufu, and pounded yam—some of West Africa's most beloved meals."

The impromptu food sharing that followed sparked conversations about cultural practices, wedding traditions, and cross-continental spices, has led to a regular celebration of the rich cultural diversity among the program's staff and residents.

"It was particularly powerful seeing how this shared experience broke down barriers," notes Alex. "I saw residents and staff laughing and engaging, sharing personal stories, and discussing the nuances of their cultural backgrounds."

"One moment that stood out was seeing a resident, who typically keeps to himself, leave... with a big smile on his face, humming to an Afrobeat song that just finished playing. It was a small but significant sign of the connection and joy these types of activities create."

Alex, Program Manager, 3rd & London

Since then, these informal sharing sessions have become a part of everyday life at 3rd Avenue—through staff bringing in their favorite dish to share, and residents joining in to explore new tastes. They've helped bridge gaps, build trust, and foster a sense of belonging to this new community.



Brian's Story

"I spent three and a half years in a shelter and have been struggling since 2017 to find a stable place to stay. It's been tough, but things have gotten a lot better. I'm finally in a place where I don't have to be out in the cold.

What I really appreciate is that this place supports people who've been pushed aside. Being here has helped me grow a lot. It has taught me independence and made me a more responsible person...The team here truly does their best to support us, and I'm grateful for that."



Justice & Cultural Safety

CKNÚCWENTN FIRST NATIONS COURT PROGRAM

Indigenous overrepresentation in Canadian prisons has been a critical issue for decades. It was formally recognized as a pressing social problem in the 1999 R v Gladue decision, yet, 25 years later, the issue persists.

Despite accounting for 5% of Canada's population, Indigenous adults account for 33% of admissions to federal custody. For Indigenous women, the discrepancy is even greater.

This continued overrepresentation points to a broken system, and the need for alternative and culturally safe justice interventions. In 2024, Connective Kamloops secured funding to support this through the Cknúcwentn First Nations Court (CFNC) Program.

The program sees an Outreach Worker and Elder Navigator work alongside court Elders to offer culturally safe justice services to Indigenous community members that have been accepted into the CFNC court.

First Nations Courts are sentencing courts for Indigenous people who plead or are found guilty of a crime.

In the colonial legal system, individuals are held to account through punishment, but in First Nations Courts, the goal is to restore balance, take responsibility, and create pathways for healing by repairing harm.

The CFNC Outreach Worker first completes an intake process with each participant, identifying their unique support needs.

Launched: July 2024 | Kamloops
Funded by: The Law Foundation



These can include everything from housing and employment to cultural connections or mental and physical health referrals.

Then, working closely with community agencies, Outreach Workers ensure individuals are equipped to successfully follow court ordered conditions and reintegrate into the community.

“It is important for Indigenous folks to be recognized for their culture, beliefs, and traditions and for them to feel culturally safe when navigating the criminal justice system.”

Catrina, Manager of Justice Services, Connective Kamloops

The Elder Navigator works collaboratively with the Elders, lawyers, and council members to coordinate everything from Elder training and schedules, to participant access to cultural items during the court process.

Together, the Outreach Worker and Elder Navigator help facilitate a criminal justice process that addresses both individual and social dimensions of responsibility, fosters community harmony, and supports participants to change behaviours for the better.



In addition to the work of the CFNC Court Program, Connective Kamloops hosted the Indigenous Court Elders Orientation (ICEO) training workshop last year.

This workshop saw Elder participation from across the province including, New Westminster, Nicola Valley, North Vancouver, Prince George, Squamish, and Kamloops. The purpose of the training was to learn about best practice, the history of Indigenous Courts, and the positive outcomes for participants. The team's Elder and Court Navigator received positive feedback from attendees, and the training was a success.

Leyton's Story*

For years, Leyton knew little of his Indigenous ancestry, heritage, or culture. Having lost both his biological and adoptive parents, he lost much of his connection to the past.

Leyton also spent many years incarcerated, homeless, and struggling with alcoholism. Along the way, through all the ups and downs, his goal was to learn about his familial history, reconnect with his heritage, and continue on the path to sobriety.

