



VICTORIA  
ARC

# IMPACT REPORT

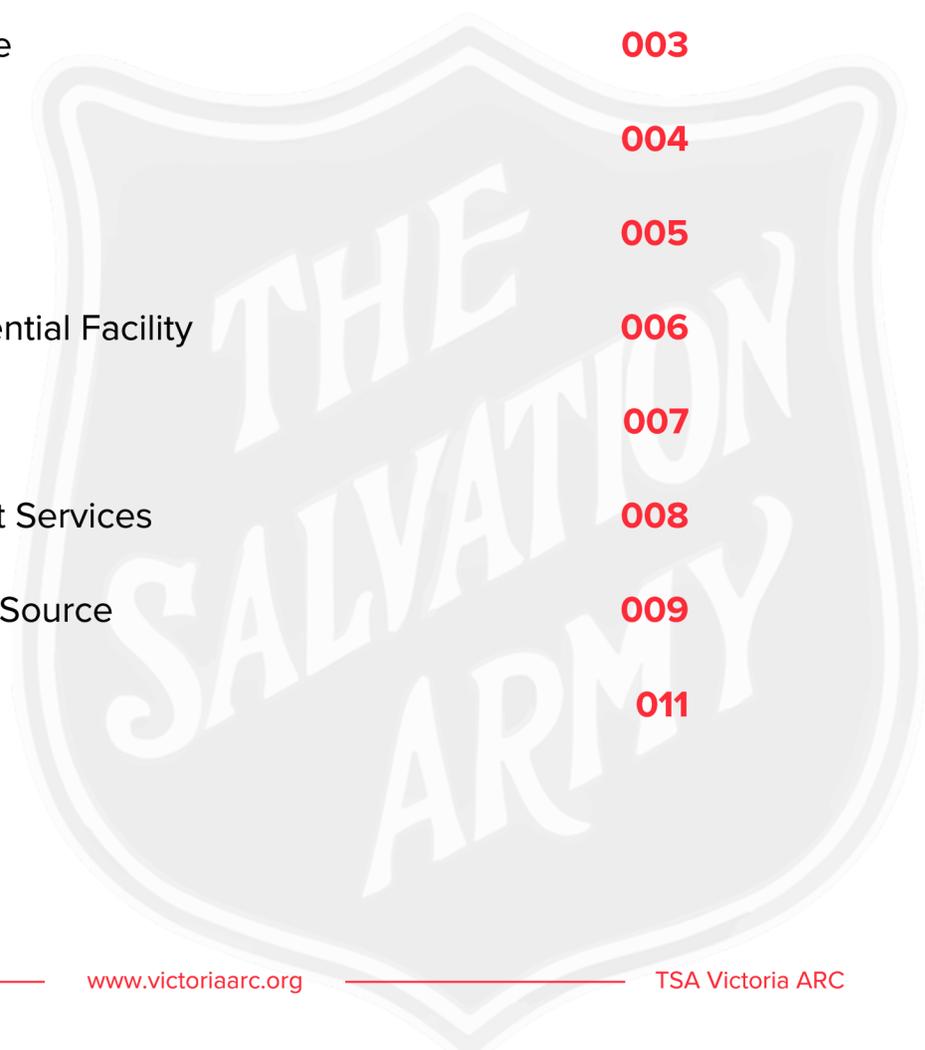
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# TABLE OF CONTENTS

Local Commitment Statement	002
The Power of Hope	003
News	004
The Bigger Picture	005
Community Residential Facility	006
Recovery Program	007
Housing & Support Services	008
Straight From The Source	009
To Look Forward	011



# Local Commitment *Statement*

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From the ancestral territories of the Lekwungen peoples, the Victoria ARC is a diverse, recovery-oriented community.

We are dedicated to providing a dignified, safe space where people can heal and reconcile their lives.



# The Power of *Hope*

Stephen Kennedy | Spiritual Care Coordinator

Most of the time, we use the word 'hope' without giving it much thought.

