

Weston King Neighbourhood Centre

# Annual Report 2006

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1.0 Agenda

Date: Tuesday, June 19, 2007

Time: 7:00 p.m.

Place Central United Church Basement

- 1.0 Opening and Welcome - by Chair of Board, Lang Moffat
- 2.0 Meeting Properly Constituted
- 3.0 Approval of Agenda
- 4.0 Approval of Minutes of Annual General Meeting for 2005
- 5.0 President's Report on Activities of Corporation
- 6.0 Review of Financial Statements
  - 6.1 Fiscal Year 2006
  - 6.2 Appointment of Auditor for the next Fiscal Year.
- 7.0 Strategic Plan
  - 7.1 Presentation of Summary, Process and Next Steps
- 8.0 Confirmation of Changes by Membership
  - 8.1 Vision, Mission, Values
- 9.0 Approval of Acts of Board of Directors
- 10.0 Election of Board
  - 10.1 WKNC Members identifying as United Church Members
    - 10.1.1 Presentation of Nomination Committee
    - 10.1.2 Listing of members who previously indicated their desire to be Board members.
    - 10.1.3 Acceptance of names from the Floor.
    - 10.1.4 Presentation of Candidates
    - 10.1.5 Election of Board Members
  - 10.2 WKNC Members not Identifying as United Church Members
    - 10.2.1 Listing of members who previously indicated their desire to be Board members.
    - 10.2.2 Acceptance of names from the Floor.
    - 10.2.3 Presentation of Candidates
    - 10.2.4 Election of Board Members
- 11.0 Other Business
- 12.0 Call meeting for Newly Elected Board of Directors

**2.0 Minutes of WKNC AGM for 2005****Weston King Neighbourhood Centre Annual General Meeting**

March 28, 2006. Weston Road, Weston, Ontario

The meeting was called to order at 8:15 p.m. by the current President of the Board, Lang Moffat.

The meeting was attended by 22 registered members, 12 visitors and three staff. Copies of the Agenda and Annual Report 2005 were distributed.

Regrets were received from Alan Tonks M. P. who was called to Ottawa, and Frances Nunziata, Councillor, who visited earlier in the day but had a conflict with evening meetings. Jane Pitfield, Councillor and Paul Ferreira (who represents the New Democratic Party in the area) attended.

Refreshments were provided and displays were set up showing the activities and work of the Centre.

**1.0 Opening and Welcome by President of the Board.**

In his introductory remarks Lang Moffat pointed out what a significant milestone it was for Weston King Neighbourhood Centre to hold its first formal Annual General Meeting (AGM). He introduced the other current Board members: Robert Nobel, Sylvia Hampton, Joyce Osborne and Barbara Bisgrove, and referred to other directors who have served since incorporation: James Campbell, Rebecca Winder, Stephen White and Lynn Lowes. Lang then introduced the staff team: Linsey MacPhee, Program Coordinator, Daniel Rojas-Orrego, Drop-in Worker and Maria Moutsatsos, Harm Reduction worker; and noted the contribution made by Seth Clarke who was the first Program Coordinator. Lang thanked the community partners whose professional services have added to the range and quality of the services WKNC offers. He also recognized the value of the volunteers over the years, who with little personal recognition have provided the energy and friendship that has fuelled the development of the Centre. He named past and present Team Leaders; Patricia Scott, Peter Lynch, Elizabeth Rodgerson, Ann Watson, Ann Maclean, Barbara Bisgrove, Sylvia Hampton and Ken Bunton as representatives of all the volunteers.

**2.0 Meeting Properly Constituted.**

Lang explained that it was a legal requirement to report to members of Weston King Neighbourhood Centre (WKNC). Only registered members can vote and they have voting cards for ease of recognition when formal votes are called. All current members had been notified of the time and place of the AGM. Twenty-two of the 53 members were present.

