

2004 COAST ANNUAL REPORT



Coast Promotes Recovery of Persons with a Mental Illness

Since 1974 the Coast Foundation Society has been providing high quality housing, employment programs, social opportunities and other community mental health services for people with a serious and persistent mental illness.

Coast Foundation Society Mission Statement



Brian Kennedy
Chair, Coast Foundation Society



Darrell Burnham
Executive Director,
Coast Foundation Society

Executive Report Dear Members,

How times have changed and how they stay the same. This is Coast's 30th anniversary; Coast Foundation Society (1974) was incorporated in March 1974 out of the dust of the original Coast Foundation Society that began operations in 1972.

In 1974, Coast was concerned with acquiring its first housing project, the 24 unit Hooper Apartments in the west end named after Jackie Hooper who led the development of this housing project. This was in response to a need to develop adequate community-based apartment housing that maximized privacy, but still offered informal supports for people with mental illness. It turned out that this was the first supported housing program in Canada for people with mental illness.

In 2004, Coast is still concerned with housing and has over 500 people in supported housing in Vancouver and Coquitlam. Thousands of people with mental illness still need adequate housing. Without decent housing, all other rehabilitation and treatment efforts become frustrated – recovery starts with a home. We have begun working on a multi-faceted housing strategy to develop effective strategies that will provide more housing. This is

challenging, as Vancouver is the most expensive city in the country to live. We are hopeful that we can continue to find better ways to provide more homes for people with mental illness.

Although some of the challenges we face are the same, the issues facing people with mental illness in 2004 are far more complex than in 1974. Homelessness, concurrent disorders (addictions), poverty, and the sheer number of people in the community needing support have dramatically increased. Riverview will be closing by 2007, so that all support for people with mental illness will be offered through local health authorities or community agencies like Coast.

The past year, Coast's Board has been working hard on several fronts in order to prepare Coast for the demands it is facing. First, we have been following through on the 2003 Accreditation in order to build a responsive and quality oriented culture within Coast. The Board has created a Quality Improvement and Risk Management Committee that has overseen a project to develop better means of monitoring service quality and progress across all programs and functions at Coast. This includes development of a comprehensive Balanced

Scorecard, designing a Goal Attainment System for all services and purchasing a software system to help monitor service quality.

Second, we are pursuing ways to improve our service capacity through the noted Housing Strategy, expanding our pursuit of Social Enterprises (viable business opportunities that employ consumers) and pursuing new programs. In partnership with the Forensic Psychiatric Services Commission, we have more than doubled the Cottage Program on the grounds of Riverview Hospital to eight cottages which provide homes for 27 residents. In addition, Coast was the successful proponent with Vancouver Coastal Health (VCH) to operate three residential care facilities in Vancouver in October 2004 to serve 20 residents. Finally, Coast has developed a partnership with Mole Hill Society and VCH to operate a transitional housing program in the west end, Watson House, beginning in 2005.

Third, we are continuing to refine and improve our Governance model. We had a very successful Open Spaces session this spring. Open Spaces is a forum for all of Coast's stakeholders to participate in a morning workshop by providing feedback on Coast activities and

goals. In addition, a summer Coast Foundation Society Board retreat has set some very ambitious goals to expand housing and employment opportunities, pursue excellence and look at supporting our stretched infrastructure.

Finally, we need new funds to build housing projects and open the door for more employment. Our sister organization, Coast Mental Health Foundation, has been doing sterling work in finding the funds necessary for our current and future success. The 2004 Courage Awards were the most successful in our history, raising \$100,000 and our Celebration of Hope Breakfast in October raised almost \$100,000.

None of Coast's success would be possible without a visionary Board of Directors, dedicated management, compassionate and skilled staff and involved and engaged consumers. We also rely on many service partners. More and more, it has been the support of individual, corporate and foundation donors, that have provided the extra funds to maintain or enhance our services. On behalf of Coast, thank you all for your outstanding contributions and support.

For more information
on Coast call, e-mail
or visit our website.

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2004 COAST ANNUAL REPORT

Report from the treasurer

Brian D Kennedy

This year proved to be an encouraging year as the Society was successful in achieving a modest operating surplus, despite ongoing governmental budget constraints.

The Coast Board of Directors and Senior Management completed an extremely successful operational year and they continue to lay a strong foundation for the years to come.

The organization has been successful in obtaining ongoing operational funding for new projects or assuming control over programs in a competitive bidding processes by government health agencies. Coast has added 27 residents in Coast Cottages program and another 27 in Community Homes through this process.

These programs and others have seen Coast's operating budget grow from less than \$10 million in 2000 to almost \$12 million today. What is even more remarkable is that this growth has occurred at a time when programs and funding have been reduced in other areas.

Coast is a very lean organization and growth requires changes to administrative and management structures to support employees' delivery of programs to clients.

Coast was successful in completing several large-scale renovations. Projects included re-piping China Creek, Frances Court and McLean Apartments. As well the Coast Clubhouse installed a new commercial kitchen as the groundwork for developing a Catering venture to provide paying jobs for members.

