



CONNECTIVE

Impact Report

HIGHLIGHTS FROM OUR 2025-26 YEAR

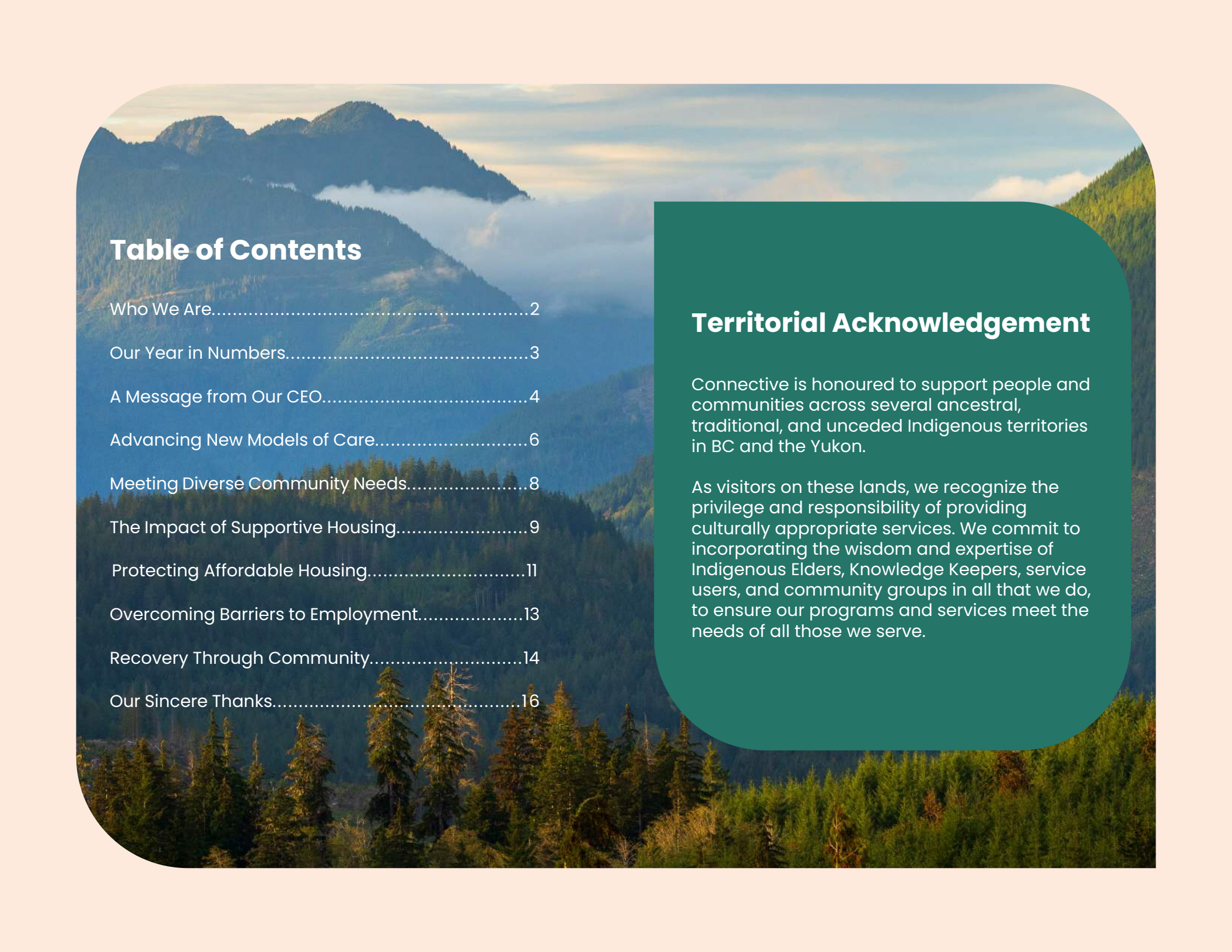


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Territorial Acknowledgement

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.

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 alongside communities across BC and the Yukon to address homelessness, housing instability, mental health and substance use challenges, and other barriers that prevent people from thriving. 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, justice, recovery, outreach, employment, and community inclusion programs are tailored to meet individual needs and strengthen social connections. 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



91

PROGRAMS

Across **27** Communities



1,618

HOUSING UNITS

+565 in Development



1,393

STAFF



7,643
PERSONS SERVED

Tenant & Service User Demographics

- **34%** Indigenous
- **24%** Youth (15-29), **9%** Seniors (65+)
- **67%** Male, **31%** Female, **1%** Non-Binary



A Message from Our CEO

Ten years ago, I began my journey with Connective.