**3.0 Approval of the Agenda.**

3.1 Motion: Ann Maclean move, seconded by Ann Watson, that the Agenda set out before the meeting be approved. Motion carried, all voting in favour.

**4.0 President's Report on the Activities of the Corporation.**

Lang Moffat highlighted points from the printed report, mentioning Central United Church's history of introducing community services, the growth of WKNC and the gradual recognition received through federal, provincial and City of Toronto funding. As a measurement of success he mentioned those people who use the Centre's services and speak of the difference it makes to their daily lives.

**5.0 Program Coordinator's Report.**

Linsey MacPhee spoke of the nearly twelve year history of the drop-in program from the days of Central United Church volunteers providing weekly sandwiches to the current four-day a week drop-in program offering access to a variety of services provided by staff, partners and volunteers from the community. She spoke of serving almost 250 people per week, and providing over 700 meals, 80

loads of laundry and 30 showers monthly. Ten people a month have identification replaced, 80 are served through the peer-led outreach, linking 50 a month to other medical, legal and social services. Linsey commended the contribution of the members, the support of volunteers, partners and donors, and talked of the complex and multi-faceted work of the Centre. Linsey acknowledged and thanked the partners, outreach workers and students and said how grateful and proud she is to be part of the staff team.

#### 6.0 Review of Financial Statements.

Robert Nobel, the Treasurer, explained that the importance of financial reports is to show the stability of the organization. The auditor's report provides verification of the financial books and written statements, and indicates that the money is being used wisely for the assigned purposes. Robert then provided an explanation of the accounting, using the diagrams and tables provided in the Report. He informed the meeting that a web site will be available shortly with all the documents posted on line.

6.1 Motion: Moved by Robert Schell, seconded by Antonia Graci, that the financial audit for the nine-month period April 1, 2005 to December 31, 2005 be approved. Motion carried, all voting in favour

6.2 Motion: Moved by Ann Watson, seconded by Joyce Osborne , that the financial audit for the period April 1, 2004 to March 31, 2005 be approved. Motion carried, all voting in favour.

6.3 Moved by Robert Schell, seconded by Sylvia Hampton, that the financial audit for the period April 1, 2003 to March 31, 2004 be approved. Motion carried, all voting in favour.

P.J. Lilley asked if the apparent decreasing donations were of concern. Robert assured her that, with the strategic planning activities, there will be fund raising plan to address this situation.

The Treasurer recommended the appointment of Bill Emond C.A. as auditor. The preparation and accuracy of the books being provided reduced Mr. Emond's work so he can keep the price reasonable.

6.4 Motion: Moved by Ann Watson, seconded by Robert Schell that the same auditor, Bill Emond C.A. be used next year. Motion carried, all voting in favour.

#### 7.0 Changes in By-laws.

7.1 Motion: Moved by Ann Maclean, seconded by Dora Londono, that a change be made to By-law 9.01 to read that "the fiscal year of the Corporation will end on December 31 of each year. Motion carried, all voting in favour.

7.2 Motion: Moved by Robert Schell, seconded by Antonia Graci, that" only members who have held their membership for more than 90 days before the Annual General Meeting will be able to vote at the Annual General Meeting" be appended to By-law 8.08. Motion carried, all voting in favour.

#### 8.0 Approval of Acts of Board of Directors.

8.1 Motion: Moved by Ann Maclean, seconded by Ann Watson, that the Acts of the Board of Directors as set out in the minutes of the meetings and financial reports be approved. Motion carried, all voting in favour.