The most urgent budget issue continues to be the annualized operating deficit of the Resource Centre that currently stands at \$ 250,000. Coast has been successful to date in dealing with this cost pressure utilizing funds from a grant from the B.C. Gaming Commission, through generous donors and through a very generous anonymous donation totalling over \$750,000 for a three-year period ending March 31, 2005.

Other staffing requirements identified in the Accreditation process call for additional personnel and resources to effectively deal with

- Risk Management Initiatives
- Quality Improvement Initiatives
- Client Information System
- Information Technology
- Human Resources Information System integrated into our Accounting System

The Audit and Finance Committee is a sub committee of the Board of Directors, with the

PERSONNEL COMMITTEE HISTORY

'74

'81

'83

'85

'95

'97

'00

1974: Coast starts with an activity centre, a bus, and one apartment building and about 15 staff **1981:** Coast quadruples its employee base with the purchase of 24/7 licensed care homes **1983:** CUPE Local 2798 organizes Coast's employees **1985:** First collective agreement is signed **1995:** Provincial government amalgamates the unions, the employers and health sector collective bargaining into provincial structures **1997:** Coast acquires two new unions and two provincially-negotiated and administered collective agreements **2000:** Coast creates a full-time Human Resource Position

mandate to review the financial concerns of the organization. The committee has spent considerable time and energy to identify both the operational needs of the Society and the available resources to carry out our mandate.

I would like to thank Coast's Accounting group, led by Tom Gill, CMA, Controller, along with our auditors KPMG, for a successful year-end audit.



Personnel Committee

Mary Risebrough, Chair

The Personnel Committee and the Human Resource Advisor Marty Norgren face many challenges. Staff work-life has been altered radically. Provincial collective agreements, different unions, severe funding shortages and accreditation have placed demands on the department, not just for labour relations but actual strategic human resource planning.

Coast has 180 unionized employees working in 27 different types of work over 30 different work sites. Seventeen managers provide support, guidance and overall direction to the staff, clients and programs. In 2003, the average length of service for the unionized staff was 8.13 years and the managers were 8.81 years. The Personnel committee of the Board of Directors governs and provides resources, assistance and support to the department as well as supervises and directs the Executive Director. During the past year, the Board evaluated and set goals for the Executive Director.

The other area that the committee covers is policy approval for the organization. For example, they reviewed, discussed and approved acceptance of the 2004-2006 extension to the collective agreement. Performance-based pay systems and evaluations for managers and overseeing a Human Resources (HR) plan come to life have been other areas

of focus in 2003/2004.

Within five years, the HR department aims to have Coast Foundation Society as THE place to work in Community Mental Health in Vancouver. An HR plan tied to outcome indicators has been developed, giving vision and purpose to work life at Coast into the future. A living, dynamic HR plan to be developed would include:

- implementation of the quality assurance cycle with clear and relevant indicators;
- performance management that establishes standardized performance reviews of all staff annually;
- performance-based pay systems for managers;
- formalized education/training/learning systems;
- a wellness program;
- occupational health and safety systems procedures that focus on prevention;
- a mentoring system for both unionized staff and managers.



Planning & Program Committee

Shane Fitzpatrick

PLANNING & PARTNERSHIP MISSION STATEMENT

To ensure Consumers, Staff and Management work together with a common vision for Coast Foundation's services. To reconcile and develop plans, recommendations and responses to the needs of Coast's current and potential consumers. To monitor Coast's progress in addressing these needs.

The Planning and Partnership Committee was established in the early '90s to provide a forum for consumers, staff, management and board members to give a collective input into program service and planning with its recommendations. The Committee encourages opportunity for discussion through open committee meetings and other venues such as the Open Spaces Forum.

This past year the Committee looked at several key issues including the improvement

of communications for Coast services by proposing a Coast-wide communications worker position to act as a liaison between all program services and committees.

This year several of our Committee Outreach members went out to Coast sites to familiarize consumers to the committee and discuss how we can best address concerns.

Through Consumer Recognition at annual meetings, consumers from each program area are acknowledged for their contributions.

Committee members compiled concerns from the Coast community and these were brought to the attention of the Mayor Larry Campbell in the Safety in the City Forum.

Topics that the committee will be looking at over the next year arising from our annual retreat and the open spaces forum will include:

- An action plan for Open Spaces held in 2004
- The creation of a flow chart to demonstrate the steps involved with the Grievance procedures and Appeals process
- Participating in communications planning for Coast
- Preparing for the Open Spaces Forum 2005
- Creating Terms of Reference for communications liaison position
- How to best represent constituents and monitor effectiveness

I would like to take this opportunity to thank all committee members for their hard work and contributions over the past year and I look forward to working with you in the future.



On a personal note, I would like to say goodbye to Paul McGillicuddy, a friend and long time member of the committee who recently passed away. Paul's contributions to the committee and enthusiastic approach to advocacy will be missed very much.

