



nelson
community
services *fyi.ca*

Supporting families, youth & individuals

2017 - 2018 | ANNUAL REPORT

A Year Of Renewal

// A Message from the Board Chair & the Executive Director

As an accredited organization since 2006, Nelson Community Services knows a bit about review and renewal cycles --- that intense, focussed process of deeply examining our work and our outcomes against a set of standards, all the while setting a new course for the coming four-year cycle. This past year our Board and Staff have spent untold hours preparing and presenting evidence to our accrediting body that demonstrates our commitment to a 'gold seal' set of standards for our field.

Starting a new cycle involved creating a new four-year Strategic Plan, developing a new Vision statement for NCS, and updating our existing Mission statement and Service Philosophy. And, as part of our commitment to *Truth and Reconciliation*, we have taken another small step forward by formally acknowledging the traditional lands of the Indigenous peoples of this region upon whose territory we deliver services each day.

Other evidence of renewal at NCS this year has been the extensive renovations at both the Main office and the Transition House. These renovations have allowed us to take on more office space and to increase the level of security and comfort for clients and staff alike.

And, while all of the above was underway, our amazing staff did not stop their daily delivery of service to those families, youth, and individuals in need of support. The demand for our services continues to grow, and the Board is committed to exploring ways of addressing this challenge. While we await the final report from our accreditors, we are moving forward with all the excitement and anticipation that this year of renewal has brought with it. We wish to extend our deepest gratitude to all who make the work of Nelson Community Services possible. Thank you!



Jenna Skidmore, Board Chair



Rona Park, Executive Director

// Our Vision

A compassionate and empowered community where families, youth, and individuals receive the supports and services they need to live dignified, resilient and hopeful lives.

// Our Mission

To support the well-being of families, youth, and individuals by providing counselling, housing, support, and outreach services in our community.

// Our Service Philosophy

Nelson Community Services believes that all individuals and families, at some time, experience difficulties in their lives and that they have an inherent right to be heard and to be supported. Our relational approach to service delivery is respectful of each person's identity, issues, strengths, culture, needs, and choices.

// Snapshot: Performance Data 2017—2018



2347: Total number of clients served (families, youth, and individuals) across 14 programs. *



286 individuals participated in 20 different groups (men, women, youth, parents, and children's groups).



Total number of new referrals/requests for service : 1436



Staff, Board & Volunteers

- Full-time Staff: 16
- Part-time Staff: 10
- Casual Staff: 6
- Board Members: 7
- Volunteers: 4

* Just over 1,000 of total clients served were through our youth and adult outreach roles in the community.

// Accreditation News

Our Accreditation Site Visit took place September 9 to 12, 2018. We had a very positive site review; however, we await the "official" results from the Council on Accreditation! Watch our website for a posting of our final results later in October at www.servicesfyi.ca.

// Our clients say it best.....



“ I really appreciated it when staff made things like soup; it felt so nurturing and it was one less thing for me to put energy into. I am so grateful for this house and for the support. The house is such healing environment. I have been here before and I love the new rooms, especially the quiet room”.

~ Transition House Client



“ NCS offers the most professional, heart-centered, effective services in the community. I have experienced counselling and support from several staff, including reception --- all warm-hearted, smart and smiling faces. Blessings”.

~NCS Client



2017-2018 REVENUE

Ministry for Children and Family Development (36%)	695,806
BC Housing (43%)	829,338
Ministry of Public Safety and Solicitor General (14%)	266,826
Kootenay Career Development Society (2%)	36,000
School District #8 (<1%)	10,000
Grants (3%)	62,878
Donations (1%)	15,190
Interest/Sundry (1%)	19,300
TOTAL	1,935,338

2017-2018 EXPENSES

Administration Expenses (2%)	39,953
Building Expenses (8%)	151,803
Program Expenses (13%)	244,698
Salaries/Benefits (77%)	1,491,935
TOTAL	1,928,389

We could not do all we do without the generous donations from our community and from our many funders. ~ Thank you! ~

Our Program Funders

BC Ministry of Children and Family Development, Public Safety and Solicitor General, BC Housing, SD #8, Kootenay Career Development Society, Columbia Basin Trust, BC Civil Forfeiture Office, City of Nelson, Homelessness Partnering Strategy

Our Donors

Thirty-four (34) donors donated **\$15,190** this year to NCS. With these donations, we were able to enhance clients' lives by supporting summer camp fees for kids, Christmas dinners and presents for families and youth, departure kits, childcare and transportation supports, and so much more.