#### 9.0 Election of the Board of Directors

Lang Moffat explained that since there was no executive director, the Board is a working board that both develops policy and procedures and manages the day-to-day operations such as human resource functions. In addition to monthly meetings lasting about four hours, the Board members each have individual responsibilities such as membership, finances and secretarial. There are no staff available to provide photocopying, telephoning, typing and other administrative functions, so these must be performed by the Board members themselves. In addition to monthly meetings, Board members each serve on several committees which meet to plan, deliver and report on special activities such as fund raising and strategic planning. It must be clearly understood that Board membership is hard work and sometimes frustrating. Another unusual situation is that the Board is

church related, and therefore needs a majority of members who are members of the United Church of Canada to ensure that there are no adverse consequences to decisions that put the church at risk. This requires two voting slates - one for members who belong to the United Church of Canada, and one for members who do not hold United Church membership. Lang stressed that specific skills are needed for the Board. Currently the legal expertise is missing. As the year progresses, he said he hopes that those not elected at this meeting, and others from the community, will volunteer to work on committees, gaining experience for future membership. As each new United Church of Canada member is elected another community member can stand for election, so a waiting list will be formed to build the Board capacity to its maximum of 11 to 15 people. Those wishing to be elected were invited to give short statements about their experience and interest in serving on the Board of Directors.

#### 9.1 United Church of Canada Nominations of WKNC Members

Ann Maclean\*

Lang Moffat\*

Joyce Osborne\*

Robert Nobel\*

\* Elected

Motion: Moved by Ann Watson, seconded by Elizabeth Rodgerson, that the four nominations be accepted as elected. Motion carried, all voting in favour.

#### 9.2 Nominations of WKNC Members.

Barbara Bisgrove\*

Sylvia Hampton\*

Paul Ferreira\*\*

Antonia Graci

Robert Schell

\* Elected

\*\* Paul Ferreira when making his statement of interest withdrew his name at this time, but volunteered to serve on one or more working committees of the Board.

Voting was conducted in writing, with each member indicating three candidates. Votes were tallied by Carol Hammill and Paul Ferreira.

Motion: Moved by Robert Nobel, seconded by Ann Watson, that Barbara Bisgrove, Sylvia Hampton and Dora Londono be appointed as Board members based on the election results of the members. Motion carried, all voting in favour.

Lang expressed his thanks to all the candidates and invited Paul Ferreira, Robert Schell and Antonia Graci to volunteer for committees. He thanked the members for participating in the meeting and election. Motion: A motion was made to destroy the ballots after declaration of the election results. Motion carried, all voting in favour.

#### 10.0 Other Business.

There was no other business from the floor, so a motion was made for adjournment.

Motion: Moved by Robert Nobel, seconded by Cathy Leask, that the WKNC AGM be adjourned.

Motion carried, all voting in favour.

A meeting was called for the newly elected Board of Directors.

Barbara A. Bisgrove  
Secretary to the Board  
2006-04-14

### 3.0 NEW Vision, Mission, Values Statement

#### **Vision Statement**

We envision a Weston community where diversity is respected and supported to ensure safety, health and acceptance.

#### **Mission Statement**

Our mission is to provide a response to the people \* within our community who are coping with economic or social barriers.

\* Our diverse people include:

- Low income earners
- Unemployed or injured workers
- Substance users
- Homeless or under-housed
- Sex-trade workers
- Immigrants and refugees
- Seniors
- Physically or mentally challenged
- Groups disadvantaged by race, religion or history.
- Victims of domestic violence
- Participants in the justice system or incarceration.
- Under-educated or with low literacy levels
- Gender concerned

#### **Values**

WKNC seeks to fulfill its mission by addressing the needs of the above identified service user groups by establishing and operating programs and services with the following principles:

- General Rules of Conduct
  - Governance - All persons are entitled to meaningfully participate in this community's operation.
  - Independence – While the program is housed within a church property, WKNC is independent in its operation and services are available to all.
  - Best Practices – WKNC is committed to learning, adopting and implementing best practices in all aspects of our operation.
  - Goals – WKNC's relationship with service users is open-ended, non-judgmental and responsive to their needs.
  - Sensitivity – Anti-oppression theory is used by service providers (board, staff, volunteers) to be sensitive to the power imbalances in society.
  - Disputes - Disputes, issues and incidents should be addressed promptly with a problem solving approach based on consultation, negotiation, and mediation, in preference to a reactive, adversarial response.
  - Behavior of participants - Statements set out in the WKNC anti-discrimination and expectation policies form the basis of interaction between all members of the community.
- Services
  - Social Interaction – People should have a place to meet with all members of the community in a safe, inclusive environment.
  - Housing - Safe, affordable housing is the right of every person regardless of income level
  - Health Care - All persons should have equal access to health-related services regardless of any form of discrimination.
  - Harm reduction - These strategies (to reduce the harm associated with substance use while not requiring abstinence) are the most effective and respectful way of working with substance users.
  - Nutrition - People should have wholesome food to sustain themselves without losing their dignity.
  - Training – People, including staff, volunteers and Board, should be given access to training to allow them to succeed.
  - Education – WKNC will educate the general public, funders, and governments, to raise awareness of the issues related to the needs of its community.
  - Coping Skills – People should have access to counseling and skills training to listen and support each other to cope with their situation.

- Literacy and Legal Help – People should be given access to the tools needed to deal with societies' requirements.

In summary, no person should be denied access to basic human needs for any reason.

#### 4.0 President's Message

It is a pleasure to welcome you to our Annual General Meeting and report on 2006 – the fourth year in the life of the Weston King Neighbourhood Centre. In just about any way you care to measure it, 2006 was a most successful year. The number of service users who came through our doors continued to be high, and the funding support for our work was also the highest for the WKNC to date. Your Board of Directors, however, has had another very challenging year as we endeavour to build a healthy, sustainable organization to serve this community well as long as we continue to be needed.

In so many ways it is a shame and an indictment of us as citizens and our government at all levels that conditions exist in our Weston/Mount Dennis community that require us to provide what services we can manage. Identified by the city itself as one of the 13 communities to be most at risk and under-serviced, and being part of a Federal/Provincial electoral riding with one of the lowest average family incomes in Ontario, it comes as no surprise to anyone that many residents need help just to cope with day-to-day living. The big surprise to me is that in the richest city in a country that prides itself on being one of the best places in the world to live, so few services are available in this place. Therefore we are determined to do what we can with the help of our “partners” until we are no longer needed.

With this in mind, your volunteer Board has invested much time and effort over the past year to strengthen the organization for the task ahead. Not all the work needed could be done in one year because of our limited resources. I am happy to report, however, that much was accomplished in 2006:

- The work done in 2006 resulted in our receiving charitable status in early 2007 which will assist us in future fundraising.
- The work done in 2006 is the foundation for the WKNC strategic plan presently being developed by the Board. It addresses who we are – where we want to go in the next 3 to 5 years – and how we are going to get there. With this sharpened focus and a clear plan of action, we believe we can increase resources and grow a strong and sustainable organization.
- To understand and deal with power dynamics at work in the society of which we and our service users are a part, Board members and staff participated in an anti-oppression workshop in 2006. We found this to be both enlightening and challenging to us as individuals, and in our work as a group.
- We also determined that there was a need to strengthen communications with all our stakeholders, and to facilitate this, develop our own “positive image” to increase awareness of who we are. This is one action item arising from our strategic plan which will be addressed in 2007.

It is important to remind our members that present funding supports only program delivery staff positions. Your volunteer Board of Directors is responsible for managing the day-to-day operations of the WKNC as well as normal responsibilities of any Board, e.g. policy determinations, planning for the future, Board recruitment and training, etc. This is a heavy workload commitment, and does discourage some from becoming Directors. Consequently, I would like to acknowledge on your behalf the contribution and dedication of our past and present Directors on behalf of WKNC. Their efforts have gone well beyond the normal call of duty.

I would also like to share with you my concern for the health of the non-profit and volunteer sector of our economy at this time. This sector makes a major contribution to the life and health of our communities across Canada, but is often taken for granted and its true worth is frequently overlooked. The sector is particularly under stress in communities undergoing rapid growth and/or significant demographic changes. Support too often tracks the changes, rather than anticipates them; therefore the agencies, groups, staff and volunteers providing services are under constant pressure and stretched to the limit. Let me cite three critical areas that must be addressed immediately to prevent the sector slipping from “under stress” to “critical, and coming apart at the seams.”