At that time, we were a team of approximately 125 staff, working at 11 program locations, to support 130 service users in British Columbia's Lower Mainland and Fraser Valley.

Today, Connective has grown into an organization of almost 1,400 employees delivering nearly 100 programs and managing over 1,600 housing units in service of more than 7,600 people across 27 communities in BC and the Yukon.

Achieving that transformation has taken careful balance. We have stayed true to our core values and embraced the nimble, creative spirit often associated with smaller non-profits. At the same time, we have made a series of deliberate strategic decisions that have strengthened our leadership, governance, and financial systems, while expanding our organizational capacity.

That focus on growth has never been about scale for its own sake.

These last ten years have brought profound social, economic, and political change. Across the communities we serve, housing affordability, homelessness, mental health and substance use, and other complex challenges have placed increasing pressure on service users and providers.

Our choices have allowed us to go where we're needed most, support under-resourced communities, and meet evolving needs.

Each investment we've made has responded to today's challenges, while building the foundation for tomorrow's opportunities.

Our consistency and long-term approach have earned us the trust of governments, health authorities, Indigenous partners, community organizations, funders, and the thousands of people who rely on our services every year.

In 2025-26, that trust enabled us to expand our housing portfolio, pilot innovative service models, and explore opportunities to extend our impact into new provinces and communities. Our annual Leadership Gathering united leaders from the justice, health, housing, and social sectors to discuss ways to strengthen the social safety net by diversifying housing options.

Receiving BC Non-Profit Housing Association's Housing Provider of the Year Award in the fall of 2025 was a tremendous honour, and an affirmation that this long-term approach is making a difference. While we are proud of the recognition, the award ultimately belongs to all those who have helped shape better housing solutions across BC.

The pages ahead offer a window into the stories, milestones, and achievements of the past year—each reflecting the meaningful impact Connective creates every day. I hope you enjoy reading them.



Members of the Board accepted the BC Non-Profit Housing Provider of the Year Award on behalf of Connective in 2025

Looking ahead to the next decade, I see Connective's potential to serve more communities across Canada, expand our portfolio of affordable and supportive housing, and strengthen our evolving services. The work required will be significant, but this past decade has shown what is possible when we pair ambition with discipline, growth with purpose, and innovation with accountability. Together, we will continue building safe, healthy, and inclusive communities for all.

A handwritten signature in white ink, appearing to read "Mark Miller", is positioned above the name and title.

Mark Miller
Chief Executive Officer



Advancing New Models of Care

SPIRITWOOD HOMES, ONE YEAR LATER

Last year, Connective and Vancouver Coastal Health (VCH) opened Spiritwood Homes.

Designed to support individuals living with severe and persistent mental illness and co-occurring disorders, this innovative partnership is redefining what long-term psychiatric and social rehabilitation can look like for those who historically have had to rely on institutional care.

For many residents, it represents their first opportunity in years to live somewhere that feels less like a hospital and more like a community.

Without many precedents to follow, bringing Spiritwood online “was like building an airplane mid-flight,” describes Jessica, Spiritwood’s Program Manager. Instead, Connective and VCH relied on continuous learning as they sought to balance clinical care with social support.



“We’re all here for the residents, so we focused on that common goal and built a unified team. We’re not VCH and we’re not Connective – we’re Spiritwood.”

Together, the teams’ complementary expertise is creating something neither could accomplish alone.

“We have seen massive changes in the residents that have come to us.”



Residents who previously isolated in hospital settings are now participating in activities, exploring the grounds, sharing poetry and music at talent shows, and taking part in community celebrations. Meanwhile, escalations have remained exceptionally low. For Jessica, the staff have been the key.

“The staff are really amazing, and they really care about the people they work with. And I think that comes across.”

Their focus on relationship building means residents’ needs are addressed proactively, helping to avoid any roadblocks before they arise.

Spiritwood’s location is also playing an important role. “The land that we’re on is really healing,” says Jessica. “If you’re in Vancouver and at a hospital, there’s not a lot of quiet. There’s not a lot of peace.”

With the program’s second building now open and welcoming residents, soon more people will be able to benefit from all Spiritwood has to offer.

As communities continue to explore supports for people with complex mental health needs, Jessica hopes anyone looking at Spiritwood takes away one thing:

“It’s a program, yes, but it’s also a home.”

Meeting Diverse Community Needs

MICHAEL'S YEAR OF LEARNING

When Michael looks back on the last year with Connective, there's one clear, defining throughline.