WORKING TOGETHER TO CREATE A COMPASSIONATE & EMPOWERED COMMUNITY...

You will find NCS staff out in the community, working collaboratively with school district staff, Nelson Police Department, MCFD Child Protection and Child & Youth Mental Health workers, the Street Culture Collaborative, SPAN, Nelson at its Best's End Poverty Initiative, Youth Interagency Committee, Youth Centre, Women's Centre, Safe Kids & Youth (SKY) Initiative, Interagency Committee, Nelson Committee on Homelessness, Nelson Housing Committee, VAWIR/ICAT Committees, and IHA's Adult Mental Health and Substance Use, to name a few. **We value our community partners in creating social change.**



Ph. (250) 352-3504 | Email: admin@servicesfyi.ca
201 - 518 Lake St, Nelson, BC V1L 4C6 | Fax: (250) 352-3750

www.servicesfyi.ca



Supporting families, youth & individuals

2017 - 2018

- AGM Agenda
- Minutes from 2017 Annual General Meeting
 - Society Reports to the Membership

Nelson Community Services Society

46th Annual General Meeting

Tuesday, September 25, 2018, 7:00 p.m.

Held at the Railtown Meeting Room, 91 Baker Street, Nelson, BC

AGENDA

Territorial Acknowledgement

Guest Presenter: Ann Harvey, Nelson Committee on Homelessness

1. Introductions
2. Adoption of Agenda
3. Adoption of Minutes of September 12, 2017 Annual General Meeting
4. Reports:
 - a. Board Chair
 - b. Finance Committee
 - c. Human Resources Committee
 - d. Community Relations Committee – Annual Report 2017-18
 - e. Executive Director
 - f. Performance Quality Improvement Team
 - g. Program Management Team
5. Presentation of Audited Financial Statements 2017-18
6. Appointment of Auditor for 2018-19
7. Election of Board Directors
8. Adjournment

**** Please join us for some refreshments ****

Presentation of Years of Service Awards – Employees and Volunteers!

NELSON COMMUNITY SERVICES SOCIETY
45th ANNUAL GENERAL MEETING
Tuesday, September 12, 2017 at 7:00 p.m.
Held at Kestrel Room, Best Western Baker Street Inn, Nelson, BC

Board Members Present: Jenna Skidmore (chair), Maureen Kelsey, Alison Hutchison, Jody Dudley, Cathy Leugner (secretary), and Monica Doyle

Board Member Regrets: Teresa Olleck

There were 34 people in attendance representing Board members, Agency staff and community members. There were 7 eligible voters present (from a possible 8 eligible voters).

Agenda Item	Presentation	Action
Call to Order	<p>The Annual General Meeting was called to order by the Board Chair at 7:00 p.m.</p> <p>Presentation from Pat Henman, local resident, regarding her daughter's and her own personal journey of healing following a head-on collision by a drunk driver. She is a volunteer representative for Mothers Against Drunk Drivers (MADD). Her talk was moving and insightful, and she made connections between her trauma and the work done at NCS.</p> <p>The Chair welcomed all in attendance. She reminded everyone that only paid members are eligible to vote. She introduced members of the Board of Directors -- Monica Doyle, Maureen Kelsey, Jody Dudley, Alison Hutchison, Cathy Leugner (Secretary & Vice Chair), and Jenna Skidmore (Chair). Absent is Teresa Olleck. She also introduced our Executive Director, Rona Park.</p>	
1. Agenda additions/deletions	Agenda was distributed. It was included in the AGM Booklet, which also included Society Reports to the Membership and the Agency's 2016-2017 Annual Report.	<p>Moved by : Jenna Skidmore Seconded by: Monica Doyle Motion: That the agenda for the AGM be adopted as presented. Carried</p>
2. Approval of Minutes	Minutes of The Nelson Community Services Centre (NCSC) Society's Annual General Meeting of September 14, 2016 were distributed.	<p>Moved by: Jenna Skidmore Seconded by: Alison Hutchison Motion: That the minutes of the meeting of the NCSC Annual General Meeting of September 14, 2016 be adopted as circulated. Carried</p>
3. 2016-2017 Society Reports to the Membership	<p>All reports were distributed and presented.</p> <p>a. Board Chair Jenna Skidmore presented the Board Chair Report</p> <p>b. Finance Committee Rona Park presented the Finance Committee Report</p> <p>c. Human Resources Report Maureen Kelsey presented the Human Resources Committee</p>	<p>No Questions</p> <p>No Questions</p> <p>No Questions</p>