Volunteers play a crucial role in this sector. One study has estimated that, on a national basis, volunteers contribute between 1 and 2 billion hours of time each year. It is estimated that it would take between 600,000 to more than 1 million full time jobs to replace the work of these people. Volunteers, however, are getting harder and harder to find because so many other activities compete for their free time. Recruiting, training and retention of volunteers is a top priority for this entire sector.

The competition for funding is hitting the sector very hard, and puts grass roots organizations at a major disadvantage. They have to compete with large, high profile well-staffed and funded organizations, e.g. hospitals, universities, national fund raisers such as the cancer society etc. Also, the trend by funders to project-based funding results in diminishing sources for vital "core" infrastructure funding which is essential to support delivery of the needed programs. As a result, program providers are "starving" for core funding.

The third area I would like to focus on is the highly trained staff who are the heart of the not-for-profit sector and who deliver the many specialized programs our communities look to this sector to provide. Most equivalently qualified people in other professional and business sectors receive much higher salaries and benefits. In fact, we are finding that many staff have to leave their chosen field to provide for their retirement years. There is a complete lack of recognition for the valuable contribution these people make to the quality of life we enjoy in our local communities across Canada.

It is a matter of urgent concern that all Canadians recognize and appreciate the importance of the non-profit and volunteer sector contribution to the high quality of life we expect in Canada. We as citizens must challenge government at all levels and the private sector to invest the necessary resources in the non-profit and volunteer sector. Such investment is essential to deliver the wide range of services – social, health, arts, recreational and environmental – needed to maximize the quality of life in communities across this land.

I close my remarks this year with the same words I used last year: "We at WKNC aim to make a positive difference in the life of each person who comes through our doors, and in doing so help to build a better community for all who call Weston home." We ask you all to build on past successes towards a better tomorrow for the Weston community.

## 5.0 Report from the WKNC Board

Started some 13 years ago by Central United Church, Weston King Neighbourhood Centre (WKNC) now operates as a legal corporation which, while still housed within the church property, is independent in its operation and services, making them available to anyone who seeks them out. Currently, under its by-laws, at least 50 per cent of the people who make up the Board are members of the United Church of Canada; however, this is being reviewed to potentially allow people, who are recognized as eligible by the church, to stand for election to the Board. Diversity being respected and supported is key to the WKNC vision.

The year started with five people volunteering as Board members. In March the first Annual General Meeting was held; including election of Board members. At this time there were seven people elected to serve on the Board. Board meetings were held monthly, with additional time spent as committees and individuals meeting throughout the year to complete specific tasks. It is estimated that Board members spend a minimum of ten hours a month on Board business, while those in key positions are currently spending far more.

In addition to fulfilling its mission to provide a response to the needs in the community; one accomplishment of the Board was to use federal funding administered by the City of Toronto to hire consultants from the Dijon Group, to conduct a Strategic Review of WKNC. This involved Dijon staff speaking directly to services users, volunteers, partners from other agencies, local Weston businesses and City funders. Their final recommendations, based on the data gathering, were that there were three main issues the Board should address in 2007.

These challenges involve securing funding to maintain WKNC's position in serving the community; the internal pressures to keep managing with minimal numbers of core volunteers and staff; and the future direction of the organization which they felt was uncertain. The Dijon Group complimented WKNC for its resilience, dedication and resourcefulness, but advised focusing our attention on core services that can be realistically delivered in the current climate.

The Board and staff also undertook to seek City funding to allow them to attend courses presented by Praxis Consulting; aimed at strengthening their understanding of anti-oppression and teaching them ways to become more sensitive to societal power imbalances. In addition, 2006 marked the completion of the application process for WKNC to become an accredited charity. Now, with a charitable number, WKNC is better able to recognize existing donors and encourage others who depend on this criterion to allocate their donations to WKNC.