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*Resigned during year

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COAST MENTAL HEALTH FOUNDATION



Photo Courtesy of Dave Roels

From left to right: **Darrell Burnham** Coast Executive Director, **Deborra Hope** Co-host, **COURAGE 2004 RECIPIENTS** **Stephanie David** Youth, **Lori Wikdahl** General Medicine, **Mary Graham** Mental Health, **Rodney Fregin** Chemical Dependency, **Florence Rita Rickards** Social/Economic Adversity, **Geoff McMurchy** Physical Rehabilitation (Sitting), **Silken Laumann** Co-host, **Shirley Broadfoot** Courage Chair. All of the recipients courageous stories can be read at www.coastfoundation.com.



Coast Mental Health Foundation Board of Governors

- Stephen Edgar, Chair
- Franco Anglesio
- Doreen Braverman
- Shirley Broadfoot
- Kevin Evans
- Gerald P. Haslam
- Brian Kennedy
- Robert John Kucheran
- David A. Larsen
- Don Leier
- Shelley Mullins

In 2003, Coast Mental Health Foundation developed a strategic plan to meet the ever-increasing needs of people with a serious mental illness. In 2004, Coast's fundraising efforts reached new heights. In addition to the support of so many generous individuals, families, friends, corporations, partners and foundations, Coast Mental Health Foundation established a new giving program: Friends of Coast, a Multi-Year Giving Club. Friends of Coast was launched at the first annual Celebration of Hope Breakfast in October 2003 that raised over \$110,000 in one hour! These multi-year funds [pledged over five years] combined with annual contributions help Coast achieve programming and service goals for our clients – individuals with mental illness. In 2004 the Celebration of Hope raised over \$100,000.

In 2003, Coast launched monthly information sessions – Changing Lives – the Coast Community Tour. Over 150 people have attended these sessions! Coast is pleased that so many people have visited our facility. These sessions are held at the Coast Mental Health Resource Centre each month. Lunch is provided and we do NOT ASK FOR FUNDING.

We welcome anyone interested in learning more about mental health and Coast's services to join us in 2005 Coast Community Tours.

The Courage To Come Back

Shirley Broadfoot, Chair

Coast Mental Health Foundation presented its' sixth annual Courage To Come Back Campaign. 'Courage' celebrates the achievements of six extraordinary individuals who have demonstrated the quiet courage needed to overcome the insurmountable. The event in April 2004 was a great success and raised \$100,000.

Coast is thankful to all partners and supporters of this event. Our special thanks to Scotiabank, Global Television and Weyerhaeuser as Platinum Partners of this event. From humble beginnings, this event has grown and blossomed with the foundational support of these Platinum Sponsors.

Thank you to the Board of Governors for all of their efforts in fundraising! Shelley Mullins, a long time friend of Coast has resigned from the Board of Governors. Ms. Mullins spear-headed Coast's fundraising efforts in 1993-95 and was instrumental in establishing a fundraising department for the organization. In addition, she is a founding director of Coast Mental Health Foundation. Her legacy to Coast will live on for many years. Shelley has logged many hours of volunteer work as chair of the first fundraising committee, membership on campaign committees and as a Board member. For years, she worked hands-on packing and addressing holiday card orders. Over the last few years, Shelley provided \$85,000 through her Family Foundation to fund job development and a variety of other programs. Coast gratefully acknowledges her incredible support and vision.

Coast Mental Health Foundation exists to make better mental health possible through resource development and public awareness. We gratefully acknowledge and thank all those who have joined us in this journey – those who have made financial contributions, provided partnership opportunities, volunteered, or provided gifts in kind.

Coast Foundation Society and Coast Mental Health Foundation acknowledge and thank the many donors who supported the Circle of Courage Annual Giving Campaign in the year 2003.

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IN MEMORIAM

- The many friends and family in memory of Heming Johansen
- Evelyn Bond in memory of Rick Bond
- Goldis Braven in memory of David Braven

* Legacy of Courage (Bequest) Δ Friends of Coast (Multi-Year Giving Society)

2004 COAST ANNUAL REPORT

FINANCIAL TRUST PROGRAM

COAST MENTAL HEALTH RESOURCE CENTRE

CLEAN START

REPORT FROM THE ASSOCIATE EXECUTIVE DIRECTOR

Heather Edgar

Over 30 years of operation, the keys to the success of Coast have been GROWTH, INNOVATION, & RESPONSIVENESS to Coast member needs and the needs of those who lack proper housing or skills to enter the workforce.

Coast has moved the organization to embrace increased member involvement. Coast recognizes that those who use the services can tell us what they need to meet the everyday reality of seeking better mental health and recovery.

Coast's new mission statement adopted in this past year states that "Coast promotes recovery of persons with mental illness".

Recovery oriented organizations strive toward inclusiveness, and encourage members to equip themselves with skills and support. Coast promotes a recovery-based focus to meet member needs and places members at the centre of their rehabilitation goals. Staff and members work together to make the best life possible for members.