Today, Leyton attends bible studies, a continuing education program, and Alcoholics Anonymous. He volunteers five days a week at a thrift store and participates in men's sweats and circles. With support from the CFNC Outreach Worker, Leyton was able to connect with individuals from his band, who informed him that he is related to a famous Métis leader.

Looking to the year ahead, Leyton's goal is to attend trauma treatment and continue his healing journey.

**Names have been changed to protect anonymity*

Supporting an Aging Population

GRANVILLE GATES SUPPORTIVE HOUSING

Amid the ongoing affordability crisis, the need for accessible housing has never been more urgent – particularly for Vancouver's seniors, who face rising rents, fixed public pensions, and the complex mental and physical health challenges that can accompany aging.

As one of the city's fastest-growing demographics, expected to double by 2036, seniors already accounted for more than a fifth of Vancouver's homeless population in 2023.

It was with all of this in mind that, late last year, Connective was proud to open a new, 114-unit supportive housing program for seniors and equity-denied populations.

"Named Granville Gates Supportive Housing by residents, the program offers far more than just shelter, it fosters a community grounded in care, dignity, and cultural connection."

Jeremy, Program Manager, Granville Gates

Onsite, a diverse and dedicated team collaborates to provide 24/7 support for residents, covering everything from life and employment skills training to homecare services, and more.

"Our preparedness helped to alleviate a lot of the stressors that residents might otherwise have taken on when experiencing this change of lifestyle," says Jeremy, Program Manager.

Opened: November 2024 | Vancouver | Units: 114
Funded by: BC Housing & Vancouver Coastal Health



For those who have been living alone, or experiencing homelessness, moving into a new building may feel alienating. “That’s why programming is so important,” says Jeremy. “It can help to facilitate new relationships and ease some of the loneliness that a lot of residents may feel.” At Granville Gates, residents can access a variety of regular weekly and flexible programming, including talking circles, crafting sessions, movie nights, and more.

Alongside recreational activities, the program offers a range of cultural supports. “We really focus on making sure Indigenous residents feel they are part of a community that respects their culture and is actively working towards reconciliation.”

Provided by an onsite Cultural Support Worker, Rivers, supports include healing circles, smudging, workshops, and more.

“It’s important for Indigenous people—and all people—to have access to these types of services for the betterment of their mental, emotional, physical, and spiritual health,” says Rivers.



“For me, it’s a huge honour to be a part of this community...I’ve been able to find healing myself through these different avenues, so I feel really grateful that I’m able to give back and enrich the lives that are here.”

Rachel’s* Story

Granville Gates has been one of the greatest blessings of my life – I love everything about this community. From the residents to the staff, every single person here is kind, respectful, and genuinely willing to help.

For a very long time, I struggled to feel safe. But since relocating from downtown to Granville Gates, that changed. I now feel secure, protected, and at peace. I especially appreciate having my own private room ensuite, a space that is just mine.

I moved in just before Christmas, on December 19th. That timing felt like fate. To me, Granville Gates was—and continues to be—a true gift. For the first time in years, I experienced the joy and warmth of the season in a place that feels like home. This community has given me more than a roof over my head—it has given me dignity, safety, and a renewed sense of belonging.

**Names have been changed to protect anonymity*

Protecting Housing Supply

Purchased: April 2025 | Kamloops | Units: 25
Funded by: BC Government, Rental Protection Fund

RIVERSIDE GARDENS

Stable housing is a critical step in avoiding crisis and a crucial springboard for accessing additional supports, overcoming barriers, and pursuing personal independence.

