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st. james community service society

St. James Community Service Society is a broad-based social service agency that provides care and support for the most marginalized and vulnerable while also working to transform communities for the future. In 2011, the Society will celebrate its 50th anniversary. Over the years, we have been making a difference in the lives of thousands of people in Vancouver's Downtown Eastside, throughout the city, and across the Lower Mainland.

We care for those who face homelessness, poverty and isolation, mental illness and addictions, as well as those with chronic and terminal illnesses. Our team of over 250 dedicated staff provide a spectrum of crisis, housing, personal care, financial support, and end-of-life services to over 2,000 people a year.



our mission

Supporting the most vulnerable in our community through the provision of a range of housing, health and social services.

our vision

Strong and resilient communities where all persons have adequate housing and health care, and where everyone is supported to live with a sense of self-worth and self-determination.

values and principles

Focused – on the services most needed by the community and for which we have the resources and expertise to provide to the highest standards.

Empowering – for the people who use our services; we are non-judgemental, centred on their needs and potential, and promote independence and individual choice.

Innovative – by collaboratively exploring new and responsive approaches to creating resilient communities and an effective, efficient organization.

Respectful – of the communities we serve, and of those who work for and support the organization. Accountable for our conduct and performance.

Sustainable – by creating a professional organization that can advance over the long-term with both integrity and flexibility.

the challenges

At St. James we deal with the complexities of life. Like when people with good intentions and modest aspirations find themselves, and sometimes their children, homeless. When addictions have taken control of their lives, or when they find themselves too ill or isolated to survive independently, or even manage meagre incomes. When they are unable to care for themselves or their loved ones in the final weeks and months of life when their need is greatest.

No-one sets out in life to suffer from an addiction, or a mental illness, or to struggle looking after their children. No-one sets out to be homeless, live in poverty, or not be able to care for themselves. No community sets out to be marginalized and castigated as a failure.

The work of everyone at St. James is to provide care and improve quality of life to those most at-risk. Sometimes this means a modest goal: keeping someone safe for a single night, making sure they have money for a meal today, or have clean clothes to wear. As often as not, though, the milestones are large and significant by anyone's measure: a permanent home, a family kept together, health and spirit renewed, or a peaceful death.

Created half a century ago by local volunteers determined to bring care to those who were otherwise ignored, the Society today is determined to find long-term solutions to some of the seemingly most intractable social issues. We want to provide housing services in a way that contributes to the end of homelessness, not the "managing" of it. And we want to place and deliver programs that help build a vibrant and sustainable Downtown Eastside, not that simply perpetuates its current challenges.

proud to be part of the downtown eastside

The Downtown Eastside may be troubled but it is not a homogenous "ghetto" as it is often portrayed. It is a complex set of microneighbourhoods, each with its own character, resources and challenges. The Society's main buildings sit on a crossroads of sorts, and each direction is emblematic of the diversity of forces at play: gentrifying Gastown, historic Chinatown, the new economy of the portside industrial zone, and the renewing Oppenheimer Park area.

The work of St. James radiates out across the city from the Downtown Eastside and we are proud to be part of the community. We recognize and honour the history around us, from the original First Nations inhabitants of the area to the once vibrant Japantown community, and to today's diverse population. We plan to be part of a better future.



the challenge in numbers

90%

the number of terminally ill Canadians who could benefit from palliative care, yet only 30% are able to access it.

\$50,000

one estimate of the per-person cost to the health care system of not providing hospice palliative care to the homeless who are terminally ill.

1 in 4

the number of seniors in Greater Vancouver who live below the poverty line. Approximately 25,000 seniors in BC live on an income of less than \$15,000 a year.

24%

the increase in seniors' homelessness between 2005 and 2008 in Metro Vancouver for those aged 55+. The number of seniors in BC is projected to rise 40% in the next 25 years.

9,400

the estimated number of family renter households with children in Greater Vancouver that are "at risk" of becoming homeless (those unable to find suitable housing without spending 50% or more of their gross income).

50%

the number of homeless people in Vancouver who have been on the street for over a year. Housing with support is estimated to have a success rate of approximately 85%.

54%

the reduction in psychiatric admissions (along with a 58% reduction in medical admissions) of individuals with mental illness who are placed in supportive housing.

Data sources available upon request.

This is the third year we've highlighted a new set of data points to illustrate the scale and scope of issues in our local community. Please review prior annual reports on our website at www.sjcss.com.

how st. james responds

Over the last 12 months, St. James Community Service Society provided assistance and care for over 2,000 people.

Emergency & Transitional Accommodation:

84 24/7 emergency housing beds that provided support for 680 women and children, and 10 apartments of transitional housing where families can stay for up to two years.

Housing & Treatment Placement:

Case management teams at our emergency housing facilities that helped find sustainable housing and/or treatment for 281 women and children.

Permanent Housing:

183 supported and subsidized apartments and residential care places for individuals at risk of homelessness, particularly older adults/seniors and those with mental illnesses/addictions.

