



Community Mental Health and Addiction Services

# Annual General Report 2015/2016



Non-Profit Housing Corporation

Respect ♦ Dignity ♦ Hope ♦ Wellness



# AGENDA

1. Call Meeting to Order
2. Declaration of Quorum
3. Declaration of Conflict of Interest
4. Minutes of June 18, 2015
5. President's Report
6. Treasurer's Report
7. Executive Director's Report
8. Reports:
  - a. Director of Finance and Administrative Services
  - b. Director of Housing and Property Management
9. Alpha Courts Strategic Plan 2016-2018
10. Report of the Auditor
11. Appointment of the Auditors
12. Report of the Nomination's Committee
13. Adjournment

## TABLE OF CONTENTS

Our Vision, Mission and Values	4
Previous AGM Minutes – June 18, 2015	5
President’s Report	7
Treasurer’s Report	8
Executive Director’s Report	9
Director of Finance and Administrative Services Report	10
Director of Housing and Property Management Report	11
Strategic Plan 2016-2018	12
Surveys	18
• Client Satisfaction Survey Results	20
• Tenant (Dease/Jasper) Satisfaction Survey Results	
Audited Financial Reports	22

# MISSION, VISION AND VALUES

## BOARD OF DIRECTORS 2015/16

President ♦ Sandra Buosi  
Vice President ♦ Ed Dovick  
Treasurer ♦ Jill Symington  
Secretary ♦ Terri-Lynne Carter

### Directors

♦ Sharon Atwood  
♦ Terry Bodnar  
♦ Lyndia Elliot  
♦ Jim Henderson  
♦ Laurie Niskanen  
♦ Steve Sidorski

Jasper Representative  
♦ Inie Slaney

Dease Representative  
♦ Karen Smith

## VISION

The Vision of Alpha Court is that all people who experience mental health or addiction challenges can reach their full potential.

## MISSION

The Mission of Alpha Court is to provide individualized, recovery-orientated support and housing for people who experience mental health or addiction challenges in Thunder Bay.

## VALUES

As part of the commitment and passion we bring to our work, Alpha Court is guided by the following key principles:

**Respect:** We believe in the choices people make, the independence they seek, and the justice they are entitled to.

**Dignity:** We believe in the strengths, uniqueness, value and worth of all people.

**Hope:** We believe that hope is the cornerstone to change and recovery.

**Wellness:** We believe that wellness and health is a human right, which includes a person's social, economical, emotional, physical, spiritual, cultural and intellectual well-being.

**ALPHA COURT NON-PROFIT HOUSING CORPORATION**  
("The Corporation")

**ANNUAL GENERAL MEETING MINUTES**

Minutes of the Annual General Meeting of members of the Corporation, held at Alpha Court Day Centre (270 Windsor Street, Room 221), in the City of Thunder Bay, in the District of Thunder Bay, in the Province of Ontario, on the 18<sup>th</sup> day of June, 2015.

**BOARD OF DIRECTORS:** Sandra Buosi, Jill Symington, Ed Dovick, Terri-Lynne Carter, Lyndia Elliot, Karen Smith, Inie Slaney

**GUEST:** Shelley Gaudreau - Meyers Norris Penny, Auditor  
Larry Wanakamik - Opening Ceremonies/Closing Ceremonies

**STAFF MEMBERS:**

Nicole Latour	Darlene Belliveau	Gina Armenti
Margie Cholin	Maira Piedad	Barb Lovie
Linda Nahachewsky	Robert Rea	Cindy Lyght
Aliyah Agha-Dunn	Chantal Henderson	Nele Schoutteten
Jennifer Lavoie	Sara Hampel	

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Sandra Buosi, President of the Corporation, acted as Chair of the meeting and Chantal Henderson, staff, acted as Secretary of the meeting.

The Chair declared that notice of this meeting having been given in accordance with the by-law(s) of the Corporation, and a quorum being present, the meeting was duly constituted for the transaction of business.

**1. MINUTES OF JUNE 2014 ANNUAL MEETING**

The minutes of the meeting of members held June 12, 2014 were reviewed, and, upon motion duly made, it was seconded and unanimously carried.

**2. REPORTS**

**2.1 President's Report**

The report was reviewed. The Chair moved the adoption of the President's Report as included in the Annual Report.