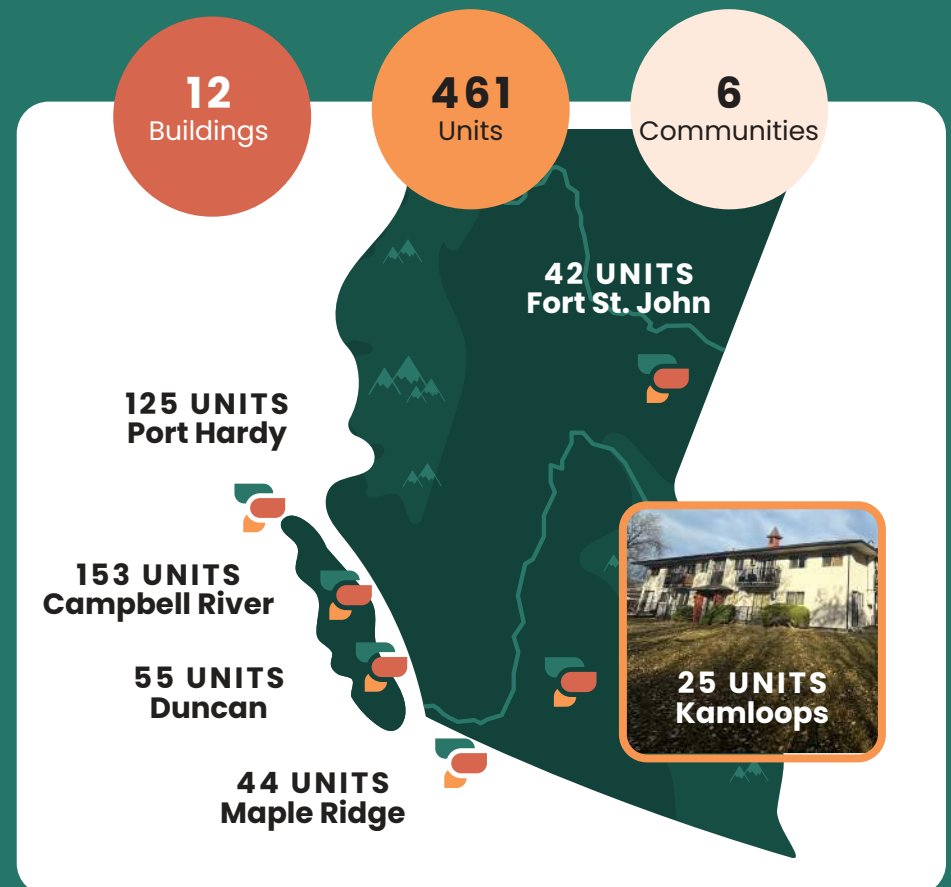
Connective is proud of our long history and strong reputation in this service area, and over the years we've significantly expanded our range of offerings across the housing spectrum. This past year, Connective Kamloops continued that growth with the purchase of Riverside Gardens, an affordable housing building on the city's North Shore.

Under Connective's stewardship, rental rates at this 25-unit building will remain affordable, protecting current and future tenants from high inflation and the threat of redevelopment.

For Lindsay, Connective Kamloops' CEO, there's a great deal of pride in being "able to protect and preserve this affordable and important housing, that people have been living in for years." 45% of the people living at Riverside Gardens have been there for more than five years, and Connective's purchase of the building helps ensure that the affordability they have come to rely on will be preserved for generations to come.

"We went through a significant amount of due diligence prior to purchase," Lindsay adds, "to make sure we knew exactly what this building was going to need, one, three, five years out." This assessment led to several important updates, and the development of a plan for future improvements. Diane*, a nearly 30-year resident, has already noticed a difference. "It has been nice to have Connective take over the site. They've shown they care about the property and the people who live there."

Riverside Gardens joins 12 other affordable housing buildings managed by Connective, totaling 444 units in six communities. By keeping this housing in community hands, we are not only protecting affordability—but also helping to ensure that renters have a lasting place in the neighbourhoods they call home.



Meeting Unique Support Needs

Opened: September 2024 | Prince George | Units: 14
Funded by: Northern Health

JUNIPER HOUSE

Across BC, a growing number of people find themselves stuck in hospital far longer than medically necessary, simply because there's nowhere else for them to go.

This gap in the continuum of care strains the healthcare system and takes a personal toll on individuals ready for discharge. Juniper House was created to help change that.

Recognizing a community need, and working in partnership with Northern Health, Connective purchased a home in Prince George and developed a licensed care program for 14 adults and seniors living with dementia or acquired brain injuries.