Some of the recovery-focused approach (called psychosocial rehabilitation or PSR) that Coast has learned over thirty years include:

- Providing HOPE to individuals
- RESPECTING the individuality of each member
- Informing and EDUCATING members about choices in a recovery plan and the right to make their own decisions
- ENCOURAGING members to develop a personal SUPPORT NETWORK that could include a medical practitioner, mental health teams, peer support, family, friends, Coast staff and others
- REINTEGRATION into community life through social activities, volunteering, seeking employment or returning to school
- TRAINING staff to facilitate the process of recovery and the celebration of each members' steps towards better mental health

Many members say the greatest hope for Coast is stability during restructuring of mental health programs and government funding. Rumors about cuts have placed a great deal of stress on members. Coast has sought to keep people informed about what is actually happening.

As we prepare for the final stage of our accreditation, we continue to strive toward providing client centered services. Coast has embraced a culture of continuous improvement through adopting a quality framework supervised by the Quality Assurance and Risk Management Committee.

During the Accreditation Focus Groups in 2003, staff stated that participation and increased education opportunities assist in understanding of quality indicators. They also expressed a strong sense of pride in their work as they experience first-hand the improved lives of the clients they serve. Community partner's focus groups expressed confidence in Coast's ability to grasp opportunities, work in collaboration and reach beyond bottom lines with innovative solutions.

As I see members move further in their own recovery I am confident that their continued participation will guide and support excellent and responsive services. In addition, Coast will continue to work with other community partners and agencies to achieve the reality of people getting proper treatment and supports.

I owe a great deal of gratitude to the Program Management Team for the strong leadership demonstrated in the last few years. This team has demonstrated excellence in the Accreditation Process, managing change, revamping programs, establishing new programs and many other challenges.

The Human Resources Advisor and the Program Managers have achieved positive outcomes in staff reassignment, new hires, Coast Global Orientation and many other HR initiatives. All of them have put in many hours to see that members receive quality and qualified staff.

The staff at Coast have a great deal of dedication and caring for the members they work with. Through many changes and uncertain times, staff have persevered and pioneered new initiatives and new reporting requirements. Behind the scenes, program activities have been well supported by staff from Administration and Properties.

Finally, I want to acknowledge our Executive Director for his vision and hard work to build a strong community that provides healing and hope. I feel I have been very fortunate to work at Coast for the last 14 years and have seen so many members recover and grow. I am optimistic that all of Coast's stakeholders will continue to create a community of hope and recovery.



Financial Trust Program

Coast Foundation Society's Trust Program was developed over the last four years, and is a unique program for people with mental health problems. Through this program, Coast helps its clients to enhance their lives by making them financially more independent. Coast Foundation Society is the only non-profit organization in Vancouver, which offers services in establishing and administering trusts for people with mental illness.

Coast Foundation Society has opened 210 active trust accounts – the total initial value of these accounts is over \$4 million.

A manual has been written to aid non-profit societies in considering whether such a financial trust program would be beneficial to the people they serve and to gauge whether they have the organizational capacity to deliver the program. The manual is a guide to provide hints and strategies that Coast Foundation Society has learned in its experience.

Coast Foundation Society gratefully acknowledges the financial support that has been provided by the Law Foundation of British Columbia to develop this manual. The Law Foundation's \$15,000 grant has made possible the development of these materials and other costs such as distribution.

The Trust program has also been aided by a \$50,000 donation from the Vancouver Foundation, the Trust Advisory Committee for their advice. Our thanks also to:

David Unterman	Halldor K. Bjarnason
Jill Kapuscinski	Susan Cogan
Lynne Shepard	Lilly Sadovich
Bill Biles	Calvin Fong

Financial Trust "Mary's" Story

Having the Trust Account makes me secure knowing that if I become sick and in a manic or psychotic state I will not be able to throw away my saved money, since the money is in a Trust and this prevents impulse spending. The Trust protects my future since I have something to fall back on in hard times. This reduces my stress levels and keeps me out of hospitals. People in the past who knew I had some money have stopped trying to "borrow" from me. I now tell them that it is in a Trust and I cannot get money for them. (Few people have ever paid back money I lent them.) I use the Trust money for my own

recovery needs and do not spend it on frivolous items. I buy items that reduce my stress levels, help stabilize me and improve the quality of my life - money that I could not afford to spend if just on a pension alone. I have learned the value of money and having a Trust Account helps keep my finances in order. I am very grateful that Coast Foundation Society offers this type of Trust Account. It is very valuable and beneficial for me and for everyone afflicted with a mental illness since at times our cognitive and management skills are jeopardized; I don't know what state I would be in if I did not have the benefit of a Trust Account.

COMMUNITY SERVICES

Coast Mental Health Resource Centre

Coast Mental Health Resource Centre has increased its population by another 400 individuals since this time last year.

We continue to offer a wide range of services for people from basic needs such as food, clothing and laundry as well as services that can help people look to their future, such as volunteer opportunities, social programs, referrals and employment training.