***It was duly moved and seconded THAT the President's report be accepted as printed in the Annual Report. Motion carried.***

**3.2 Treasurer's Report**

The Treasurer's report was reviewed. The President moved the adoption of the Treasurer's Report as included in the Annual Report.

***It was duly moved and seconded THAT the Treasurer's Report be accepted as printed in the Annual Report. Motion carried.***

3.3 **Interim Executive Director’s Report (Nicole Latour),  
Director of Finance and Administrations’ Report (Darlene Belliveau),  
Director of Housing and Property Management Report (Gina Armenti),**

The Interim Executive Director, Director of Finance and Administration and the Director of Housing and Property Management Reports were reviewed. The Chair moved the adoption of these reports as included in the Annual Report.

***It was moved and seconded to adopt the Interim Executive Director, Director of Finance and Administration and the Director of Housing and Property Management Reports as presented, carried.***

4. **Report of the Auditor**

Shelley Gaudreau, Meyers Norris Penny, presented and provided an overview of the audited financial statements for the Mental Health Program and Housing Program to the meeting.

***It was moved and seconded that the Alpha Court Non-Profit Housing Corporation Mental Health Program 2024 and Addictions Program 2015 financial statements as at March 31, 2014 and the Alpha Court Non-Profit Housing Corporation Program 2524 financial statements as at March 31, 2014, including the balance sheet, related statements, and the auditor’s report, be approved and adopted; carried.***

5. **Appointment of the Auditor**

***It was moved and seconded, that Meyers Norris Penny be re-appointed auditor of the Corporation, to hold office until the next annual meeting of members or until a successor is duly appointed, at a remuneration to be fixed by the Board of Directors; carried.***

6. **Nominating Committee Report**

The Chair reported names being submitted for election to the Board. The following have agreed to continue as Directors of the Board:

Terry Bodnar	Laurie Niskanen
Sandra Buosi	Steve Sidorski
Terri-Lynne Carter	Inie Slaney
Ed Dovick	Karen Smith
Lyndia Elliot	Jill Symington

***That no further nominations were received from the floor and the slate of directors as presented by the Nominating Committee was declared elected by acclamation; carried.***

Alpha Court is **honored** to have the collective skills of the entire board as our advocates and advisors.

7. **CONCLUSION OF MEETING:**

Sandra Buosi, President, thanked fellow Board members, staff and management for all their hard work and dedication.

**THERE** being no further business, the meeting was concluded at approximately 7:30 p.m.

## PRESIDENT'S REPORT

The last year has been one of great transition for the Board of Directors as we fully engaged in the implementation of the Relationship Model of Governance. The model supports a structure and set of values which promotes the fulfillment of both clients and staff. Members of the Board have worked diligently to undertake the adoption of the model and form the necessary subcommittees (Finance, Relationship Review and Governance) to ensure the Organization is accountable to staff, beneficiaries and stakeholders.

Over the last year, with assistance from Les Stahlke the founder of the Relationship Model, the Board of Directors developed a strategic plan identifying the priorities for the Organization over the next three years. Please see the plan in this annual report. The Board has also undertaken the task of reviewing the operating policies and is well underway in its review of the By-Laws. The purpose of these reviews is to ensure the Organization is in alignment with the Relationship Model at all levels.

I would like to take this opportunity to thank the members of the Board for their dedication and solid work over the last year. You have remained a source of stability and dependability during a time of change. A thank you also goes out to Aldo Fata for agreeing to be a community member on our Finance Committee and dedicating his time to the Organization. I would like to acknowledge Michael Maunula, the Executive Director of Lutheran Community Care, for consulting with us during the preliminary stages of implementing the Relationship Model. His help has been instrumental in helping us navigate the model. A personal thank you to Nicole who provides tremendous support for the Board of Directors not only in our regular work but also in the work on the model. Her unwavering commitment to the organization and our clients is admirable. On behalf of the Board of Directors, I would like to thank the staff and volunteers of Alpha Court for their dedication and hard work over the last year. I would also like to acknowledge our funders, the Local Health Integration Network and the Ministry of Health and Long-Term Care, for their continued support.