Hospice Support:

16 hospice beds that provided care for over 150 terminally ill individuals and their families from the Downtown Eastside and across Vancouver.

Financial Management:

Pension and income management for nearly 500 low income and at-risk seniors from across the Lower Mainland.

Home Support:

At-home personal care for approximately 500 at-risk clients in the Downtown Eastside with both short-term and chronic health conditions.



message from the president and the executive director







Jonathan Oldman Executive Director

Welcome to the 2009/2010 Annual Report to the Community. Thank you so much for taking the time to learn more about what has happened at the Society over the last year and for your continued support.

It's perhaps a too-often used literary reference, but everyone knows the Cheshire Cat's admonition to Alice: "If you don't know where you are going, any road will get you there." It stands the test of time, though, precisely because it contains an important truth.

It is so easy for an organization like St. James to lose sight of its ultimate destination when dealing with issues as entrenched as homelessness, mental illness, addiction and the shortage of palliative care. There is so much immediate demand, so much politics, and so many competing priorities that it's easy to confuse motion for progress.

Our staff and volunteers work incredibly hard, frequently in very challenging circumstances, to bring support, care, and a sense of possibility to the most marginalized and vulnerable. To assist them, the senior leadership and the Board of St. James must hold tightly to the vision that together we've all worked hard to define.

This vision seeks not just to provide services in isolation or without context. Instead, we are looking long-term towards the resolution, not just the "band-aiding", of chronic social issues, and towards the collaborative building of self-sustainable, not dependent, communities. We want to do this while maintaining an organization with the highest professional standards of service delivery and leadership practices.

As we reflect on the last year, we're extremely proud of the overall progress the Society has achieved towards that vision. There have been the immediate successes, such as the opening of our new women's emergency housing facility in the Downtown Eastside, which has the capacity to assist homeless women secure permanent housing.

There have been the quieter accomplishments too. We've been strengthening the quality of our services and organizational management practices as we target external standards accreditation by 2013. We've also been able to embrace, rather than avoid, the crucial challenges and questions about service focus that, while difficult in the short-run, are key to our long-term success.

As ever, it is the commitment and tireless work of many that makes all this work possible. We offer our heartfelt thanks to all the Society's individual, corporate, and foundation donors, as well as the government authorities and ministries that fund us. Every contribution, financial or otherwise, makes a big difference in the lives of those we serve.

Each year, this annual report is our chance to take stock, taking our heads out of the "rabbit hole" of the day-to-day. And to once more publicly reaffirm ourselves and the organization to achieving our vision. When we do this, we can reflect with satisfaction that when Alice bemoans that "it would be so nice if something would make sense for a change," we know that it can, and it does.

Sincerely,

Brian Moore President – Board of Directors Jonathan Oldman Executive Director

achievements | programs and services

financial management services

The Adult Guardianship Program provides personalized pension and income management for low-income, vulnerable seniors across the region who are unable to manage their own finances. Incomes are held in trust and staff work with individuals to create budgets, pay bills, distribute funds, and access necessary support services.

This unique program is mostly funded through small monthly client fees, although it is also subsidized through private donor funds and a small provincial government grant.

Key Numbers 2009/2010

494 Clients served (+30%)

152 New clients

\$1,000 Average client monthly income

Key Events 2009/2010

The program began an aggressive campaign to market itself to a wider population with the goal of increasing the number of clients served. This included an agreement with the Public Guardian and Trustee of BC to refer a number of clients to us.



elizabeth's story

Elizabeth (not her real name) is an elderly woman who lives alone. She managed to balance her modest needs, but when her grown children began to abuse her financially, she found herself with no money to buy food, pay bills, or pay her rent. When she protested, she was threatened physically and emotionally. After exhausting all her credit, Elizabeth was evicted.

She was seventy. She had no trust in her family. She was homeless.

A social worker referred Elizabeth to St. James' Adult Guardianship Program, where a Financial Aid Worker set up a low-cost budget, arranged for her income to be deposited securely, and helped her to stabilize her immediate needs.

Now, Elizabeth is back in safe and secure housing. Her rent and bills are paid directly, and she has a budgeted weekly allowance. She lives a peaceful, dignified life without worry or fear.

There are nearly 600,000 seniors in BC, a number expected to double in the next 20 years. 1 in 12 are estimated to suffer abuse or neglect, and St. James is taking steps now to address the emerging needs of this vulnerable group of citizens.

Clients come to us in distress—their needs are immediate. We advocate on their behalf to find immediate solutions, but more importantly, build a structure that affords them future security and independence."

Deepak Sharma, AG Program Manager



housing services

Although access to specific buildings is defined by disability or income, a large proportion of all our residents have mental illness and/or addictions, and are seniors or older adults. Within 5 years, over 90% will be aged 50 or over. Many are already in their 70s and 80s. All would be homeless without St. James.

mental health housing

86 supported housing apartments and residential rooms for adults with severe and persistent mental illness.

seniors housing

66 rooms within a supportive housing residence for vulnerable, older residents (aged 45+) in the Downtown Eastside who are unable to live independently.

low income housing

31 apartments for low income individuals who are homeless or at risk of becoming homeless but who are able to live independently.