Agenda Item	Presentation	Action
	<p>d. Community Relations Committee Report Jody Dudley presented the Community Relations Report</p> <p>e. Executive Director's (ED) Report Rona Park presented the ED Report</p> <p>f. Performance Quality Improvement (PQI) Committee Report Rona Park presented the PQI Report</p> <p>g. Management Committee Report Rona Park presented the Management Committee Report</p>	<p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p>Moved by: Maureen Kelsey Seconded by: Jody Dudley Motion: That 2016-2017 Society Reports to the Membership be adopted as presented. Carried</p>
<p>3. Presentation of Audited Financial Statements 2016-2017</p>	<p>Michelle Coates, accountant with Berg Lehman, our auditors, presented the Audited Financial Statements for the year ending March 31, 2017, as prepared by Berg Lehmann, Chartered Accountants.</p>	<p>No Questions</p> <p>Moved by: Monica Doyle Seconded by: C. Leugner Motion: That audited Financial Statements for the year ending March 31, 2017 be adopted as prepared by Berg Lehmann, Chartered Accountants. Carried</p>
<p>4. Appointment of Auditor for 2017-2018</p>		<p>Moved by: Monica Doyle Seconded by: J. Skidmore Motion: That Nelson Community Services Society appoints Berg Lehmann as our auditors for 2017-18. Carried</p>
<p>5. Election of Board Directors</p>	<p>a. Board Terms: Currently have seven Board members. Jenna Skidmore is at the end of her 2nd year term. She has agreed to do an additional 1-year term. Cathy Leugner will have completed her 2 –year term at this AGM. She has agreed to stand for an additional 2-year term. Alison Hutchison was appointed to the Board during the year.</p> <p>b. Request for Nominations from the Floor: – First Request for Nominations from the floor. – Second Request for Nominations from the floor. – Third Request for Nominations from the floor.</p> <p>c. Nomination Slate was presented as follows: Monica Doyle – 1 Year (last year of two-year term) Teresa Olleck – 1 year (last year of two-year term) Maureen Kelsey – 1 year (last year of two-year term) Jenna Skidmore – 1 year (last of one-year term) Cathy Leugner – 2 year (first year of two-year term)</p>	<p>Moved by: Maureen Kelsey Seconded by: Jody Dudley Motion: That Alison Hutchison be officially elected to the NCS Board of Directors for a two-year term. Carried</p> <p>No nominations No nominations. No nominations.</p> <p>Moved by: Maureen Kelsey Seconded by: Monica Doyle Motion: That the Nomination Slate as presented be adopted by acclamation.</p>

Agenda Item	Presentation	Action
	Alison Hutchison – 2 year (first year of two-year term) Jody Dudley– 1 year (last year of two-year term)	Carried
6. Adjournment of AGM	The 45th Annual General Meeting of Nelson Community Services Society adjourned at 8:00 p.m.	Motion to Adjourn: Monica Doyle Seconded: Alison Hutchison Carried

Chairperson

Secretary

Date

SOCIETY REPORTS TO MEMBERSHIP

BOARD CHAIR'S REPORT

It has been an honour and a privilege to serve Nelson Community Services as a Board member and then as Chairperson, for the past 5+ years. More than ever, the organization is thriving and presents a professional, accessible face to the community that makes me proud to have been a small part of such an incredible legacy.

With another successful accreditation and accolades from the accreditors, NCS proves to be setting the bar higher than ever. All of this is due to the hard work and dedication of staff, managers, Board members and our Executive Director. You have all worked so very hard to achieve this goal, while continuing to support our clients.