“Juniper House helps meet the growing needs of an aging population. We aim to enhance our residents’ quality of life through compassionate and dignified care that lets them live as independently as possible.”

Tim, Senior Program Manager

Care takes the form of daily meals, individualized case planning, and access to a wide range of community resources to support their well-being.

Now, approaching one year of operation, staff have noticed significant impacts. “In the beginning, our attention was focused on building trust and figuring out what worked best for our residents,” shared Ryan, Juniper’s Program Manager. Over time, he and other staff have seen “more social interaction, greater participation in activities, and an overall boost in mood and energy.”

With the arrival of the warmer months, Juniper’s outdoor garden space has become a go-to favourite for residents and staff alike. Beyond the physical benefits of gardening, residents have “felt a sense of pride for the space, while getting to express themselves, connect with others, and do something they truly enjoy.”

For Ryan and his team, the garden offers a fitting analog to the program itself. “We’re proud of everything we’ve built this year, and excited to keep growing.”

Expanding Our Reach

Alongside our new program in Prince George, Connective responded to the growing need for diverse housing options by launching three additional transitional or temporary housing programs in 2024/25—in Vancouver, Nanaimo, and Kelowna.

NEW TEMPORARY & TRANSITIONAL HOUSING PROGRAMS

927 Main Transitional Housing | Opened May 2025

Vancouver | 34 Units | Funded by: BC Housing

At 927 Main, we are proud to serve a community of individuals from diverse and historically marginalized racial, ethnic, and gender backgrounds.

Though still in its early days, Melina, Program Manager, and their team are eager to “provide a meaningful stepping stone for those transitioning from shelters—offering not just housing, but support, dignity, and a chance to explore what stability and healing can look like.”

Unlike many programs in the Downtown Eastside, 927 Main does not include a supervised consumption space. This decision “emerged from a clear and often overlooked need in the community...spaces where individuals can continue their healing journey free from immediate exposure to substances.” For those seeking this alternative, 927 Main offers an important refuge in their journey of recovery and personal growth. One month in, Melina has already noticed the impact.

“Residents feel safe, seen, and genuinely cared for. Many have shared that they are surprised by the compassion and patience of our staff, and for some, this is the first time they’ve been offered a space where they can simply exist without judgment...where [they] can feel human again.”



1300 Island Highway Transitional Housing | Opened June 2025

Nanaimo | 50 Units | Funded by: BC Housing – HEARTH

On Vancouver Island, Connective has proudly served the Nanaimo area for over 30 years. Our team is excited to build on this experience and eager for this new program to find its feet.

“I am looking forward to seeing how the community develops,” shared Anne Marie, Senior Manager. “I hope to see the residents stabilize and achieve goals they could not previously; to provide a feeling of safety to those who have not felt one for a long time; and to foster a sense of ownership over the course of their lives.”

Though the goal is for residents to move on to longer-term, more independent housing, the team understands that each journey will look different.

“We’re not putting a timeline on how long people can stay... People are coming here with individual needs and are starting fresh. We’re here to help them with their plans as they evolve.”



Balsam Place Temporary Housing | Opened: July 2025

Kelowna | 60 Units | Funded by: BC Housing – HEARTH

“Kelowna, like many other communities, continues to see a gap between available and needed shelter spaces. As Balsam Place welcomes residents to Connective’s first program in the South Okanagan, it will play an important role in the housing spectrum, helping to free up shelter spaces for those currently unhoused.

“The name Balsam Place was chosen in honour of the Arrowleaf Balsamroot,” shared Amanda, Senior Manager. The yellow flower “holds deep cultural, medicinal, and culinary significance for the Syilx Okanagan Nation,” and serves as a reminder that, “with the right support, everyone has the potential to grow, heal, and thrive.”

After months of preparation, staff are looking forward to witnessing that growth firsthand as they “finally work side by side, and together with our residents, as we get to know each other [and focus on] achieving personal goals.”

Magnifying Our Impact

With decades of experience in non-profit service delivery, we are all too familiar with the evolving ways that communities across BC and in the Yukon are struggling with severe social and health crises.