Respectfully submitted,

Sandra Buosi

## TREASURER'S REPORT

The fiscal year ending March 31, 2016 has been another active year for Alpha Court. The Local Health Integration funded program budget amounted to a combined total of \$2,517,108.00. This is broken down between our Addictions Program 2015 for a budget of \$254,520.00 and our Community Mental Health Programs 2024 for a budget of \$2,262,588.00. This represents an increase of \$84,000.00 from last year's budget. The increase is for funding the Housing Co-coordinator position with Alpha Court. Due to the fact that the position of the Housing Co-coordinator was not filled until late October we had a large surplus at year end. The LHIN recouped \$70,000.00 in year as a result of the surplus. The LHIN funded programs cover all expenses related to providing support services to the clients we serve. The breakdown of the LHIN budgets amounts to 85% of the budget being spent on employee salaries and benefits.

The Housing Program 2524 which operates our buildings and rent supplement programs had a budget total of \$1,108,024.00. The rent supplement program increased with the addition of \$31,110.00 which can be utilized for unit damages. The overall rent supplement budget increased by \$59,988.00. Capital Reserve expenditures this fiscal year amounted to \$31,149.00. The expenses for Jasper Drive were for carpet replacements and a new DVR system for security amounting to \$8,211.00. The costs incurred for Dease Street were for cabinets, countertops, flooring, replacement fencing, and a new security DVR system. The total expenditure for Dease Street was \$22,983.65.00.

Additional funding has been received for two longer term transition rent supplement units. The program is a two year program with a total budget of \$28,952.00. This funding is flowed to Alpha Court through Lakehead Social Planning Council.

Alpha Court continues to review administrative costs to keep in line with the Local Health Integration guidelines. This continues to be challenging for all agencies which are funded by the LHINS.

At this time I would like to thank the administrative team for their diligence and hard work over the past year. I am optimistic that next year will offer Alpha Court more opportunities and wish the organization the best of luck in their future endeavors.

Respectfully submitted,

Jill Symington



## EXECUTIVE DIRECTOR'S REPORT

Alpha Court continues to work toward developing services that are accessible, appropriate and timely in collaboration with our community partners. We are striving to build strong working relationships with other Organizations that offer an array of unique services in order to support and build a continuum of care for the people we serve. We recognize the many specializations our partners bring to the table and realize they are pivotal in our clients' journeys toward recovery and wellness.

Alpha Court continues to participate in many committees, task groups and projects. We look forward to the roll out of Centralized Access in partnership with the Thunder Bay Regional Hospital, St. Joseph's Care Group and the Canadian Mental Health Association – Thunder Bay Branch. Alpha Court has submitted a number of applications for funding in partnership with other service providers to enhance service provision and reach out to people who fall outside of the mainstream system. I have thoroughly enjoyed working with our community partners and look forward to further collaboration in the coming year.

Consistent with the last few years, Alpha Court has received a substantial number of referrals to our various case management programs. Over the last year, we have accepted 202 new referrals. The Organization works diligently to accommodate the many referrals we receive in a timely manner. The challenge in the upcoming year will be to continue to meet this level of service request.

Despite the challenges of providing services to an increased number of people, clients and tenants continue to provide positive feedback in our annual surveys with regard to the services they receive at Alpha Court. Over the last year, we have undertaken focus groups to elicit feedback with regard to the programs we offer. We have used the data from these groups to help shape programs and ensure they are aligned with the needs of the people we serve. Alpha Court looks forward to further collaboration with our clients to inform decision making.

I would like to take this opportunity to recognize two of our employees who have retired from Alpha Court in the last year, Larry Wanakamik and Mary Lucas. Larry was a pillar of the Ooshke Bemahdesewin Program; he shared his teachings, experience and knowledge with us all. His quiet strength and non-assuming disposition will be missed. Mary brought a wealth of experience and ideas from her experience working with marginalized people to her job at Alpha Court. Her analytical and witty nature will be missed. Over the last year, we have had new staff join our team at Alpha Court. Paul Sutton has joined our Addiction Supportive Housing Program, Sarah Baird and Pauline Fogarty joined our Case Management Program and Tammy Turnbull joined our Ooshke Bemahdesewin Program.

