

CEO and Board Chair Message

In a year marked by continued funding pressures, rising costs, and growing demand for services, Cool Aid remained focused on strengthening the organization for the long term. Through careful financial management, expanded and diversified fundraising efforts, and strategic growth in programs and services, we improved our financial stability while continuing to respond to increasingly complex community needs.

We also invested in strengthening the foundation of our work. This included advancing anti-racism and human resources policies, expanding First Nations cultural awareness training, and creating a new Indigenous Community Liaison position to strengthen relationships and improve outcomes for Indigenous clients and

tenants. These initiatives reflect our ongoing commitment to creating safer, more equitable, and culturally informed environments for both clients and staff.

This year also demonstrated the extraordinary generosity of our community. Cool Aid achieved unprecedented growth in fundraising, reflecting both the strength of our donor relationships and growing confidence in our mission. Donors, volunteers, and partners helped us reach significant fundraising milestones, expand volunteer engagement, and advance projects that will have a lasting impact on the people we serve and the community we live in.

On behalf of the Board of Directors and Cool Aid leadership, we would like to thank staff, volunteers, donors, partners, and supporters.

Your commitment makes this work possible and helps ensure that the people we serve can access the housing, health care, recovery, and support services they need to build healthier, more stable lives.

With gratitude,

Waheeda Esmail,
Interim CEO

Tim Fitzgerald,
Board Chair



HOUSING



Director of Housing and Shelters, Angela Moran & Recovery Housing Manager, Evan James outside Johnson Manor

Early in 2025, we welcomed the first residents into supportive and affordable housing at Crosstown, Cool Aid’s largest and most integrated project to date. Since opening, Crosstown has become a vibrant community where residents participate in programs and activities that foster connection, build life skills, and support long-term wellness. Crosstown’s affordable housing units also maintained strong occupancy, highlighting the ongoing need for more deeply affordable homes in our region.

In September, operations at The Tower were transferred to Our Place Society while 30

shelter spaces were added at Rock Bay Landing this year through BC Housing’s Heart and Hearth program.

In November, we announced the creation of 20 substance-free recovery units at Johnson Manor, representing a major strategic priority for the organization and a long-standing commitment to building a full continuum of housing supports. Delivered in partnership with the City of Victoria and BC Housing, the program is designed for men who have completed treatment and are ready to transition into stable, supportive housing.

Seeing the Johnson Manor program move from concept to reality is transformational for our organization and community, filling a critical gap on the housing and recovery pathway and providing the stability needed for residents to strengthen their recovery and build independent lives.



HEALTH

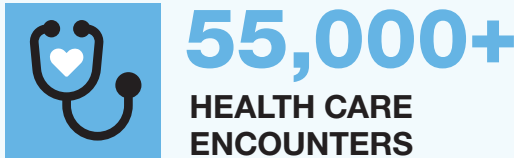
Cool Aid’s Community Health Centre and outreach programs delivered more than 55,000 encounters this year, serving 7,069 people through our Johnson Street location, embedded sites, and mobile health clinics. The mobile clinics alone provided 7,493 encounters, reflecting continued demand for outreach services and our commitment to meeting people where they are.

Even in the context of increasingly complex patient needs, the health centre team

continued to deliver exceptional clinical outcomes including:

- 88% of patients reported they were satisfied or very satisfied with their care
- 1,775 people were tested for hepatitis C, including 638 tests performed by peers
- 41 people began hepatitis C treatment

Construction continued this year on the Dr. Joe Haegert Community Health Centre at Crosstown — a transformative project many years in the making and a long-identified priority to expand barrier-free care for more people in our community. Set to open in the fall of 2026, the new clinic will significantly increase access to integrated, low-barrier health care.



Cool Aid’s mobile health clinics visit more than 10 unique sites each month

WELLNESS

Wellness and support programming continues to play a vital role in helping people build stability, connection, and well-being. Through advocacy, clinical counselling, peer support, cultural programming, employment supports, and social activities, participants strengthen coping skills, increase confidence, and build a stronger sense of belonging within their communities.