More people are unable to get even their most basic needs met as social assistance has been slashed. With the closures of social assistance offices everywhere we have found that helping people access money for these basic needs is becoming increasingly time consuming and confusing for those in need. Decent food and a safe place to live are the main priorities for many individuals who are experiencing mental illness. As resources in the community start to disappear people become more desperate; this has many implications for front line service programs such as the Centre.

Over the summer it was decided that we needed to step back and look at the program and the members we serve. One of most important goals in this program is to provide a safe and accepting environment where people can come and focus on getting well. As we were hearing more and more concerns of safety from members and staff, a decision was made to go back to the original five day a week operation. This enabled us to work with a consistent core staff group. During this time we embarked on staff-training, examining our intake process as well as the effectiveness of programs we presently offer. We also had a number of focus groups for members so we could hear directly from them, what they value and how we can strategize together to make this a safe place for all.

What we have learned through this is that as our population changes, we need to be flexible and dynamic. We have, with the help of the Clean Start Program, been able to offer comprehensive substance misuse programs for our members and much needed education for both members and staff. We continue to be committed to partnerships with other community agencies with which we can share knowledge and resources in these trying times. We also continue to support programs at the Resource Centre that rely on members themselves to offer mentorship, guidance and support to each other. We are in the process of expanding our peer support program by having one designated staff oversee a total of 3 peer support workers. These individuals work closely with St. Paul's hospital, taking patients out on day passes and introducing them to the Resource Centre.

As we continue in uncertain political and economic times it is clear that the responsibility for our citizens falls in the hands of the community itself. Coast

and the Resource Centre are visible community advocates and facilitators for those suffering mental health issues to begin their recovery, one step at a time.



Coast Mental Health Resource Centre

Sol's Story

What Coast means to ME.

When I first started coming to Coast three years ago, I had just gone through a drug rehabilitation program for crack cocaine addiction that spanned six years. I also had crippling schizophrenia that was turning me into a basket case. Schizophrenia began for me when I was 19 years old. It became more and more involved for me and by 23 I had lost all contact with reality.

The doctors put me on medication and I lived in a rooming hotel in degrading conditions. I lived in hotels in the Downtown Eastside and Granville St for eight years.

Coast was the only point of light for me and I have pulled myself out of my plight thanks to the staff and their services. And to top things off, I got a brand new apartment to rent from Coast, which is the best place I have ever lived.

I am finally starting to feel good inside naturally and I feel that coping with the world at large has been made possible by the fine people at Coast.

In particular I want to thank the art program at Coast for giving me an outlet to express myself and learn. And I want to thank the social programs and the volunteer job I was given and enjoy doing.

COAST MENTAL HEALTH RESOURCE CENTRE HISTORY

'92

'93

'97

'00

1992: The then Vancouver/Richmond Health Board identifies the Downtown South as an area lacking mental health supports **1993:** Coast Drop-In opens in rented facilities on Richards Street **1997:** Drop-In moves to new location on Richards as former location is demolished to build condominiums **2000:** Coast moves to permanent purpose built facility at 1225 Seymour with private dollars supporting cost of building

Clean Start

Beata Zaleska, Manager

At least 50% of people with mental illness have problems related to drug and alcohol misuse and at least 50% of people who seek treatment for drug and alcohol dependency have some form of mental illness. Coast community is not immune to these staggering facts.

Coast members experience a range of addiction patterns. Some have a significant addiction to drugs and alcohol and struggle daily to survive. Some struggle with occasional overuse of drugs and alcohol by bingeing. Others use moderately, yet experience considerable difficulty maintaining mental health. Finally, some strive to maintain their recovery from drugs and alcohol addiction.

the Resource Centre and Clubhouse

Clean Start for staff:

- Basic and Advanced Training in Concurrent Disorders
- Monthly workshops on psychology and physiology of commonly used drugs of abuse
- Regular presentations of experts and service providers

Clean Start and community:

- Vancouver Detox Services will partner with Coast to provide home detox services to Coast members
- Other non-profit organizations are taking part in Coast staff training
- Clean Start Task group is engaging a number of community partners in planning new activities and improving existing ones.

If you are interested in more information or assistance from the program please call 604.675.2345 or e-mail: beataz@coastfoundation.com.

Coast Mental Health Resource Centre

1225 Seymour Street
Vancouver, BC V6B 3N6
Tel: 683-3787
Fax: 683-3750
Members Line: 683-3752



Through private donor money, Coast is pioneering a program that addresses issues of mental health and addictions, called Clean Start. The program's mission "From discovery to recovery" embraces all members at different stages of their recovery.

The program serves stakeholders: members, staff and community partners.