I am privileged to be part of a team that offers exemplary services. I would like to acknowledge and thank the front-line staff at Alpha court for their continued dedication to providing exceptional client services and I recognize the increased demand on their time. I also extend my gratitude to Senior Management, Administration and Housing staff for their outstanding work and support. I would like to express my appreciation for the guidance and support from the Board of Directors. I would also like to thank those who participated in my two 360 assessments over the last year. Your feedback was very valuable in assisting me identify my highest leverage professional goals and developing strategies to reach these goals

Respectfully Submitted,

Nicole Latour

## DIRECTOR OF FINANCE AND ADMINISTRATION'S REPORT

The fiscal year ending March 31, 2016 has been another busy year for the Administrative Team. First and foremost I would like to express my gratitude to the Administrative Staff for a great job during the transitions that have taken place during the fiscal year. Your hard work and dedication is much appreciated.

This fiscal year we received in April a budget of \$14,976 for year one from Lakehead Social Planning Council under the Homelessness Partnering Strategy. This project is for a two year term with the second year funding in the amount of \$13,976. This funding is to set up and replace items as necessary for two units, rent subsidies, telephone costs, damages and administrative costs. The purpose of this project is to provide longer term transitional housing to people who are homeless.

On an organizational level we have made some changes at our main office on Wilson Street. We have relocated staff which has enabled us to add a second interview room for clients. This allows staff more access to meeting space with their clients and our walk-ins.

The administrative staff continues to be busy with increasing projects but no increase to administrative resources. Reporting requirements and tight deadlines continue to be a challenge for all staff. In particular the tight turn around for Audit Reports and Government Reports to the LHINS by May 31<sup>st</sup> is an on-going challenge for all concerned.

I would like to thank my staff again for all the great work that has been accomplished this year. I look forward to working with you all over the next year.

Respectfully submitted,

Darlene Belliveau

# DIRECTOR OF PROPERTY MANAGEMENT'S REPORT

## *Non-Profit Housing*

The housing portfolio was on target with the Operating Budget this fiscal year.

Capital expenses at Dease Street include carpet replacements for #201 and all the hallways, cabinets for #201, DVR for video surveillance, and new fencing. Capital work at Jasper this year included a DVR, flooring for unit #101 and #202.

We experienced a higher turnover of tenants at Dease Street and at Jasper Drive this past year: three two bedroom units and two 1 bedroom units at Dease Street, and four 1 bedroom units and two 2 bedroom units at Jasper Drive. This includes 3 transfers at Dease and 3 transfers at Jasper. Transfers are done to accommodate the needs of clients or to complete repairs in units. Turnover costs continue to increase when it is necessary to do extensive repairs on move out.

As the tenant survey results indicate, Dease and Jasper tenants continue to rate the conditions of the apartment buildings above satisfactory. This is largely due to the efforts and hard work of the caretaker, Diane Belanger and the superintendent, Mike Sternastik. I would like to extend my appreciation to both. I would also like to acknowledge the dedicated and hard work of the Property Clerk, Cindy Light. She assists me greatly in the day-to-day tasks associated with the housing programs.

## *The Homelessness Initiative Project and Rent Supplement Programs*

This HIPII Partnership Program with BISNO and CMHA continues to be very successful.

In this program, there has been a turnover of 19 units including 5 transfers of tenants to other units. We obtained 10 new units this fiscal year and agreements were cancelled on 5 units. At year-end we had 68 units in this program. This number fluctuates throughout the year due to landlords withdrawing units or HIPII giving notice that we no longer require a particular unit.

There are 3 units in the Health Program and we have not experienced any move outs in this fiscal year.

Alpha Court is operating two other rent subsidy programs (750 and 500). The 750 Program has 12 units and we had 5 turnovers. The 500 Program has 5 units with no turnover in the fiscal year.

We have received funding for two long term transition units from Lakehead Social Planning Council for two years, both of which have been successfully filled. There have been no move outs or transfers.

We have also received funding from the Ministry of Health for 6 units. Two of the units were allotted to the Canadian Mental Health Association and two were allotted to the Thunder Bay Regional Health Sciences Centre.

The Addiction Supportive Housing program, which is also funded by the Ministry of Health together with our local LHIN, has 3 Support Staff and 24 Rent Supplement Units. We have housed 11 clients this year.

The transitional housing units that Alpha Court operates have both been moved to A.S.H housing. We have housed 14 clients in the 2 units over the past year.

I extend congratulations to the Staff and Managers for their continued hard work to support the clients in making these programs very successful. Thank you to the Board of Directors for their dedication.