Key Numbers 2009/2010

183 Permanent housing units available

100+ Units under development (see page 17)

Key Events 2009 / 2010

To promote improved and integrated care consistent with contemporary models of client-centred practice, the mental health housing program redeveloped its staff model, creating a new team of registered and licensed practical nurses, mental health workers, and a social recreation worker.



a place to call home: housing for a complex, aging population

St. James currently provides permanent, stable housing for 183 people, many of whom are living with mental illness or addictions. People can stay for as long as they need to. For some, that might be six months, for others it's the rest of their lives.

a new perspective

"The treatment of mental illness has changed dramatically from twenty years ago," says Marlo Hautea, a licensed practical nurse and coordinator at Santiago Lodge.

We now accept that people can be supported to both manage their illness and live fulfilling lives in the community, even working or volunteering."

"We look at each person afresh," says Nick Phillips, Director of Housing & Hospice Services at St. James. "What are their plans? What do they want out of life? What are their hopes? We work with their varied and complex needs—medically, psychologically, socially and spiritually—for how they want to live, now and into the future."

Each building provides a different level of social and health care support, from minimal to extensive, so that residents can live as independently as possible. Tenants in Cecelia House and Santiago Lodge live independently in their own apartments with support available on-site during the day if needed. "It's the best of both worlds," says Marlo Hautea. On the other hand, residents at Victory House have 24-hour care available, including nursing, and eat carefully prepared meals in the building's dining room.

a new challenge

St. James is committed to supporting aging residents to make their own decisions for as long as possible. A significant challenge of this commitment is supporting the needs of an aging and older population. Aging is a universal experience, regardless of mental illness, and the residents in St. James' housing encounter the additional challenges of aging, such as mobility difficulties, and sight and hearing deterioration.

"People are growing old with us. Many have been living in our housing for over 20 years," says Nick Phillips. "We hope for a good quality of life for people living with chronic and persistent mental issues, many of whom also have addictions and additional needs related to health, nutrition, activities and companionship."

St. James provides support to address these needs, and also links residents with a wide range of external care services. This enables people to "age-in-place" and not have to leave a place they have come to call home.

We are trying to balance their different needs, providing mental health housing with access to medical support."

This is a fine balance, and the availability of different housing options within the Society is crucial. As St. James develops in the coming years, meeting the increased needs and numbers of this client group is one of our key priorities.



Erin Maxwell

LPN Supervisor at Victory House

ernie's journey

Ernie (not his real name) was sleeping rough on the streets of the Downtown Eastside after being evicted from a local hotel for not paying his rent. He'd struggled with chronic schizophrenia since his teens and was finding it increasingly hard to cope with life. His mental health worker, Linda, referred him to St. James and we were able to offer Ernie a supported housing unit in Santiago Lodge.

With the support of Linda and the staff at St. James, Ernie was able to manage his mental illness, continue to participate in his one true love, martial arts, and even find time to volunteer at a local farm. He lived at Santiago Lodge for almost twenty years and became a well-known member of the community.

However, as he got older, Ernie's health started to deteriorate: he had diabetes and mobility problems caused by osteoarthritis. We were able to support Ernie's wishes to continue to live as independently as possible and linked him with a home support worker to help with laundry and bathing.

But as Ernie's medical care needs increased, he realised that he would not be able to live long-term in his apartment. At 83 years of age, he moved to Victory House, where we were able to provide 24-hour care and assistance, including all his meals. Ernie is still enjoying an active life at Victory House, participating in social activities such as art classes and cookery.

He still has his independence but is in a caring and supportive environment that is understanding of his mental health needs and respectful of his decisions. And occasionally, he'll still surprise staff with his knowledge of martial arts.



women and children's services

emergency housing

St. James provides 52 emergency housing beds in the Downtown Eastside for single women in need of crisis support and 32 beds in the Mount Pleasant area of Vancouver for women and children who are homeless. Families usually stay between three and six months. Both facilities provide 24/7 support and have dedicated case management teams who help find permanent housing and/or treatment options, helping end the cycle of homelessness.

transitional housing

10 apartments of housing are available to homeless women with children for up to two years while they find permanent accommodation and deal with other issues in their lives.

Key Numbers 2009/2010

Women and children provided with emergency housing

41% of women and children from our emergency housing were supported to find permanent housing or enter residential treatment programs

Families housed in our transitional housing units (nearly 90% of families graduating from the program in 2009 secured permanent housing in the community)

Key Events 2009/2010

In November 2009, we opened 26 new emergency housing beds in the Downtown Eastside, doubling our capacity in the neighborhood (see page 23).

children's homelessness

Women, families and children are among the fastest-growing groups within the homeless population.

the many causes

Children become homeless for a variety of reasons such as a family break-up or because their mother is fleeing an abusive relationship. "More and more, though, we're seeing families who are homeless because of poverty." says Trudi Shymka, Director of Women & Children's Services at St. James.