We also know that the most enduring impact is created in partnership. That's why collaboration – with community, with funders, and with local, provincial/territorial, and federal governments – sits at the heart of everything we do.

In 2024-25, we were excited to build on our existing partnerships in the following ways.



CONNECTIVE'S PARTNERSHIPS

Aboriginal Housing Management Association (AHMA)

As visitors on unceded territory, we understand that reconciliation must be part of our daily work. This commitment means building strong, respectful, collaborative relationships with First Nations and Indigenous service providers.

Last year, we were proud to formalize a partnership with AHMA, a leading advocate for the housing rights of Indigenous people in urban, rural, and northern communities.

Together, we're exploring innovative ways to leverage our respective strengths, networks, and resources, to empower the creation of For Indigenous, By Indigenous housing services.

Council of Yukon First Nations (CYFN)

Since 2021, Connective has been proud to work in formal partnership with the Council of Yukon First Nations. Their thoughtful expertise, leadership, and guidance have been invaluable to the development of our programs and the provision of culturally appropriate supports.

2024-25 saw us tackle several shared initiatives at 405 Alexander, including revamping the cultural programming space, unveiling a powerful new mural by Inland Tlingit artist Violet Gatensby, and cohosting monthly Connection Meetings to give residents and service users a space to offer feedback.

We also celebrated the opening of CYFN's Family Preservation Wellness Centre, a new facility offering temporary housing and Indigenous-led programming for 32 women and children. Connective was pleased to support CYFN throughout the multi-year development of this much-needed resource.

Seniors Services Society of BC (SSSBC)

This year, we also launched an exciting new partnership with the Seniors Services Society of BC.

With similar organizational trajectories, an overlapping vision, and complementary service footprints, Connective and SSSBC are well positioned to meet the needs of seniors experiencing or at risk of homelessness across BC.

Though this partnership is still in its early stages, we're committed to expanding access to safe, secure housing for vulnerable older adults – whether by creating new opportunities or building stronger pathways to existing ones.

Leadership Gathering

Since 2022, our annual Leadership Gathering has offered space for leaders, experts, and people with lived experience to engage in candid, constructive conversations.

In 2025, we invited participants to look beyond the polarization characterizing public discourse. Our theme, Public Health, Public Safety, and Complex Needs: Finding Common Ground, inspired two days of thought-provoking dialogue and collaboration.

Read more about the event, and resulting recommendations, in our 2025 Leadership Gathering Report.

<https://connective.ca/lg-report-25/>



Corporate Partnerships

As we look ahead, we know that it will be crucial to remain responsive to emerging needs and opportunities. We also know that there are a growing number of values-aligned organizations eager to give back.

It's why we've been laying the internal groundwork necessary to start pursuing meaningful corporate funding partnerships. With a proven track record for accountable, impactful service, we believe Connective offers strong value to companies looking to make a tangible difference in the areas where they live and work. Together, we can create safer, healthier, and more inclusive communities for all.



Looking Ahead

In recent years, Connective has been given the opportunity to respond to a growing number of underserved and evolving community needs. We are grateful for every opportunity that has come our way, proud of what we've accomplished, and eager to continue honouring the trust of governments, funders, and the public, through accountable, impactful service.

Here are just a few of the things we're excited about as we look to the year ahead:

- Exploring corporate partnership opportunities
- Opening of Ontario and Victoria Street Supportive Housing's second buildings in Prince George (51 and 36 units)
- Implementing the recommendations from our recently completed Cultural Safety Reflection in our housing and complex care programs
- Completing construction of the gardens and kitchen at Granville Gates Supportive Housing, to allow for an edible garden program and the onsite preparation of meals
- Creating more opportunities for Indigenous communities in Northern BC to access our ACES employment training
- Exploring opportunities for programs in new communities

The achievements and updates shared in this report, a small fraction of the many we were proud to be a part of this past year, would not be possible without the collective efforts of our service users, staff teams, Board of Directors, Home Share providers, volunteers, community partners, and funders.


Thanks to all of you for your role in working toward our vision of a safe, healthy, and inclusive community for all. We can't wait to see what comes with this next chapter in our story!






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