Respectfully submitted,

Gina Armenti

# The Strategic Plan 2016-2018

## VISION

*The Vision of Alpha Court is that all people who experience mental health or addiction challenges can reach their full potential.*

## MISSION

*The Mission of Alpha Court is to provide individualized, recovery-orientated support and housing for people who experience mental health or addiction challenges in Thunder Bay.*

October 16-17, 2015

(Amended) – Approved by Motion February 25, 2016

## 1.0 Strategic Context

### 1.1 Historical Context

Alpha Court came into being in 1987 as a result of concerned citizens re: lack of affordable housing/support.

- Alpha Court (AC) was developed in response to local community needs following the movement to de-populate the Psychiatric Hospital.
- First Case Management program for people with a serious mental illness (SMI) in Thunder Bay.
- First to offer supportive housing for people with SMI.
- AC developed during a paradigm shift in the thinking toward people's ability to live beyond their illness.

1989 Dease Street apartment opened - the beginning of our supportive housing program

1989 AC started the first Case Management Program offered in the City

1992 Jasper Drive was completed; Alpha Court's second apartment building

2001 The Homeless Initiative Program started - our first subsidized housing program

2003 Our Crisis Program – Rapid Response was formed

2010 Addiction Subsidized Housing Program started – our second subsidized program

2011 Day Centre started (recreation and psycho-educational groups)

What additional features of Alpha Court's historical context would add to the above in order to focus on the historical features that should be a part of the future?

### 1.2 Environmental Context

Selections from this list will be incorporated into the agendas of each of the governing meetings of the board. The board members can prepare for discussion by being provided with selected readings. Carefully chosen guests can speak to the board about the specific environmental factors that are chosen for the particular meeting. In this way the board becomes proactive in the strategic planning, particularly in determining where the priorities for the allocation of resources should be in the next three to five years.

#### Cultural:

- Who or what services are assisting aboriginal people to settle in urban centres?
- How will be the service needs of aboriginal people?
- What is the impact of the loss of spirituality and how does that impact the quality of life?
- What is the impact of our aging clients on current service provision?
- What do we need to know to help our clients through the aging process?
- Can we partner with aboriginal service providers to bridge the gap?
- How do we incorporate specific practices with cultural diversity?
- How can we have cultural diversity on our board?

#### Economic:

- What are the priorities of our core funders?
- Can we access other sources of funding without consequences to our core funders?
- What is the future forecast for housing vacancies?
- How can we prepare for changes in funding?
- How can increase funding to meet increasing demands?

#### Political:

- How do we get our clients to become more politically involved?
- How do we advocate with local politicians?
- What political changes, e.g. labour laws, Not-for-profit Corporations Act, affect our services?

## Technological:

- How can social media benefit the agency?
- What are the most appropriate means of communication?
- What new technologies, e.g. apps, can assist our services?
- What is the impact of social media on our services – pros and cons?
- Who can provide the board with stats on clients served?
- How can we become more client-driven and less fact driven?

## 2.0 Values

The values that the people of Alpha Court share and which drive our Vision and Mission are:

- Respect
- Community-Orientated
- Client-centered
- Right to affordable housing
- Recovery
- Open door, clients and community
- Ongoing support
- Diversity
- Grass roots, approachable, unpretentious
- Open to partnerships
- Accessible
- Adaptable, innovative
- Quality of life
- Non-judgmental
- Right to reach full potential
- Freedom, security, permanent housing
- Belonging

## 3.0 Beneficiaries Strategic Partners and Other Stakeholders

### 3.1 Beneficiaries

Beneficiaries are the categories of individuals or groups that form the clients who benefit from the services of Alpha Court. The beneficiaries of Alpha Court are:

- People 16 years of age and over who are experiencing issues related to mental health and or problematic substance use.
- Families and friends of the people we support
- Non-support tenants
- Staff and volunteers

### 3.2 Strategic Partners

Strategic partners are those organizations or churches with whom we share some part of our mission. While they are not direct recipients of our mission, some resources may be received from them or allocated to them so that together we are able to deliver the services we offer to our beneficiaries.