Volunteers play a key position in WKNC. Each day, of the four days a week the Centre is open, there are at least five volunteer positions assisting the staff. This opportunity allows people to develop new skills and to have a sense of giving back to the community. Some volunteers are compensated through government funding, while others thrive on the personal benefits they receive from involvement. Service users also serve as peer workers, and are provided training and paid on an hourly basis for assisting staff in delivering services to the broader community. We believe that support for formal and informal training is important to allow people to succeed; and that staff and volunteer relationship with service users is intended to be open-ended, non-judgemental and responsive to their needs.

There were three funded staff positions for WKNC: Program Coordinator, Drop-in Worker and Harm Reduction Worker. In March of 2007 the two-year Ontario Trillium Foundation funding for capacity building through the Program Coordinator position came to an end, and we lost the valuable experience and capabilities brought to WKNC throughout Linsey MacPhee's time with the organization. Maria Moutsatsos, the enthusiastic Harm Reduction worker, also moved to another position in the City and was replaced by Naima Haile. Daniel Rojas-Orrego continued to expand his experience and take on more responsibilities through the year. This staffing was supplemented through the year by partner staff

members who assist in providing needed information and support particularly around housing and homelessness, health services and harm reduction.

The Centre also provided supervision and positions for community college students to experience the hands-on aspects of their social work courses, and during the summer of 2006 WKNC hired some of the students as relief workers. The staff attended various trainings themselves, and provided workshops for others. A volunteer and a staff member became accredited by the City of Toronto in food handling; while the City inspections continued to deliver a "Pass" sign for the door, attesting to the care taken in supervising food preparation.

Two thousand and five was the first year an audit was conducted. This audit covered the first three years since incorporation. Through 2006 funds, mainly from the City of Toronto and the Ontario Trillium Foundation, covered staff salaries, administration and supply costs. As well as Second Harvest, which donates an estimated \$27,000 of food a year, other support comes from places such as the Toronto Humber Rotary Club, the Weston Silver Band, the local hearing clinic and individuals who bring in non-perishable food, clothing and household items and who donate cash.

Central United Church has chosen to continue to provide free rent for space and services throughout the year while WKNC pays the church for utilities and general services. Congregational donations pay for the Tuesday night community dinners, the equipment used for the preparation and serving of the meals and any food needs on top of the food donated by Second Harvest.

The numbers of people served by WKNC remain reasonably constant from year to year – the physical space acting as an inhibitor to growth. An estimated 45 people access the space each day - summer and winter alike. Since the beginning people have been using the services; such as meals and take home food, laundry, clothing, TTC tickets, harm reduction kits, and referrals to other agencies; finding friendship and support from the continuity along the way. Other people come in seeking assistance with a problem and then move on and are not seen again. WKNC attempts to provide services and programs that create a welcoming, safe, supportive and accessible place for people to meet.

The major challenges for the Centre are maintaining sufficient funding, numbers of staff, partners, Board members and volunteers for the Centre to function efficiently and effectively. We have the vision and mission for our community, but we need ongoing support to deliver it and provide that safe, inclusive environment that meets the real needs of those who are coping with poverty and isolation.

**2006 Board Members:**

Lang Moffat, President  
Robert Nobel, Treasurer  
Barbara Bisgrove, Secretary  
Sylvia Hampton, Equity and Membership  
Ann Maclean  
Joyce Osborne ^  
Dora Londono ^

**2006 Team Leaders:**

Barbara Bisgrove ^  
Ken Bunton  
Sylvia Hampton ^  
Patricia Scott  
Ann Watson ^

^ = retired members

WKNC Current Partners:

- a) Albion Neighbourhood Services: a new partnership this year, ANS partners with WKNC to provide orientation, information and referral and follow-up support to people housed in Weston. A staff person meets regularly with service users.
- b) Central United Church: provides rent-free space, janitorial services and renovations to the space. Church donations pay for the Tuesday evening community supper delivered in partnership with several local faith communities.
- c) Harm Reduction in York and North York Coalition: Working with other agencies to identify areas of common concern the WKNC harm reduction staff with peer workers tour the streets, bars and crack houses delivering sandwiches made for the program by the West Park Healthcare Centre Sandwich Samaritans, harm reduction supplies and weather related items such as mitts and hats in the winter.
- d) Partners for Access and Identification (P.A.I.D.): provides monthly replacement identification clinics for people who are homeless or under-housed. This service is used by many people from the community and anyone who has lost documentation will verify how helpful it is to be led through the bureaucratic maze.
- e) Safer Crack Use Coalition (SCUC): WKNC participates in this coalition of community members, service providers and people who use drugs that coordinates the development and distribution of safer crack kits as well as identifies gaps in the service delivery system for people using crack cocaine.
- f) Second Harvest: WKNC's food programs are supported by donations of food from Second Harvest. A truck comes weekly delivering surplus items from supermarkets, hotels and other donors to be used in preparing the meals served in WKNC. As well, volunteers and Board Members have participated in training opportunities offered by Second Harvest.
- g) Syme-Woolner Neighbourhood and Family Centre: provides a housing worker once a week for housing help including eviction prevention, finding subsidized housing, getting people into or out of shelters, advocacy with landlords, and housing searches.
- h) Toronto Drop-in Network: WKNC participates in this network of agencies providing drop-in services to identify areas of common concern and provide training support and opportunities for network development in the drop-in sector.
- i) Toronto Public Health - West Office: provides community developers to provide guidance and support to WKNC Board of Directors and staff.
- j) York Community Services: YCS acts as trustee of funds allocated to Weston King Neighbourhood Centre by the City of Toronto. WKNC and YCS have also partnered on a number of funding proposals in an effort to support coordination of services in York.

## 6.0 Strategic Review and Plan

In January of 2006, recognizing the need, WKNC applied for and received funding from the City of Toronto to undertake a strategic planning process. There were three major pieces to this funding. The first was the training of Board members and staff in anti-oppression theory in order to inform the board before the planning process began. The second component was the hiring of an external consultant, The Dijon Group, to perform a Strategic Review. The last component was the engagement of Atypical Industries to redesign the WKNC branding to reflect the purpose and place of WKNC in the community as reflected in the Review.

The anti-oppression seminars were attended by the Board members, staff and volunteers over the course of 2006. The primary lessons learned were absorbed into the new Values statements. They emphasized how oppressive patterns of society can exclude various members of our community and how the Centre should be changing these patterns of viewing each other.

The Strategic Review interviewed many stakeholders and looked at the different aspects of the WKNC program. Various conclusions were reached and recommendations were made by the consultants; including a recognition of the commitment, resilience and resourcefulness of all those involved in delivering the services. The Board has spent the last few months absorbing the findings and prioritizing the work to be done. Some of this information was used to guide the changes to the Mission and Values Statements.

One of the challenges identified by the Review was to increase awareness of WKNC's activities and benefits to the community, so having reached agreement on the Vision, Mission and Values we requested another consulting company, Atypical Industries, to start work on imaging and branding of WKNC. Their task was to come up with options for colours, icons, and graphics to brand WKNC as an identifiable entity. The next step will be to raise the levels of recognition of this identity in the Weston/Mount Dennis community.

The broad recommendations of the Review were that WKNC should retrench and focus on what it does best: the Drop In and Harm Reduction Programs. New programs that would complement these efforts should be delayed in the short term.

Next Steps include:

- Acquiring new Board members with the skills required to move forward in the various areas identified in the Strategic Review.
- Development of formal policies and procedures, both operational and organizational.
- Developing fundraising plans
- Fundraising for core programs
- Acquiring funding for new programs.
- Increasing staff resources and numbers of support staff.