This year, clinical counselling services delivered 2,381 sessions to 384 individuals, providing trauma-informed support for complex mental health, substance use

and life challenges. These services are central to helping participants navigate recovery, crisis, and long-term wellness.

Employment supports through our Community Casual Labour Pool helped 145 individuals facing mental health, substance use, and other health and social challenges secure employment. An additional 480 individuals accessed employment-readiness supports, including résumé preparation, work gear, communication tools, and job search assistance.

System navigation and advocacy supported more than 315 individuals in accessing

income and disability benefits, housing resources, health care, and other essential services, helping reduce barriers to stability.

Peer support remained a cornerstone of the program, with over 1,800 hours delivered to more than 100 clients and residents, strengthening social connection, coping skills, and well-being. Collaboration with community partners further expanded access to health, housing, cultural, income, and recovery supports.



56
AVERAGE AGE
OF COOL AID CLIENTS



273,750
NUTRITIOUS
MEALS SERVED



830
NEW HEALTH AND
DENTAL PATIENTS

THANK YOU

Community generosity continued to be a driving force behind our work this year, strengthening programs across the organization.

A major highlight was a critical milestone in our Crosstown capital campaign as community generosity made construction of the Dr. Joe Haegert Community Health Centre possible, bringing a second Cool Aid health centre to people who need it most. The campaign continues, with remaining funds directed toward fully equipping the clinic and launching the next phase of construction at Crosstown, including the pharmacy and community art space.

Philanthropic support also grew significantly through generous individual contributions and an expanding community of monthly donors. A transformational \$1 million commitment



Michael and Judith O'Cain



Kevin O'Cain

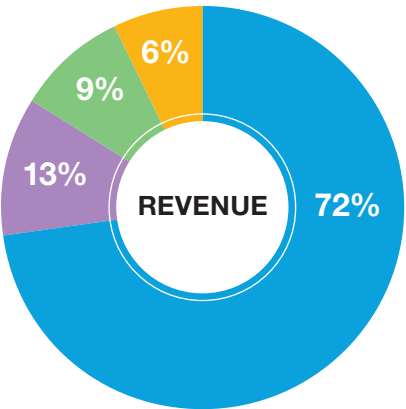
from the O'Cain family—including a \$500,000 gift and a \$500,000 legacy pledge in honour of their son, Kevin, who worked at Cool Aid—will help sustain vital programs that provide the life-changing care and support Kevin deeply believed in.

More than 350 volunteers supported programs throughout the year, and donor support helped reinstate important community programs, including seniors' breakfasts and honorariums for people with lived experience to participate in our work.

FINANCIALS

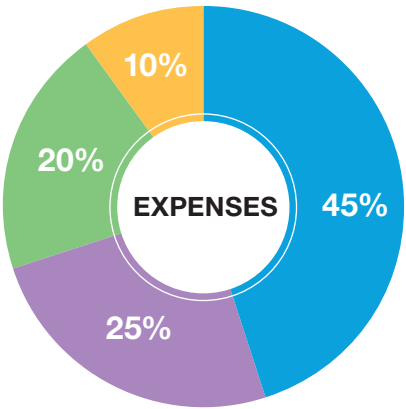
- 72% Government Funding
\$ 34,126,258
- 13% Rental & Other Income
\$ 6,368,832
- 9% Health Centre Revenue (Pharmacy and Dental)
\$ 4,094,069
- 6% Donations and Grants
\$ 2,904,248

Total revenue:
\$47,493,407



- 45% Housing
\$21,263,229
- 25% Health & Support Services
\$11,818,679
- 20% Shelters
\$ 9,280,235
- 10% Administration
\$ 4,871,321

Total operational expenses:
\$47,233,464



Charitable Registration #12820 5069 RR0001



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