Clean Start for members:

- Information and support groups held at the Resource Centre three times a week
- Twice a month, Healing Circle is facilitated by Hey Way Noqu aboriginal services society
- Ongoing opportunity to make individual appointments to work on issues one on one
- Monthly presentations of community service providers and experts in the field
- Support to an ongoing 12 step peer support program run once a week at

2004 COAST ANNUAL REPORT



SUPPORTED HOUSING

'73

'77

'79

'81

'86

'89

'92

'94

'95

'97

'00

'02

'05

1973: First Apartment Block purchased—now called Hooper **1977:** Clark Apartments opens—Building designed and built by Coast **1979:** Coastview apartment opens **1981:** China Creek Apartments open **1986:** McLean Apartments open **1989:** Frances Court opens **1992:** Supported Independent Living opens—residents assigned to a support worker and receive a rent subsidy to live in market housing **1994:** HYDRECSA apartment opens with donations from BC Hydro employees and the company **1995:** St. Margaret Apartment opens **1997:** Rebuilt Hooper Apartment opens **2000:** Seymour Place opens with 30 of 136 units designated for Coast residents **2002:** Candela Place opens with 20 of 63 units designated for Coast residents **2005:** Watson House scheduled to open

Supported Housing

Joanie Tara, Manager

Coast recognizes one of the greatest needs of people with a mental illness is for safe, secure and affordable housing with appropriate support.

The lack of proper supports for the mentally ill is a human tragedy, but few realize that it is also extremely expensive to leave people without supported housing.

Not providing proper supports for the mentally ill creates or exacerbates health problems, mental health issues and addiction and often leads to homelessness. And when mentally ill people have problems, they use the highest-cost public systems—emergency rooms, hospital psychiatric beds, detox, residential treatment programs, and, in some places, jail cells—creating a huge, unnecessary burden on the health care, mental health, addiction and corrections systems.

Supportive housing marries decent affordable permanent housing to community mental health supports and employment assistance. Coast deals with many consumers facing a multitude of issues in addition to their mental illness. Coast serves the

hardest-to-reach people - those who cope with mental illness, addiction and HIV/AIDS who stay housed and get the help they need to live independently.

All supported Housing Programs have a very high standard of accommodation. The key components of the Coast Supported Housing Programs for the mentally ill are:

- Affordability of the apartments; rent is subsidized in all cases
- Privacy of self-contained suites
- Cooperative, stigma-free environment of block apartments
- Access to skilled community mental health support workers
- Development of and readjustment of an individual service plan unique to each resident
- Strong sense of community and mutual support
- Links to other mental health supports

Currently Coast Supported Housing is in the process of setting up work for a new program Watson House. This is partnership effort with Mole Hill Housing Society. It will provide a short term stay to client wishing to learn the life skills needed to allow them to live independently. It is based on the

Enhanced Living Model, and will house eight individuals at a time. Expected start date is in April 2005.

Supported Housing “Gilly’s” Story

I came into the Supported Independent Living program from a Coast Community Home (24 hour care, seven days a week) in 1998. Prior to this I was in hospital for a period, and received a diagnosis of major depression. At the time of my diagnosis I was in my early twenties, and had been previously at work and school.

I spent two years in a group home, and was delighted to be able to move in to supported independent housing. A Community Mental Health Worker provides support on weekdays. I have been in my own apartment for four years, and about a year ago I moved into an apartment with my boyfriend. We received support from my Coast worker to move in together, and this in itself was a real blessing.

During my time in Supported Housing I was also fortunate to be connected to PACT Employment Services by my worker and the outcome of this resulted in a full-time job placement.

I have also received support for stress relief and for smoking, and both have been extremely beneficial to my over all health.

I am now working on the goal to move out of the subsidized housing program and in the future we are considering getting married.

Community Homes

Renay Bajkay, Community Homes Team Leader

COMMUNITY HOMES TODAY

As of October 2004, there are ten Community Homes with 103 residents. The Community Homes are Licensed Care facilities with 24 hour staffing. Direction and current practice emphasizes psychosocial rehabilitation principles to foster the greatest level of independence possible with each resident. The residents are encouraged to develop life skills, independence, and to participate in the neighboring community. Community Homes are a vital part of the continuum of care as people move towards their maximum independence.

During the Accreditation process in 2003, Crossroads received a Good Practice commendation for the Follow U program. Residents discharged from Crossroads move into a single apartment and are given support by Crossroads staff in the early stages to maintain independent housing.

DIRECTION FOR THE FUTURE

In line with the Provincial Housing Plan, Community Homes is in the process of working on a directional framework which is looking towards both specialization in the programs or redevelopment of the programs.

Community Homes is also continuing to work on Quality Initiatives, which include a structured goal oriented approach to offering support to the clients.

Community Homes Bill's Story

Bill was born at Vancouver General Hospital in 1951. He grew up in various communities in the Lower Mainland, attending North Delta Senior Secondary School, making it to grade 11.

He trained as a welder in Burnaby Vocational School and in 1969 landed a welding job with Tetra Steel and Dominion Bridge. In the 1970s when he first started to become ill, he lost this job, and two others. Then he had a series of stays in Riverview Hospital.