My gratitude extends to every one of you for your energy and devotion to this community and ultimately for the relationships that we have built. I will be watching from the sidelines and cheering you on! Go forth with your talent, abilities and strength of spirit. As I am moving to Victoria, I will miss seeing your faces, but know that I am humbled for having known each of you.

Hold strong in the knowledge that your work has a trickle effect that can be felt throughout the buildings you work in, the city you help, and the world we live in.

Respectfully submitted,
Jenna Skidmore, Board Chair

FINANCE/AUDIT COMMITTEE REPORT

Meetings of the Finance/Audit Committee were held on:

- November 14, 2017
- March 7, 2018
- June 25, 2018
- August 21, 2018

The Finance/Audit committee members are Alison Hutchison, Treasurer, and Monica Doyle, Board Member. Rona Park, Executive Director, and Vivian Smith, Finance Manager, are employee resources to this committee. The committee met quarterly and reviewed Balance Sheets and Income statements, Financial Summaries, agency assets, investments, and reserves, and the Risk Prevention and Management plan as it related to agency finances. These quarterly reviews were presented to the Board of Directors for approval at regular Board meetings.

On June 25, 2018, the Finance/Audit Committee added Cathy Leugner, Vice-Chair, for the purposes of reviewing the 2017-18 audit, as presented by the accountant from Berg Lehman, our auditors. The financial statements were reviewed and approved by the Audit Committee, in preparation for presentation to the Board for adoption on July 3rd.

The Finance committee has reviewed the following document, "Operating Reserve Policy Toolkit for Non-profit Organizations" with the intent to develop an operating reserve policy and practice for Nelson Community Services. This policy will ensure NCS can fulfil any financial obligations in the event of any unforeseen or unavoidable situations.

NCS is actively participating with four other members of the Kootenay Boundary Community Services Co-operative in the exploration of developing a shared financial services system. The goal of this initiative is primarily one of risk management. Like many non-profit agencies, we have one

employee carrying out all financial responsibilities without back up. A shared financial services system could significantly enhance our organizational strength and reduce our risks. We will continue to pursue the feasibility of this initiative in the coming year.

This year NCS has undergone Accreditation, so part of the Finance Committee's role was to review all the applicable Finance and Risk Prevention and Management standards and policies to ensure NCS is in compliance with all standards.

Lastly, at our last Finance/Audit committee meeting on August 21, 2018, the committee reviewed our next Strategic Plan 2018-2022 to develop and cost a Financial Plan for the same time period.

The Finance Committee is confident that NCS is financially well prepared to meet the challenges of the next four years. We are aware that our available external funding does limit the programs and services NCS can offer; however, we feel our leadership manages existing and available resources in a professional and competent manner.

Respectfully submitted,
Alison Hutchison, Treasurer

HUMAN RESOURCES COMMITTEE REPORT

The first meeting of the fiscal year for the Human Resources Committee was held on April 11, 2018. Our committee consists of Maureen Kelsey, Cathy Leugner, Alison Hutchison, Teresa Olleck, Jenna Skidmore, and myself. Our Executive Director, Rona Park, is a resource to this committee. Together, the HR Committee reviewed and updated the following:

- HR Plan: The HR Plan framework was reviewed to ensure that the organization continues to anticipate current and future needs.
- Development and approval of the revised Admin-Management structure effective May 1, 2018. Recruitment has started for the new position within this structure, the Counselling and Family Services Program Manager.
- A Succession Plan was developed in May 2018 for the Executive Director position.
- HR Risk Prevention & Management Plan reviewed and updated.

Terms of Reference: The HR Terms of Reference were updated and subsequently approved by the Board of Directors.

Accreditation – The Human Resources Narratives and Self-Study Evidence were developed and all HR policies were reviewed and updated.

Personnel Satisfaction Survey: No survey was conducted in 2017 just given everyone's busy workload with accreditation preparation. The next survey is scheduled for the fall 2018 timeframe. After the results are collected, they will be analyzed and recommendations brought to the Board for further discussion and action if necessary.

We continue to welcome and learn from the staff presentations at the beginning of our Board meetings. This has enabled the Board to build relationships and develop a deeper understanding and appreciation for the work that NCS provides in the community. We have benefited from our participation in the interview process for new staff members. This has allowed us to support to NCS build a workforce for a successful future.