"I hope you have a great day."  
"I hope you get well soon."  
"I hope you enjoy your trip."

To be human is to long for things to be better than they are right now. It is to desire for things that we do not have. For some, hope could be the desire for material things, or perhaps for healing from an illness, while for others it could be a longing for things such as a safe place to sleep tonight, a nourishing meal, a job, or simply to have a conversation with someone who cares. These longings are ultimately meant to draw us to God.

Oftentimes, we only look at what we can see on the outside. By so doing, we miss the reality of what God is up to in a person's life. At a recent Sunday worship service, prior to the service beginning, one of the men came and shared with me about his frustrations and despair over what he described as his "endless failed attempts to find employment and housing". "Nobody wants to hire an old guy like me, and without work, nobody will rent me a place to live", he said. He told me about several other frustrations, the combination of which were making him feel beaten down. He said he had come to the service because, in his words, "there's nowhere else to go to find hope." As the service was about to start, I gave a few words of encouragement, then the service began.

For some, hope is like solid ground. For others, hope feels tenuous and uncertain. But so long as there's hope, there remains the possibility of a way forward.

We sang a few songs, and the message was shared. As the service progressed, the man became increasingly emotional. When the service ended, we talked some more. He shared that coming to the service was just what he needed. It helped him to take his mind off his immediate concerns and realize how many positive things he has going for him right now. He voiced his appreciation for my having listened to his frustrations and then sharing some encouragement. He said he really appreciates the people at the Victoria ARC for all the help they provide. He left the service with a fresh outlook on his situation and renewed hope that God knows his struggles and perhaps life isn't as bad as he had thought.

When working with people who are faced with difficult realities and despair, we are only effective in our efforts to assist to the extent that we support, instill, and inspire hope. In the role of Spiritual Care Coordinator, my focus is on the internal care and the spiritual formation of the people in the Victoria ARC community. This role primarily gives me the opportunity to be an agent of love and hope to vulnerable and desperate people. The hope I share is not an empty hope, but rather, a hope that is grounded in the truths of God's promises.

In Romans 15:13, we read...

"May the God of hope fill you  
With all joy and peace as you trust in Him,  
So that you may overflow with hope  
By the power of the Holy Spirit."

In a world of indifference, our mission is to provide a safe place where people are free to come and share their difficulties and despair, knowing they'll be greeted with care, compassion, and hope.

*"Hope sees the invisible, feels the intangible, and achieves the impossible." - Helen Keller*

# Supporting Health, Wellness & Community



In partnership with Island Health, we facilitated two on-site TB testing clinics, providing free screening and results reading for residents. Two additional dates are scheduled for March to ensure continued access to preventative healthcare as part of recovery and long-term stability.

We also hosted workshops with the Umbrella Society and the Men's Therapy Centre, focusing on system navigation, available recovery resources, and therapeutic supports that promote emotional resilience. Both sessions included interactive Q&A.

To foster social connection and pro-social engagement, we organized a BBQ for CRF residents and, through the generosity of Van Isle Paint, coordinated attendance at a local hockey game.

We are grateful for the partnerships that enhance the quality and continuity of care we provide.

# The Bigger *Picture*

↑ **460**

COMMUNITY LUNCHES

↑ **4,353**

STAYS

↑ **9,071**

MEALS

↑ **110**

VOLUNTEER HOURS



In January, we continued to see the strength of community shine through in meaningful ways. Together, we provided 4,353 safe and welcoming stays through our accommodations-based programs, shared 460 nourishing community lunches with the wider community, and served 9,071 meals to individuals living at the ARC. We are also grateful for the dedication of our volunteers, who contributed 110 hours of their time to support and uplift others. Each number represents real moments of connection, compassion, and hope made possible by our community coming together.

# Community Residential Facility

## Halfway House

The CRF is a halfway house and public safety program that provides a supportive and structured environment for individuals transitioning back into the community.