After his stays in Riverview, he found help and work through the Mount Pleasant and Kitsilano Community Care Teams. Interestingly, Bill lived in Highlands before Coast Foundation owned it.

When he moved to Coast West in 1992, he was working part time for the Kitsilano Neighbourhood House, helping with the seniors' lunch program.

COMMUNITY HOMES HISTORY

'81

'87

'92

'95

'97

'02

'03

'04

1981: Coast West, Highlands, Cherry Doors and Crossroads purchased from private operators. The philosophy of the program was to provide long-term care in the place of psychiatric hospitals with few residents who would move into more independent living. **1987:** During the Riverview Hospital downsizing, Ananda House was the first purpose built Community Home owned and operated by Coast. **1992:** Champlain House purchased **1995:** Crossroads renovated and implemented a new transitional program with the expectation that residents would move into more independent living within two years **1997:** Highlands renovated to create more individual bedrooms for residents **2002:** Significant staffing changes in Community Homes division to respond to cost pressures and to encourage residents to be more independent **2002:** Quality Assurance position created to standardize approaches to care in all the homes **2003:** Coast takes over responsibility for programs at Bridge House **2004:** Coast takes over the programming in three more homes - Shaw Place, Chester House and Pender House

Bill got a job in 2002 as a peer support worker in the Transitional Apartment program. He has done well in that job, orienting residents from all the Community Homes to the apartment and the surrounding neighbourhood for the last two years. Bill is also a peer support worker for the men in Coast West. He started out teaching some of the residents cooking and cleaning skills. Now he is doing the grocery shopping for the house, taking along other residents, and teaching them to shop.

At this time, Bill has no desire to move into different housing. He wants to feel secure that he is truly on the road to wellness before making any moves. As he says, "I know they are on my side, my new friends."

Coast Cottages Program

Sharon McIntosh, Manager

Coast entered into a partnership in 2003 with the Forensic Psychiatric Services Commission to provide transitional housing for 12 clients from the Forensic Psychiatric Hospital. The program, located on the Riverview grounds, proved to be a very successful initiative. On May 17, 2004 Phase II of the program commenced and an additional 15 spaces became available. In total, Coast provides 24 hour, seven day a week staff support for 27 clients.

The Coast Cottage Program operates within a psychosocial rehabilitation framework to facilitate the successful reintegration of adults into the community. Many individuals have had numerous years of hospitalization.



Coast Cottages Program Zerom's Story

I was in another housing program that closed. I asked my doctor if I could go the new Coast Cottages program. My doctor phoned Sharon McIntosh (Cottages Manager) and she accepted me into the program.

I have been in the Cottages since May 1, 2004. I got back to my regular usual schedule and I could not be happier. Every Coast Cottage resident has a Key Worker and he or she goes out for coffee to make a bond so the patient will be able to trust his worker and express himself freely. All patients have a weekly program.

Sharon sent me with a staff member to the Coast Clubhouse. I was accepted in the program and I am now a member of the Communications Unit. I am making friends and I enjoy the lunch, which is only one dollar. Loneliness is a killer and I need friends.

Sharon also wanted me to represent the Coast Cottages in the Planning and Partnership Committee. After a few meet-

ings with this committee, I asked Sharon to send someone else because I felt I was not contributing anything at the meetings. The people in the committee seemed too smart to me and I could not handle the stress for two hours. I got stressed and I could not even hear what people were saying.

I told Sharon these things and she said that "perseverance is the key". She said, "I want you to learn and become like one of them or better. Keep at it." After attending for some time I can handle the stress and stay alert for two hours. And now, I have started to open up because Sharon has believed in me.

Years ago I was good student and graduated with distinction for a Bachelor of Science degree in Chemistry. I was a high school teacher for five years and I got a scholarship to do my Master's degree. But all these things became history when I fell victim to Paranoid Schizophrenia.

I want to thank Sharon and all the Coast Cottages staff for making a mental illness bearable. I may not be fully recovered but Coast has helped me a lot and made my life easier.

2004 EMPLOYMENT PROGRAMS

COAST CLUBHOUSE

PACT EMPLOYMENT SERVICES

2004 Employment Advisory Council (EAC) representatives:

City of Vancouver

G.V.R.D.

I.C.B.C.

Sev Morin Consulting

Paprican

Tolliday Consulting

Sleep Country Canada

Duke Energy

Coast Clubhouse

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COAST

PACT Employment Services

Cathy Johnston, Coordinator

While PACT Employment Services has enjoyed over 23 years of supporting individuals seeking employment, we have not been without our challenges and change. Funding from various sources over the years has encouraged creativity among staff and members.

The unsung heroes are the participants we have worked with who face the rollercoaster of unemployment, the stress of the job search and balancing a work life with a mental illness.

We at PACT Employment are a dedicated staff team of six employment counseling professionals committed to the delivery of a high quality program and the success of our participants. We offer a specialized service to address the barriers individual face in their job search and to assist with their job placement success.