"A single mom who can't keep up with rent because she's been laid off or just can't manage on social assistance. They might also be dealing with other challenges in their life such as addictions or health issues."

Becoming homeless is devastating for some children and teenagers. Leaving their friends, school, belongings and pets behind in order to find shelter is a huge upheaval. "There is often a feeling of shame," says Mary Lopes, Transitional Housing Supervisor at St. Elizabeth's.

"Children become disconnected from their peers and can find it hard to make new connections, as they know they'll be moving on again soon," adds Trudi Shymka. "Their schooling is interrupted, which affects their long-term education. What is really hard is having to live with the social stigma attached to poverty—not having their own space or toys around them."

"Babies and toddlers seem to adapt better, once they have got used to new people being around," says Mary Kargas, Child & Youth Worker. "Older children and teenagers sometimes have a harder time as they are more aware of their situation. We take children up to the age of 18 into emergency housing and it's important for these teenagers to develop a



Mary Kargas Child & Youth Worker

sense of responsibility and independence. We try to build self-esteem by linking with mentoring services and just letting them know that they are capable and that there are opportunities out there for them."

the effective response

St. James works hard to make the building as much like home as possible. There is a welcoming children's play room and, with up to 20 child residents at any one time, there is always lots of activity and noise. Each Mom and her children have a private room of their own in emergency housing and share meals in the dining room, while the transitional apartments are fully independent.

While they are at St. Elizabeth's, moms work with staff to find permanent solutions to housing and other health and social issues that they face. "We work with women's needs and offer a supportive, respectful and homelike environment. We are not institutionalized and do not have a curfew," says Mary Lopes. "We work hard to accommodate people's needs, and we're staffed 24/7 so even if a woman needs support in the middle of the night, someone is there to help."

"St. Elizabeth's works as well as it does because we don't try to make everyone fit the same mould. Our case management is based on what a person can achieve, and what they want to achieve. We don't set people up to fail." And the approach appears to be working. Last year, 93 families that left the emergency shelter moved into more secure housing, while 88% that left the transitional program moved into affordable or market housing. "It's not enough, of course," says Trudi Shymka. "We need far more affordable and supported housing for women and children, where they can receive the support they need to succeed." St. James is determined to be at the forefront of developing these resources for our community.

sherry's story

Sherry (not her real name) needed a fresh start. She fled from her violent husband with her three children, aged 10, 6 and 4, in April.

Although Sherry had some friends and extended family in the city, she realized that they were not able to offer the long-term stability or housing that she so desperately needed. A friend told her about St. Elizabeth Home and she called our information line. We were able to offer Sherry and her children a private room in our emergency housing.

Coming to the shelter was a difficult and unsettling experience for everyone. We provided support to help the children adjust to the changes in their lives. We also helped Sherry enroll the children in a local school, offered activities and outings, and we looked after the children so that Sherry could take a break. As they had arrived with very little, we provided clothing, toys and books from the donations at the shelter.

One of Sherry's biggest challenges was finding good, safe and affordable housing on income assistance. Our case management worker was able to help apply for subsidized housing and, because Sherry was fleeing domestic violence, she was a priority for placement.

While at St. Elizabeth's, staff supported Sherry in many aspects of her new life. For example, providing a counselling referral to help Sherry deal with her past trauma and legal advice to resolve custody issues with her ex-husband. We also linked Sherry with the local food bank and women's support services.

Sherry and the children stayed at St. Elizabeth's for just over 3 months, and when in July a vacancy became available in subsidized housing, they were able to move into their own apartment with new hope for their future life together.

hospice services

The program provides 16 beds at two hospices (May's Place in the Downtown Eastside, and Cottage in East Vancouver), offering comprehensive care and comfort for terminally ill adults from across Vancouver in supportive, homelike environments. The program serves many vulnerable clients and May's Place is a key part of the local health system in the Downtown Eastside for those with complex care issues.



Cottage Hospice

Key Numbers 2009/2010

152 Patients served

Key Event 2009/2010

The hospice program's core service is supported by substantial funding from private donors and supporters. Such support totalled over \$300,000 in the last year alone, including a \$100,000 in memoriam gift from one former patient's family that helped fund the service and purchase much needed new equipment at Cottage Hospice.

peter's story

Peter (not his real name) was living in a single room occupancy hotel (SRO) in the Downtown Eastside. He was diagnosed with a brain tumour but struggled on, living and working despite experiencing pain, memory loss and increasing confusion. Peter worried as he did not have the money to access the health care he so desperately needed and thought he would spend his final days alone and living in squalor.

A community health nurse visited and made a referral for Peter to move to May's Place hospice. When Peter realised the true severity of his condition, he worked with Meena, the social worker at May's Place, to piece together a picture of his life and make a plan for his last few months. He wanted to reconnect with his family, so Meena contacted his children who lived abroad. We also helped to organize his finances, which was a huge relief for Peter. We helped apply for welfare benefits, advocated on his behalf with government agencies and referred Peter to the St. James Adult Guardianship program to help administer his pension and benefits.