The HR Committee is confident that NCS will continue to flourish under Rona Park's skillful leadership, supported by a strong management team and dedicated staff.

Respectfully submitted,
Maureen Kelsey, Chair

COMMUNITY RELATIONS COMMITTEE REPORT

Over the last year, the Community Relations Committee has focused on improving the message and content of the Society's website -- fresh photos of our staff and updates to the vision, mission, and territorial acknowledgement have been included. Cicada Place now has a virtual tour of one of its suites, and promotion of our programs and events are current.

The Canada Helps link for donations has provided new revenue from contributors, including one sizable donation through the transfer of securities option.

We are developing a "postcard" to promote NCS, the idea being that when we attend a meeting or event we can use the "post card" to initiate a conversation about NCS with others, leaving them with the card to keep us in mind.

We did not attend to fundraising events as the COA accreditation activities consumed a lot of energy and time for most of the staff and Board. However, plans are under way to focus on a strategic plan for fundraising. We will be making fundraising a priority this year.

Members of the Community Relations Committee include Jody Dudley (Chair), Jenna Skidmore, Cathy Leugner, Maureen Kelsey and staff, Rona Park, Anna Maskerine, and Joyce Dahms-Whiffen.

We hope you enjoy reading our "Year of Renewal" Annual Report for the 2017-18 year. Please continue to check out NCS's website for news and updates throughout the year.

Respectfully submitted
Jody Dudley, Chair

EXECUTIVE DIRECTOR'S REPORT

As I write this report, all that seems to go through my mind is how much this year has been about preparing for our fourth accreditation cycle! That process requires at least 10 months of preparation, leaving little time to focus on other priorities. However, in reality, so much more took place this year at NCS. It was a busy and productive year, like all others.

This year we completed some much-needed renovations at the Main office site. This renovation allowed us to take on more office space for our Outreach teams, add a new meeting room, storage room and cabinets, enhance the staff kitchen, and create a more welcoming and secure reception area. With many thanks to our Board's Renovation Committee, the architect, designer, and contractors, we are very pleased with these important changes in our work environment. Meanwhile, BC Housing made possible many beautiful, and necessary, renovations to the Transition House this year, which have led to an even more peaceful and safe environment for women and their children.

Each year brings some new and different programming opportunities and challenges. These included:

- Contract changes with MCFD that led to the development and launch of a new full-time Supervised Visitation program and a fully funded Youth Outreach Program, but sadly, reduced hours in the parenting support program and the Child and Youth Community Mental Health Program. To streamline referrals to the family services programs, we implemented a Centralized Intake Process.
- Through some one-time funding from the Ministry of Public Safety and Solicitor General intended to address 'workload pressures', we have been able to temporarily add service hours to all of our violence against women and children programs, including in schools.

- The Pre-Employment program funding through Kootenay Career Development Society (Employment Programs of BC) was significantly reduced, leading to a redesign of the curriculum and a shortening of the group programs. These newly designed programs are being launched in fall 2018. The men's program changed its name from Transitions to Doorways. We continue to co-deliver these groups with KCDS staff.
- Now in its second year of operation, the Street Outreach program was fortunate to receive a commitment of ongoing funds from the Interior Health Authority's Opioid Prevention Program. That, along with a 3-year commitment from the Nelson Committee on Homelessness (federal funds), a redirection of the Homeless Outreach Program funds (funded by BC Housing), a couple of one-year grants, and a significant anonymous donation, we have been able to fully fund the Street Outreach Program.
- In July, we submitted an Expression of Interest to BC Housing to operate a Second Stage Women's Shelter in Nelson. We remain positively optimistic about this opportunity.
- Staff were able to expand group opportunities this year. Group programs are always well received by participants, and this approach helps, to some degree, with the high demand for service. We continue to be challenged to meet the increasing need for service in our community. Our new 4-year strategic plan identifies our commitment to focus on innovative and creative ways we might increase our capacity to reach people in need.

For the first time in a long-time, our staff turnover this year was largely due to three maternity leaves! We have welcomed 3 new babies to our family-fold and 3 new temporary employees, as a result. New women joined our HPP team and our Transition House casual pool as well.