This year we moved the operations of PACT Employment program into the Coast Clubhouse. This provided for the Clubhouse members seamless access to PACT's job search program and membership in the Clubhouse for the PACT participants.

PACT Employment Service provides:

- Career exploration and testing to develop personalized career plans
- Individualized employment counseling for each participant
- Career decision making and job search skills training
- Specialized service for those making a transition to school through a supported education plan
- Supported job search and employer marketing
- Post employment support
- Job search resource center

This year we expanded the number of new individuals using our services with 201 participants attending our program. Sixty-one people found employment and 24 individuals attended training. We are very grateful for the continued funding of Human Resources and Skills Development Canada. For the last three years we have also been able to place people in school or training with a grant from Weyerhaeuser.

The Employer Advisory Council has been a driving force in providing employment opportunities and valuable information on industry-specific hiring practices for our participants and members.

Coast Vocational Program Story

Antonio's Story

Antonio came into the office of the Job Developer at Coast Vocational Services this summer and asked for advice and assistance to acquire a position with Home Depot. Antonio had already done all the hard work to earn good references and assemble a work history showing that he was dedicated and prepared to work

independently. The Job Developer had previously created a respectful relationship with the HR Manager at the Vancouver Home Depot who had agreed to partner with Coast Vocational Services to create a Win-Win Match for the right PACT participant.

The HR Manager met Antonio and agreed that he had the skills and qualities that they were looking for in an employee. After a second interview with the Store Manager, Antonio was hired and became part of the Customer Services Team.

Antonio held various demanding and prestigious jobs in his birth country of El Salvador. But after many losses and a move

All three parties agree that this is a Win-Win Match.

Clubhouse Food Service Unit

People with a mental illness want to work at the level of their skill level, education, recovery and experience. Coast employment programs offer various paths to return to work. The Clubhouse is run by volunteer client units and staff. The Clubhouse provides hands on volunteer experiences and transitional employment positions. Volunteer and paid positions give people "on the job" experience and current references. The Clubhouse has four units: communications, environmental, employment and food services. Following is a story on the Clubhouse Food Services unit.

In the movie "Field of Dreams" there was this saying "If you build it, they will come". This is the very story of



their first meals for the members. Members who came to join the Food Service Unit really knew how to cook and use this new facility. They started to train other members and staff in how to run a productive kitchen. From

COAST VOCATIONAL PROGRAMS HISTORY

'72

'81

'82

'95

'96

'98

'01

'02

'03

1972: First Activity Centre opened – members bussed in from boarding homes **1981:** Centre moves to 295 East 11th **1982:** Activity Centre formally changed to Clubhouse model **1982:** PACT Employment opens as the first employment outreach program for people with a mental illness in Canada **1995:** Federal government cuts Employment Program funds and Coast's Partners in Hope raises private money to keep program running **1996:** Provincial government funds Vocational Rehabilitation Program Placement Service **1998:** Orientation to Work Program held **2001:** Clubhouse eliminates "drop-in" features and becomes a pure vocational service centre **2002:** Provincial government moves vocational placement services to other agency serving cross-disabilities **2002:** Coast Landscapes starts as employment venture **2003:** PACT moves to Clubhouse facility and both employment services become part of Coast Vocational Services **2003:** Coast begins sewing and catering ventures

to Canada, he connected with Coast and received the help to start again. Antonio came to the Clubhouse and started working in the Transitional Employment Program where he proved to be a very dependable and reliable employee, completing three placements. He also gained Supported Housing through Coast, which reduced his financial stress and provided a solid home base from which to work. This support enabled him to return to school and complete training certification. He also worked in the Coast Landscapes business and earned more excellent work references. He then turned to PACT for guidance to acquire independent employment.

Antonio feels like he has acquired his dream job. He says that the Home Depot store is a really nice environment in which to work and he feels optimistic about his opportunities there. He likes helping the customers and finds that his co-workers are very friendly. He feels supported at work and knows that he has support here at Coast.



the Food Service Unit last year. What was a small and outdated kitchen was soon to become a larger professional kitchen. This transformation had many people involved including Clubhouse members.

It was decided to move the dining room from its cramped location to the mostly unused indoor smoking room and library. The old dining room would become a members lounge and library.

The work began and trades people started ripping the place apart. All the while the Clubhouse remained open for business. The Food Service Unit still made a lunch every day for the members and staff. Everyone demonstrated a huge capacity to adapt to the inconvenience of the construction and very little resources to prepare the lunches.

The new kitchen was complete just in time to cook the Christmas dinner and the convection ovens produced

there it was only a matter of time that Coast Catering became a reality. This business venture is the direct result of these members' efforts to create an enterprise they could be proud of and get some income at the same time. The entrepreneurial spirit is alive and well in the Food Service Unit.

This unit today produces lunch for over 75 members daily and has taken on some really impressive catering jobs of up to 150 people. Each time the comments come back on how good the food and service are. This unit is now in the process of developing a comprehensive training program that includes all members and potential members along with a business plan to keep the catering business operating on a daily basis, putting more members to work.