"It's something that I love doing – being able to learn."

In just over 12 months, Michael has been involved with a diverse range of programs across BC, including supportive housing, transitional shelters, and an assisted living program for people living with acquired brain injuries. For him, one of the most rewarding aspects has been the opportunity to learn from different teams.



"It is really interesting to work between regions. To be honest, it is a privilege... Working under multiple leaders, learning from their different approaches and perspectives, I feel that I'm getting double the experience."

Michael's journey began with a new acquired brain injury program in Maple Ridge. He later helped launch a staffed living program in Port Coquitlam, earned a promotion to Senior Manager, and expanded his portfolio across multiple programs and communities. As Connective continues to grow, leaders like Michael play a vital role in bringing organizational knowledge, expertise, and passion to varied service models and regions.

Despite the challenges of the past year, Michael remains driven by purpose.

"It has been a dream job. Every decision that I make, every task that I complete, I'm making a difference in somebody's life in real time."

Michael's experience reflects what Connective strives to offer every employee – a chance to grow, embrace new challenges and make a meaningful impact.

The Impact of Supportive Housing

BUILDING TRUST AT 160 ONTARIO STREET

“People aren’t looking at the program as just a place where they sleep anymore,” says Jonathan. “It’s becoming more of a home.”

Jonathan joined Connective as a Tenant Support Worker when 160 Ontario Street Supportive Housing opened in 2022. Four years later, and now Program Manager, he has had a front-row seat to the program’s ongoing metamorphosis.

“We’re seeing more trust and engagement between residents and staff...they know if something is wrong in their life, they can share with us because we have their well-being in mind.”

Building that trust took time, says Jonathan, but today it’s evident everywhere. Residents lead the community garden, help shape programming through monthly meetings, and participate in everything from cultural outings and art therapy to movie nights and life-skills workshops. More importantly, they’re increasingly turning to staff not only during times of crisis, but as partners in pursuing their goals.

Terra, a resident since 2022, knows the value of that support. After struggling with addiction and losing her home, and then her vehicle, Terra spent months living unhoused before finding stability at Ontario Street.

“It’s hard to do anything when you don’t have a place to rest your head safely every night,” she says. For Terra, that peace that came with Ontario Street has made all the difference.



Measuring Impact

This year, Connective worked with an independent consultant to conduct a Social Return on Investment (SROI) study of Ontario Street Supportive Housing.

The study looked at the costs associated with supporting program residents and compared them to the estimated costs of remaining unhoused – the financial impact on health, justice, and other crisis systems and services.

The study found an estimated annual savings of **\$50,000 per person** housed at Ontario Street, reinforcing something that residents and staff, like Terra and Jonathan, see every day – the impact of a safe home, consistent support, and the mental space to move beyond survival mode.



“It lets you get out of survival mode and start thinking, ‘What do I want to do now?’ You can plan ahead.”

With support and encouragement from staff, Terra recently studied for and earned her Serving-it-Right certification, and has begun working nearby.

“It feels great. I really am proud of that.”

Jonathan still smiles when he talks about watching her head to work, a small example of the kind of moments that keep him going. “My favourite part is celebrating the success of our residents. When I think about these stories, it brings a smile to my face and tears to my eyes. I hear them and I feel like I was part of something great.”

Alongside her new job, Terra has also become one of the driving forces behind the program’s community garden, and has inspired other residents to get involved.

“I love doing the garden. It’s so beautiful right now. And it’s the easiest thing to start – you just put a few seeds and a little effort in, and you can watch something grow.”

I think that’s good for a lot of people to see – that their work and effort can lead somewhere.”

As Connective prepares to expand the Ontario Street program with a second building and an additional 51 units of supportive housing, the garden serves as an apt metaphor for all the stories, like Terra’s, that Jonathan hopes to see sprout as resident trust and engagement develop.

Protecting Affordable Housing

OPENING DOORS IN PORT HARDY

While maintenance requests and capital projects are an important part of her role as Tenant Relations Coordinator, Marie is most eager to talk about the people those responsibilities ultimately serve.

“It’s heartbreaking to watch so many people struggling for their basic necessities – whether they’re low income, or maybe stigmatized in some way. To know that we’re doing something to meet needs in Port Hardy, that’s beautiful.”

Marie knows what it means to be given a chance. After spending 15 years away from the workforce because of health challenges, she struggled to find an employer willing to look beyond the gap in her resume.