The program focuses on community reintegration, helping residents develop the skills and stability needed for a successful return to independent living. Working closely with community partners, CRF staff offer case management, mental health support, life skills development, counselling, employment readiness, and outreach services. The goal is to empower residents to become active, responsible members of the community.

**94% OCCUPANCY RATE**

We hit 94% capacity in January, providing accommodations and support to individuals transitioning from correctional facilities to the community.

**PROGRAM COMPLETION 3**  
 We had 3 CRF program participants successfully move out.

**▶ 150 OUTREACH HOURS**

We delivered 150 outreach hours. This includes counselling, employment services, housing support, ID assistance, and community activities.

**CLIENT SERVICE HOURS 186**

Our staff dedicated 186 hours of casework to assist clients on their reintegration journey-helping them set goals, secure housing and development, and connect with partner agencies.

**ADMISSIONS 4**

We welcomed 4 individuals to the CRF program.

# Recovery Program

## *A&D Recovery Facility*

The Recovery Program is a residential, recovery-focused substance use treatment program designed to support individuals on their healing journey. It follows a structured process that helps participants build essential skills, strengthen personal resilience, and prepare for life beyond treatment. Using evidence-based approaches and community support, the program combines group work, skill development, and meaningful activities to help individuals reclaim their lives.

**72%** OCCUPANCY RATE

We reached 72% occupancy, providing individuals in recovery with high-intensity programming, supportive housing, and casework services.

PROGRAM VOLUNTEER HOURS **20**

Volunteers devoted 8 hours of their time to workshops and talks for participants. Residents gave 12 hours of their time volunteering in the community meals program feeding downtown.

CLIENT SERVICE HOURS **179**

Staff invested 179 casework hours supporting clients on their recovery journey.

**23** OUTINGS & ACTIVITIES

23 various outings and activities that brought connection, joy, and new experiences to our residents.

**3** PROGRAM GRADUATES

3 individuals successfully completed our program.

# Housing & Support Services

## *Transitional Housing | Emergency Shelter*

Housing & Support Services provide a range of shelter and transitional housing options for individuals experiencing homelessness or housing instability. In partnership with community and government agencies, these services focus on meeting immediate needs, offering safe and supportive spaces, and helping individuals work toward long-term housing and independence.

Support includes basic needs assistance, case management, and housing navigation, as well as access to specialized programs during extreme weather. Through a combination of emergency shelter, transitional housing, and temporary housing initiatives, the program aims to provide safety, stability, and clear pathways toward sustainable housing.

**CLIENT SERVICE HOURS** **176** ◀

Staff invested 176 casework hours assisting individuals experiencing housing insecurity.

▶ **300** **PACKED MEALS**

300 bags of meals were handed out to those in need.

▶ **16** **RESIDENT ACTIVITY HOURS**

Our residents enjoyed 16 hours of various client-centered activities.

**85%** **OCCUPANCY RATE**

Emergency Shelter	86%
Transitional Housing	78%
HEARTH Shelter	90%

**OVERFLOW CHAPEL STAYS** **5** ◀

We were able to provide overnight shelter to 5 individuals.

We hit 85% capacity in January, providing accommodations and support to individuals transitioning from correctional facilities to the community.

# STRAIGHT FROM

# “THE SOURCE”



***The Salvation Army and its mission were no strangers to me when I first walked into the ARC as a casual support worker seven years ago.***

Both my grandparents were Salvation Army officers; my parents are Salvationists in their own right. I grew up with soup, soap, and salvation stories over dinner; its central premise imprinted on me early: that Christ-like service calls us not merely as a sentiment, but a practical duty in helping and serving others.

This has been the heart of The Salvation Army since 1865: Christ-like love expressed through social aid, meeting human needs in Jesus’ name without discrimination, and motivated by selfless, unconditional agape love. Growing up, life was steady and sheltered. I was born in Hong Kong while my father worked in banking, which spared me from much of the world’s harsher realities. Even though I believed deeply in the Army’s ethos and wanted to serve, I hadn’t yet encountered first-hand the kinds of realities the ARC faces every day.