Peter was incredibly grateful that St. James Community Service Society was able to cover all the costs of his medical care and support services until his benefits came through. He stayed at May's Place for almost four months.

Just a month before he passed away, Peter was reunited with his children who visited from the U.K. It came as a special joy to meet his four grandchildren. He passed away peacefully at May's Place shortly afterwards.

You have to be ready to deal with the emotional pain of loss, and the life-changing aspects that death and dying can bring. Keeping a calm head and supporting people on their own terms can be very helpful. Death and dying can feel complicated because many people have unresolved relationship issues that resurface at this difficult time."

Meena, Hospice Program Social Worker



Meena Hukam Hospice Program Social Worker



home support services

The program provides at-home health and care services to clients living in the Downtown Eastside who require either short-term assistance, or who have chronic or palliative conditions. These services range from supports for daily living such as dressing and washing, meal preparation, housekeeping, and escorting, to more complex activities such as assistance with transfer functions (e.g., to or from a wheelchair) or taking medications.



Renee Wood Registered Nurse

The program's clients live in a huge variety of local accommodation, from private hotels to supported housing buildings managed by community agencies like St. James. Some places have such a concentration of clients that staff work in only one or two buildings.

Key Numbers 2009/2010

590 Clients served

78,000 Total number of visits to clients

95% + Reported client satisfaction rate

Key Event 2009/2010

In December 2009, Vancouver Coastal and Fraser Health authorities re-tendered home support services right across the Lower Mainland with the goal of reducing the number of providers from 12 to 5. This would create efficiencies and increased service continuity. As one of the smaller providers of less than 5% of the services, St. James chose not to submit a bid, working instead with another specialized home support agency to transition the program in July 2010.



switching resources and focus

When an organization like St. James realizes that its resources could be better used in one service area over another, it leads to difficult but critical decisions. Such was the case in 2009 with St. James' home support program in the Downtown Eastside.

When we asked ourselves whether we could provide the program to the highest standards with the resources available to us, a core principle adopted by the Society, we realized that larger, specialized home support agencies were better placed.

Of prime importance to us was that the local community could be better served and that our dedicated staff team would move with the program under the same employment contract they had with us.

Instead, we are focusing our time, energy, and financial resources on the service areas in which we can make the greatest impact moving forward. In opening our new emergency housing facility while transitioning out of home support, we actually expanded the total amount of service to the local community. We also replaced the revenue income that we need to maintain our organization's infrastructure and capacity.

These decisions are not easy, and they impact service users and staff alike. Without explanation, they could even appear as a step backwards rather than progress. However, we firmly believe that the local community and our supporters want to see St. James continually evolve into the best it can be.

future strategy

strategic plan 2010–2013

In 2009, the Society completed a comprehensive strategic review process, setting new priorities for the coming three years to maximize our impact in the community and strengthen the effectiveness of our organization:

1. focussing on key vulnerable populations

Homeless women and children; homeless older adults with complex care issues such as mental illness; and individuals, including those with a terminal illness, who require support and care to live independently or remain in community care settings.

2. building communities

Supporting initiatives to comprehensively address homelessness for the long-term and to develop a resilient and sustainable Downtown Eastside.

3. strengthening service delivery

Setting the highest standards of practice in the delivery of our services.

4. developing staff

Becoming an employer of choice in our sector, with strong staff and leadership capacity.

5. sustaining the organization

Developing the financial and infrastructure of the organization for the long-term.

6. external relations

Strengthening the standing and influence of the organization to help achieve our service delivery and community-building goals.

Each priority has an accompanying set of strategies for us to undertake to reach our objective. Annual business plans will monitor progress. A full copy of the strategic plan is available on our website.

priority service developments

women's emergency housing expansion

We were extremely lucky in 2009 to have had the opportunity to open 26 new emergency housing beds for homeless women at an interim site. However, we also continued to develop plans for the renovation of the main site at 329 Powell Street. Work to finalize a full business plan is nearly complete, and we've been working with a local charitable foundation that is considering becoming the project's lead contributor. We hope to begin work in 2011.

Our new strategic plan balances goals for service expansion and development with ensuring we meet and maintain the highest possible standards of professional organizational practice."

Jonathan Oldman, Executive Director

supportive housing development

While our emergency housing program has placed over 600 women and children in community accommodation or treatment in the last two years, we recognize the critical need for more affordable and supportive housing.

Our current major initiative is a partnership with The 127 Society for Housing to develop an apartment building on Expo Boulevard in False Creek North that would offer over 100 units of permanent supportive housing to individuals who are homeless or at risk of becoming homeless. In May 2010, after two years of work on the project, the Premier and the Streeto Home Foundation announced capital funding for the project (and several others). We now hope to proceed quickly towards construction.





accountability

governance review

governance highlights 2009/2010:

1. strategic planning

In consultation with a wide variety of staff, service users, and stakeholders, the Board developed and approved a comprehensive and bold three-year strategic plan for the Society (see page 17).

2. performance management

The Board monitored the operational performance of the Society on a monthly basis, ensuring the completion of a majority of the Society's major goals for the year. The HR Committee coordinated the Executive Director's annual performance review process.