When Connective reached out through Indeed, Marie wasn’t sure she could return to full-time work. “After that much time off, there was a lot of second guessing myself.”

Now, two years later, Marie oversees tenant relations across several affordable rental properties in Port Hardy, and has fallen in love with her role. “At first, it was scary, and then it just fit like a glove.”





On the job, no two days look the same. Whether she's processing applications, coordinating repairs, or simply sitting and listening to tenants who are having a bad day, Marie is, "just looking to help out wherever I can."

For tenants like Allison, that help has meant the world.

"Where do I start? I was living with my family, [and] it was starting to be too much. I was thankfully approved to get my own place.

I think Connective helped build up my independence, while also allowing me to build my own safe space, and learn self-control with spending money. It's quite a positive change."

After being given the chance to restart her career, Marie is proud to help create the same sense of possibility for others.

"It can be hard to comprehend that you make a difference in a community; I sometimes have a hard time registering that. But it's a great feeling...it brings me overwhelming joy."

Overcoming Barriers to Employment

BUILDING CONFIDENCE THROUGH ACES

Connective's Acquiring Community Based Employment Skills (ACES) program helps individuals build the skills, confidence, and connections they need to enter the workforce.

Offered in communities across BC, ACES recognizes that meaningful employment looks different for every individual, just as the barriers to accessing it differ from one person and community to the next.

For members of the Yekooche and Tsay Keh Dene First Nations, some of those barriers come with their distance from major city centres, where employment training opportunities are often concentrated. This year, to help bridge that gap, staff in Prince George collaborated with local leadership, Band staff, and a long-time training partner to offer wildland firefighting training cohorts.

Kai's* Story

"As an Indigenous person, I faced barriers including limited access to opportunities and support. I also deal with mental health challenges, which made it difficult to stay motivated, confident, and consistent in job searching.

My main goal going into the program was to gain practical skills and certifications so I could improve my chances of getting hired and create a more stable financial situation for myself. I also wanted to build confidence and feel capable of working again.

During the program, I learned valuable skills that are directly connected to employment opportunities. I completed certifications in First Aid, Fire Suppression, and Chainsaw Safety, which opened doors to work in areas I hadn't considered before.

I also learned how to stay committed, show up consistently, and push through my mental health challenges. The support I received helped me feel more confident and capable.

After completing the program, I feel more confident in my abilities and more hopeful about my future. I now have certifications that make me more employable and give me access to different job opportunities that also benefit my community. I have made progress toward my goal of financial stability by building real, practical skills. I also feel stronger mentally, knowing that I followed through on something and succeeded, even on the days when it was hard to stay motivated."

**Names have been changed to protect anonymity*



Recovery Through Community

DARNELL'S JOURNEY AT NBCTC

Staff at Connective's recovery programs know that healing from substance use takes time.

On a peaceful 150-acre property outside Prince George, the Northern BC Therapeutic Community (NBCTC) gives residents that time, and through a supportive community structure, helps them build the tools needed to support lasting change.

For Darnell, this approach has made all the difference, even if it took a setback to recognize it.

"I knew I needed treatment, but looking back...my mind was completely focused on outside issues, not the program."

When Darnell arrived at NBCTC, he was navigating homelessness, financial instability, and relationship challenges. Focused on what he needed to do for others rather than himself, Darnell struggled to fully engage in his own recovery. Months later, when a relationship setback led to a relapse, it gave Darnell the space to reevaluate.

“When we don’t use the tools we’re given, we can’t take care of ourselves. Rather than talking to others about my problems, I isolated myself.”

As he worked to build on this experience and reintegrate into the program, Darnell leaned into the support of the community around him. Staff helped him rebuild confidence and deepen his participation, while fellow residents became an important source of accountability and understanding.

“Going through the program with the same guys every day, they become like brothers. They’re the only ones who know what I’ve gone through, and we can talk about anything.”

Now, nearly one year into the program, Darnell is better equipped to overcome challenges and is building a strong foundation for his future.

“When I’m having a bad day, I pray and open up to others. I’m using the tools I was given and applying them in every aspect of my life, and it seems to be working.”

Looking ahead to life after NBCTC, Darnell is focused on finding employment, repairing relationships, and maintaining sobriety.

Most importantly, he says, **“I don’t feel like my addiction has control over me anymore.”**



Our Sincere Thanks

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 partners.

Our Partners

- Tenants and service users
- Staff teams
- Home Share providers
- Volunteers
- Board of Directors
- Indigenous Advisory Committee
- Leadership Gathering Committee & event sponsors
- Government and community partners

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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