Our clinical supervisor submitted her resignation this year, which led to an opportunity to reconfigure the agency's Admin-Management structure. This new structure includes an expansion and change of the clinical supervisor position into a Program Manager role, with a planned corresponding reduction in hours of the Executive Director position. These changed roles will better distribute the program management workload and bring more supports where needed. Now, if we could just find someone to fill the Counselling & Family Services Program Manager role! And, thanks to Maggie for hanging in there with us till this happens!

NCS is always interested in ways to improve its operations, be more efficient, and reduce costs and risks. Projects I continue to be involved with in this regard include a potential shared financial services system with other KBCSC (our cooperative) members, data disaster recovery processes, exploring the potential for using Office 365 (multiple functions), and the development of a client information database system. NCS continues to participate in co-location discussions with four other Nelson social service agencies. All of these initiatives are about NCS taking the long view of its future needs and positioning itself for continued success and relevancy into the future. My continued involvement with the Federation of Community Social Services Board and our memberships in various provincial organizations help to keep us informed of changes and priorities in our sector.

Overall, it has been a stimulating and busy year. I want to end this report by extending my sincere thanks and appreciation to our incredibly committed staff and Board members who worked so diligently with me on preparing for our accreditation review. You did amazing work and made the process rewarding....and yes, even fun! We should all feel very proud of our accomplishments! And finally, thank you to the Board for your continued support and confidence in me to lead this amazing organization.

Respectfully submitted,
Rona Park, Executive Director

PERFORMANCE QUALITY IMPROVEMENT (PQI) TEAM REPORT

The PQI Team has been in place since 2006 when we were first accredited with the Council on Accreditation (COA). The team's primary purpose is to ensure our commitment to promoting excellence and accountability in all aspects of our service delivery to clients, to our personnel, and to the community. PQI is about assessing and improving overall performance of programs and meeting standards that promote quality outcomes. The PQI process is staff driven, although it includes support and input from all levels of the organization, including the Board, administration, and stakeholders.

The PQI Team meets once every quarter to review reports about key aspects of service delivery including program outcome measures, client satisfaction data, client grievances, incident reports, inspection reports, occupational health and safety issues, and labour management issues. In addition, PQI tracks progress on the strategic plan, staff training, emerging issues that might imply policy changes, and reviews progress on any new initiatives undertaken by the agency.

In addition to its quarterly review of operations, the PQI team looked specifically this year at ways to enhance the agency website so that it is comprehensive, friendly, and clear. The team undertook revisions to some policies, the file review process, and the ever-evolving Welcome Letter and Client Service Agreement. The team identified the need for, and supported, the agency's development of a Workplace Violence Plan, which is currently underway.

This year, in addition to its quarterly reviews as noted above, the PQI Team doubled as the Accreditation Team. Meeting monthly, this team took responsibility for developing and implementing a complete work plan that would ensure the completion and submission of our preliminary self-study, self-study evidence, on-site evidence and site visit preparation. The team was organized and efficient and was able to full engage all staff in the process. Way to go team! As the dust settles from the site visit, we will continue with our quarterly reviews for the next four years, and submit the required annual Maintenance of Accreditation reports to COA.

Respectfully submitted,

PQI Committee (Roger Luscombe, Anna Maskerine, Joyce Dahms, Cathy Swanston, Pat Hendrickson, and Rona Park; Board members -- Cathy Leugner and Jody Dudley)

PROGRAM MANAGEMENT TEAM REPORT

The Program Management Team consists of the Executive Director, the Youth Housing and Outreach Services Program Manager, and the Transition House Program Manager. The Management team's role is to discuss and problem-solve issues that affect program service delivery on a day-to-day basis, review opportunities for program development, plan for agency staff training, identify policy needs/changes, identify emerging/pending human resource matters, and to discuss building management issues.

The team met seven times this year to work on the above-listed activities. We were able to engage in some Human Resources management training this year through our cooperative, as well as to participate in some Human Resources/Labour Relations training workshops at the Community Social Services Employers' Association conference in Vancouver. The team members also sit on the Board's Community Relations Committee, the JOSH Committee, and the Labour Management Committee.

Respectfully submitted,

Rona Park on behalf of the team