3. financial stewardship

The Finance Committee of the Board continued its work to ensure the most efficient use of the Society's financial resources and capital assets. Comprised of individuals with accounting, investment, and legal expertise, the Committee oversaw the successful achievement of financial goals during a period of global economic uncertainty.

4. strategic development

The Board oversaw and supported several strategic projects and reviews, providing valuable guidance and critical analysis from a variety of community-based, business, and management perspectives.

5. capacity building

The Board, particularly those with organizational leadership expertise, supported and monitored projects to enhance the organizational capacity and performance of the Society, including a significant leadership development/investment project.

6. community relations

The External Relations Committee supported the successful completion of the Society's annual fundraising and communications campaign. The Board as a whole acted as ambassadors and worked diligently to assist staff in increasing the organization's profile and support within the community.

7. self-renewal

The Nominations Committee coordinated the appointment of one new Board member during the year. A Governance Committee was also struck to undertake a review of the Board's operating polices and to create a development plan to enhance the group's skills and knowledge.

Undertaking the volunteer role of Director for a community organization the size and complexity of St. James is a significant commitment. Our current Board has helped define an ambitious long-term vision for the Society, and is extremely diligent in ensuring the position of trust St. James holds in the community is protected and enhanced. I thank all my colleagues for their dedication."

Brian Moore, President, Board of Directors, 2008–2010

board member profile

The Board of St. James is currently made up of 12 volunteer Directors, each of whom brings a unique set of skills and knowledge.

Michelle Patterson, PhD is an Adjunct Professor in the Faculty of Health Sciences at Simon Fraser University. She is also a Registered Clinical Psychologist and has a part-time private practice in downtown Vancouver. Michelle's research focuses on mental health and addiction among marginalized populations, including homeless adults and mothers living in poverty. Currently, Michelle coordinates the Vancouver site of the "At Home" project, a research project underway in five cities across Canada that examines various models of housing and support services for homeless adults with serious mental illness.

"As an academic who is interested in addressing the complex needs of individuals who are homeless and face mental health and substance use problems, I am often removed from front-line service delivery. I was very excited to join the Board and learn how a community service agency operates and attempts to provide services to a population that is often under-served. Serving on the Board allows me to think about how we



translate knowledge gained from research to the real world."

Michelle Patterson, PhD

financial report

summarized consolidated statement of revenue and expenses

Year ending March 31, 2010

	2010	2009
Revenue		
Government-funded programs	\$ 11,467,699	\$ 10,930,261
Rental and other	2,081,163	1,981,754
Donations	520,823 ²	368,040
Total revenue	14,069,685	13,280,055
Direct care expenses		
Wages and benefits	9,442,219	8,798,338
Interest on long-term debt	251,614	290,517
Operational costs	2,600,643	2,595,617
Total direct care expenses	12,294,476	11,684,472
Administration		
Wages and benefits	853,575	786,585
Operational costs	665,095	845,879
Total administration expenses	1,518,670	1,632,464
Total expenses	13,813,146	13,316,936
Deficit/excess of revenue over expenses		
before gain on sale of property and equipment	256,539	(36,881)
Gain on sale of property and equipment	370,613 ³	_

Excess (deficiency) of revenue over expenses for the year

Notes:

- ¹ 2009 figures restated due to a change of accounting policy relating to externally restricted contributions and accrual of vacation pay. Changes approved by the Board of Directors and external auditors (Deloitte & Touche LLP).
- ² The total amount of donations received for the year was \$590,823, of which \$70,000 is a deferred contribution (for expenditure in subsequent years) and therefore not included in the above statement of revenues.
- ³ The "Gain on sale of property and equipment" relates to the sale of a building, Willingdon House in Burnaby, which is no longer being used by the Society for services.

Society Expenses:

The Society's administration and management expenses (including fundraising costs) were 10.8% of total revenue during the last year (down from 11.8% in the prior year), within reasonable standards for social and healthcare charities. We face far greater demands for our services than we can meet, so it is important that we continue to carefully monitor all our costs. A full copy of our audited financial statements is available from our Finance Manager, Sylvia Ratz. at 604.606.0305.

society expenses

627.152

2010

society revenues



summarized consolidated balance sheet

March 31

2009 1

(36.881)

	2010	2009
Assets		
Current	\$ 1,928,647	\$ 1,614,411
Property and equipment	15,308,804	15,681,243
Other	1,131,870	1,298,257
	18,369,321	18,593,911
Liabilities		
Current	2,951,111	3,463,245
Long-term debt	8,234,128	8,422,056
Other	5,268,345	5,463,358
	16,453,584	17,348,659
Net assets		
Invested in property and equipment	1,599,371	1,389,603
Other	316,366	(144,351)
	1,915,737	1,245,252
	18,369,321	18,593,911

summarized consolidated statement of cash flows

Year ending March 31

	2010	2009
Operating activities	\$ 574,599	\$ 429,566
Investing activities	220,315	(1,246,202)
Financing activities	(239,530)	1,035,225
Change in cash for the year	555,384	218,589