My time here began when my name was first put forward by the late Major Robert McMeechan - a gentleman in every sense of the word and one of my greatest heroes. He was the kind of person who would give the shirt off his back to anyone in need.

Watching him, I saw what it truly means to be of service and to live out one’s faith in making others feel seen, known and loved. I remember him praying with people in the lobby - individuals were often moved to tears because so few are willing to reach out with such genuine love.



**HAYLEY-ERIKALYN HAM**

*EWR COORDINATOR*

# STRAIGHT FROM *THE SOURCE*

Front-line work is where you see the impact up close. It is also where you make friends for life on your team, mentors you trust, and clients you will carry in your heart long after they leave the building. This work tends to attract people who love people and want to be part of something bigger than themselves. I've met some of the best people of my life on the job.

There is an unspoken understanding among those on the front line: the work is heavy, and if you let it, it can tear you apart from the inside, as you witness people on some of the worst days of their lives. But that is exactly why we fight, advocate, and care for them as if it were us - because, in a very human way, it is. No one is immune; no one is too good to fall; no one knows how quickly life can change. I like to think that when people are living their darkest days, they know they can come to us and be met with outstretched hands.

In many ways, I've grown up at the ARC. I was nineteen when I first joined the staff, and most of my formative years have been spent here - learning, growing, and discovering a deep passion for this work. One resident once told me, "I would be dead without this place." His words have stayed with me ever since. To be part of a team that not only shows up day after day but becomes the reason someone chooses to live - that is the highest calling and honour I can imagine. I count it a privilege not only to do work I love but to do it alongside people I love.

Today, I oversee our Extreme Weather Response (EWR) program. We operate a mat space out of our chapel, offering the community refuge from the elements. In partnership with local agencies, EWR provides weather-responsive shelter for individuals who are often restricted or turned away elsewhere. Here, we offer soup, warmth, and listening ears. We do this work with both heart and wisdom. To perform well in this field, you must strike a delicate balance of compassion and competence. You back your team, you look out for others and their safety, and you respond to emergencies - whether medical, mental, or matters of the heart. That's what makes this work so fulfilling: through its challenges, you develop the best parts of yourself. You learn to lead like a true army - thinking on your feet and fighting for those others overlook.

It is my honour to serve and to do so alongside such an amazing team.

The Salvation Army's mission rests on a simple truth:  
*heart to God, hand to man.* The work we do changes lives in our communities, but it also changes us.



# TO LOOK FORWARD

↘ MARCH TUESDAY

- 03** • LIVING HOPE BIBLE STUDY
- FREE TB TESTING
- CRA CLINIC

↘ MARCH WEDNESDAY

- 04** • BEACON COMMUNITY SERVICES PRESENTATION

↘ MARCH THURSDAY

- 05** • CITY REACH MEETING
- TB TESTING RESULTS READING

↘ MARCH MONDAY

- 09** • NVCI TRAINING
- ART THERAPY @ CHRC
- COMMUNITY COUNCIL MEETING

↘ MARCH TUESDAY

- 10** • LIVING HOPE BIBLE STUDY
- POETRY WORKSHOP W/ MARIE METAPHOR

↘ MARCH TUESDAY

- 17** • LIVING HOPE BIBLE STUDY
- FREE TB TESTING
- CRF BBQ DINNER

↘ MARCH THURSDAY

- 19** • TB TESTING RESULTS READING

↘ MARCH MONDAY

- 23** • NVCI TRAINING

↘ MARCH TUESDAY

- 24,31** • LIVING HOPE BIBLE STUDY

↘ MARCH SATURDAY

- 28** • CRF MUSEUM VISIT

↘ MARCH MONDAY

- 30** • ART THERAPY @ CHRC

↘ MARCH SUNDAYS

- 01, 08, 15** • CHURCH SHUTTLE SERVICE
- 22, 29** • ARC WORSHIP SERVICE



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# THE SALVATION ARMY VICTORIA ARC



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