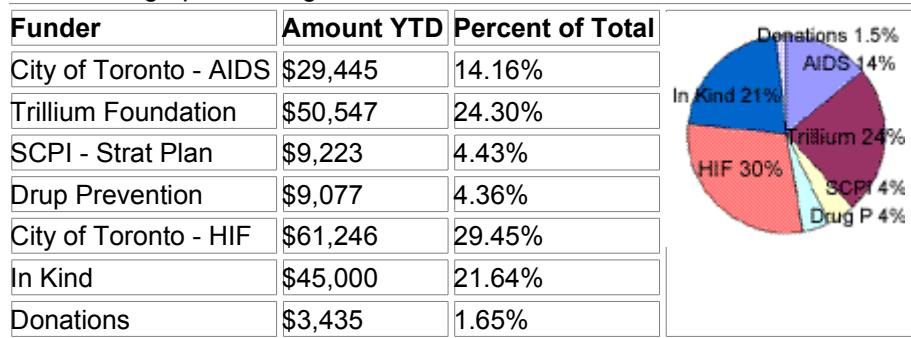
## 7.0 Financial Year 2006 (January 1 2006 - December 31 2006)

### Changes:

This year represents our first year of audited return on a calendar basis. Since January 17, 2003, we have a span of almost four years of clean financial health. Our HIF funding is continuing at the same levels and our HIV/AIDS funding has increased by 25% starting in July 2007. In 2007, we received a 3 year grant from Toronto West Presbytery of \$9000 per year for infrastructure costs.

### Income:

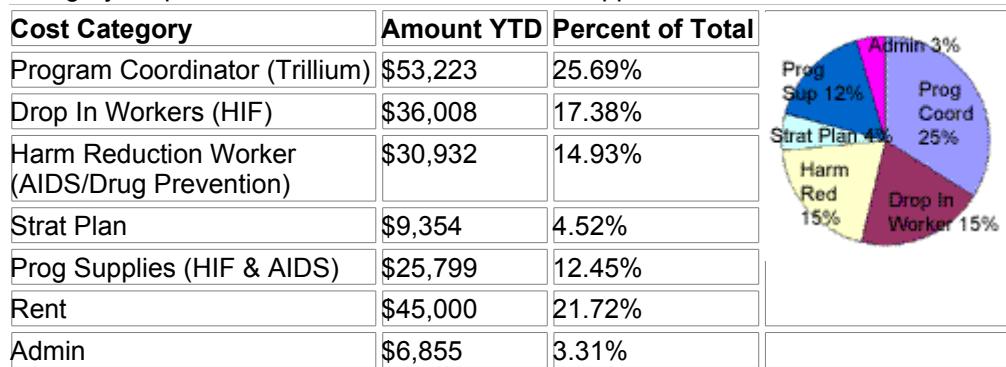
Below is a graph showing the distribution of income from various sources.



### Expenses:

The primary program delivered is the Drop-In Centre. To do this requires the staff, hence the cost of staff (Salary, Benefits, Taxes) is the cost of program delivery. Rent is also part of Program Delivery, since the Drop-In is a physical space allocated for the use of Users.

The Admin portion includes Utilities, Phone, Internet, etc. A portion (<10%) of the Program Supplies category is spent on Admin overhead of Office Supplies.



### Audits and Annual General Meeting:

WKNC has received a 3 year grant of approx. \$9000 per year for operation expenses from Toronto West Presbytery of the United Church of Canada. One of the expenses that will be covered by this funding source is the external auditor. The auditor is Bill Emond C.A. In general, the books received a glowing review and hence we will be presenting the results at our Annual General Meeting.

### Charitable Status:

WKNC received approval and participated in a program led by the John McInich Foundation. With the assistance of a lawyer funded by this foundation, the application was successful. The application was submitted Sep 4 2006 and we received word of the approval January 27 2007. We can now issue tax receipts for sizable donations to our organization.