Auditor's Report on Summarized Financial Statements

The accompanying summarized consolidated balance sheet and statements of revenue and expenses and cash flows are derived from the complete financial statements of St. James Community Service Society as at March 31, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated June 14, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Delaitte & Touche LLP

Chartered Accountants June 14, 2010

acknowledgements

We would like to sincerely thank all of our donors, funders and volunteers for all your wonderful contributions to the Society over the last year.

volunteers

We are grateful to our dedicated and talented volunteers who make an enormous contribution to our community and to St. James. Our team includes those who work directly to support people using our services, and professionals who offer their services to the Society free of charge. Special thanks go to the volunteer gardeners at Cottage hospice who keep the garden looking so beautiful year-round.

innovative partnerships

Over the last year, we have seen some new and innovative partnerships. One such alliance was with students from Magee Secondary School in Vancouver. As part of the Youth in Philanthropy Initiative run by the Toskan Casale Foundation, the students researched and presented the work of the Powell Place Women's Emergency Housing project and won a \$5,000 grant for St. James.

"Travelling to the Downtown Eastside was scary for us. However, we learned each woman had a story, and Powell Place truly turned their lives around. The true spirit of Powell Place is to help people, and we felt that after just a few hours there!" Philip Chan said, "I can honestly say that this experience changed my life."

Another innovative partnership is with the fitness group Endorphin Junkies (www.ejelements.com). They held a workout-based fundraising event that raised money and collected winter coats, which were donated to our women and children's services. Kimberley Payne, CEO of Endorphin Junkies, said, "Although we exist in the health and fitness industry, our business is the business of empowering people. St. James is in the same business, working to transform the lives of so many in the Downtown Eastside, and we are happy to be a part of that."

donors

Thank you so much to all of our generous donors. We rely on voluntary donations and without your financial support we would not be able to provide the vital services that help the most marginalized and vulnerable in our community. We value every contribution, no matter what size, and acknowledge all our donors on pages 24 to 26.

This year, we would particularly like to acknowledge the support of the 625 Powell Street Foundation, highlighted on page 23.

bequests

We would like to gratefully acknowledge bequests made by several estates over the last year. Making a planned gift of securities, life insurance policies or by remembering St. James Community Service Society in your will helps us continue to provide our vital services in the future.

endowments

St. James has endowment funds established by the Ker and Gutteridge families worth over \$155,000 at March 31, 2010. If you are interested in adding to these legacies in support of the work of St. James, please contact us

funders

We gratefully acknowledge the ongoing support of our key funders:

The British Columbia Housing Management Commission (BC Housing)

Vancouver Coastal Health

Ministry of Housing & Social Development - Province of British Columbia









Students from Magee Secondary School making a cheque presentation to St. James Community Service Society We would like to acknowledge the support of the 625 Powell Street Foundation, which has been instrumental in helping St. James develop its 24/7 emergency housing services for women in the Downtown Eastside.

The 625 Powell Street Foundation donated the use of its building to St. James to use as a temporary location for its women's emergency housing program during renovations to our main site. The project is a true partnership between the community sector, government (who are providing the operating funds), the city of Vancouver (who fast-tracked planning and permit applications) and private donors (who provided the building and paid for renovations).

On November 30, 2009, less than two months after plans were finalized to convert an empty warehouse, St. James opened its 26-bed emergency housing facility for women. Speaking at the opening, Mayor Gregor Robertson called the project a "remarkable success story."

BC Minister of Housing and Social Development Rich Coleman praised the coordinating group of business leaders, saying, "There are lots of groups that have talked and talked but done nothing...you guys moved in seven weeks."

God, I was lucky to find this place. I really was. I can't say enough about it for me. I don't know if it works that way for everyone, but it saved my life. It really did."

A former resident of Powell Place.



Rich Colemand and Gregor Robertson at the opening of 625 Powell Street



our supporters

Closs, Pat

Donegani, Diane

Fairey, Frederick

Bingham, Beverley

Anonymous	Birchall, Carolyn	Clutchey, Alan	Donegani, Keith	Fairweather, Noreen	Harley, Frank	Johnstone, Robert	Lee, Susan	Mayr, Joseph	Morrow, Norah
625 Powell Street Foundation	Black, Alan	Coburn, Norma	Dryvynsyde, A.	Falck, Sandra	Harpe, Sabina	Johnstone's Benefits	Lemire, Marg	McBride Anglican/United Church	Mortgage Investment
Abercrombie, Beverley	Blair, Randi	Coinamatic Canada Inc.	Duffy, Gerard	Fame, Samuel	Harrison, Ronald	Jolly, Elin	Lennon, Chris	McCabe, Janet	Association of BC
Adams, Larry	Bowles, Karen	Colenbrander, Hilde	Duncan, Thomas	Ferrari, Franco	Hart, Elecia	Jordan, Karen	LePatourel, Barry	McClellan, Lois	Motion Picture Studio Production
Admiralt Investment Inc.	Boxall, Ernest	Colquhoun, Barbara	Dworkin, Sandra	Feschuk, Connie	Harvey McKinnon Associates	Kallweit, Janice	Les Clefs d'or Canada,	McCrimmon, Daniel	Technicians
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Allen, Dorothy	Brown, Tonny	Copley, Jean	Eaton, Renee	FLS-O Gift & Comfort Club,	Hayes, Larry	Kendall, Robyn	Li, Cecilia	McFee, Dorothy	Muir, Stephen
Allen, Irene	Bruce, Karolyn	Coppin, Owen	Ecomarine Ocean Kayak Centre	RCMP	Heaney, Helen	Kendon, Richard	Li, Clarence	McFetridge, Carly	Mulder, Tammy
Alt, Dorothy	Brunette, Georgina	Cox, Kinza	Ellens, Harry	Flynn, Michael	Heilgenberg, Kerstin	Kennedy, Anne	Li, Vincent	McGie, Vivian	Munro, Shelley
Anderson, Evelyn	Brusich, Dennis	Craddock, Michael	Elliott, William	Forcier, Carol	Heinzelman, Patricia	Kennedy, Shirlie	Lindemere, Gordon	McGinn, Jennifer	Murphy, Patrick
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Berryman, Andrew	Clarke, William	Dixon, Paul	Estate of Maureen Ann Cromie	Haaf, Margaret	Jeffery, Arthur	Leboeuf, Elise	Masterman, Nancy	Morgan, Suzanne	Patterson, Michelle
Bertin-MacLean, Denise	Clayton, Geraldine	Dmytriw, Roman	Estate of Phyllis Chester Watson	Haag, Dianne	Jenkins, Graham	Lee, Frank	Matthews, Kathryn	Moriartey, Michelle	Paul, Phyllis
Bhatti, Raminder	Clayton, Pamela	Done, Elizabeth	Fahy, Sean	Hamilton, Robert	Jeske, Karsten	Lee, Irene	Matthews, Sheila	Morris, Marleen	Peel, Ann

Johnston, Marjorie

Lee, Soon

Maxwell, Denise

Morrish, Robert

The Percy Family

Harkness, Rick

Peters, Alfred	Rowles, M.	St. Mary's Church (Kerrisdale)	Thompson, Hazel	White, Peggy
Peters, Corinne	Roxburgh, Lorna	St. Mary's South Hill A.C.W.	Ting, Brigid	White Paper Co.
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Powles, John	Scarth, Katherine	Stevenson, Barbara	Trow Associates Inc.	Williams, Richard
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Preston, Robin	Schindler, Terry	Stigger, Philip	Turnbull, Ross	Willoughby, Donald
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Puls, Sheila	Seemin, Vivien	Stubbs, William	United Way of Calgary, Donor	Wisnia, Lyn
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Rees, Jean Harris	Sharpe, James	Sue, Paul	Valemount Anglican United	Wong, Judy
Reich, Robert	Shepheard, Joanna	Sutherland, Robert	Church	Wong, Shirley
Reid, lan	Shields, Rebecca	Sutherland Foundation	Valliant, Jean	Wong, Ted
Reischman, Gwendolyn	Short, David	Suuronen, M. Laura-Lee	Van Dalen, John	Wood, Daniel
Reitsma, Mary	Shorthouse, Thomas	Sweeny, Roger	VanCity	Woodhouse, Hugh
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Ricci, Anthony		Takahara, Kazuko	Vancouver Pacific Lions Club	
Rice, Carole	Sikolya, Karoly	Talmey, Lauris	Variety - The Children's Charity of	Woods, Valerie
Richards, Bruce	Simon Fraser University	Tam, Alexander	British Columbia	Woolstone, George
Ritchie, David	Simonson, Don	Taylor, Brenda	Ventana Construction	Wozniak, Brenda
Robb, Stephanie	Simpkins, Linda	Taylor, Judy	Corporation	Wright, Sharon
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Rositch, Bryce	Spring, Beverly	The Parish of St. Christopher's	Wardell Agencies Ltd.	Zenkawich, Pam
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Rothstein, Harley	St. James Women's Guild	The Wells Trust	Watts, Maureen	Zoffmann, Elisabeth
Rowa, Ellen	St. Martin's Anglican Church	Thomas, Joanne	Wheeler, Vincent	

society board

At March 31, 2010

Brian Moore, President

lan Banks, Vice President

Calvin Tompkins, Treasurer

Scott Kerwin, Secretary

Mary Brown, Director

Gerry Duffy, Director

Franco Ferrari, Director

Jaime Fortier, Director

Judy Huber, Director

David MacInnes, Director

> Dario Nonis, Director

Michelle Patterson,
Director

Thank you to those Directors whose terms ended during the last year.

senior staff leadership

Jonathan Oldman, Executive Director

Paulette Goddard,
Director of Human Resources

Nick Phillips,
Director of Housing & Hospice Services

Trudi Shymka,
Director of Women & Children's Services

thank you

to each and every person who supported us last year.