The strategic partners of Alpha Court include:

- Canadian Mental Health Association (we provide housing units and manage the units)
- Brain Injury Services of Northwestern Ontario (we provide housing units and manage the units).
- Thunder Bay Corrections (offer a women's group and staff to assist with follow-up support after discharge).

- Thunder Bay Regional Health Sciences Centre (we provide two housing units and manage the units; we are partners in centralized intake).
- St. Joseph's Care Group (they provide central intake (we provide a housing service coordinator)
- Landlords (they provide housing stock, we provide support and subsidies)
- Local Health Integration Network (funding for support services)
- Ministry of Health and Long-Term Care (bricks and mortar, subsidies)
- Homeless Partnering Strategy funders (transition units)
- UNIFOR

### 3.3 Other Stakeholders

Stakeholders are individuals and groups who may be directly impacted by the organization but who themselves are not strategic partners or direct recipients of the organization's services, e.g. government, suppliers, districts, etc.

Other stakeholders of Alpha Court include:

- The greater Thunder Bay community
- Thunder Bay Police

### 4.0 Services/Needs

The services that Alpha Court offers during this planning period are:

- Support (Programs include: skill-teaching; advocacy; supportive counseling; crisis intervention; recreation; social rehabilitation).
- Housing (Programs include: rent-geared-to-income; subsidized)

### 5.0 Places

Alpha Court is mandated to offer services within the City of Thunder Bay.

### 6.0 Vision

The Vision of Alpha Court is that all people who experience mental health and addiction challenges can reach their full potential.

### 7.0 Mission

The Mission of Alpha Court is to provide individualized, recovery-orientated support and housing for people who experience mental health or addiction challenges in Thunder Bay.

### 8.0 Priorities

Priorities are the allocation of resources stated by beneficiaries, services and places. These values will be percentages of total budget, not dollar amounts.

Services→ Beneficiaries ↓	Support	Housing	Admin	Total
Clients/families	57%	11%		68%
Other Tenants	0%	16%		16%
Staff/Volunteers	3%	<1%		3%
Admin	(12%)	(1%)		13%
Total	60%	27%	13%	100%

## 9.0 Strategic Goals

Strategic goals are an expression of intent for the accomplishing of the strategic plan of the organization. They are based on the Indicators of strategic results. The board shall set strategic goals annually as the final step in the strategic planning process.

Note: Strategic goals refer to the SMART goals that are specific, measurable, achievable, relevant to the mission and priorities and time-limited. They deal with the “what” the organization seeks to do, rather than the tactical goals that deal with “how” management seeks to accomplish the mission and priorities.

During this planning period we will measure the results of our Mission by using surveys that have been used effectively for several years. Five particular measurements will form the basis for setting strategic goals. Each measurement invites clients to share their perception of the degree that our services were beneficial to them.

### 9.1 Client Satisfaction Survey

#### Service Provision (Average Strongly Agree and Agree of 11 statements)

	2013	2014	2015	2016 Goal
Actual & Goal	93.2%	95.7%	94.4%	96%

#### Appropriateness of Services (Average Strongly Agree and Agree 4 statements)

	2013	2014	2015	2016 Goal
Actual & Goal	88%	80.8%	79.3%	82%

#### Results of Services (Average Strongly Agree and Agree of 5 statements)

	2013	2014	2015	2016 Goal
Actual & Goal	87%	83%	85%	87%

### 9.2 Personal perceptions of wellbeing of tenants in Dease Street and Jasper (Average Strongly Agree and Agree Percentage of 5 statements)

Dease Street	2013	2014	2015	2016 Goal
Actual & Goal	NA	90.2%	88.3%	90%

Jasper	2013	2014	2015	2016 Goal
Actual & Goal	NA	97.8%	94.8%	98%

## 10. Critical Success Factors

The Strategic Plan is completed with a list of those factors in the management of the organization’s service delivery that are critical to the success of achieving its vision and mission.

### 10.1 Critical Tactical Directions

#### For the Board’s Management:

- We plan to align the Bylaws and policies with the Relationship Model by December 2016.
- We plan to explore the feasibility of accreditation by the end of 2016.
- We plan to develop a membership development plan by the end of 2016.
- We plan to develop an Emergency ED Succession Plan by the end of 2016.

#### For the Board and ED’s Management:

- During this planning period we plan to develop a plan for fundraising and public relations.



## 10.2 Critical Risk Factors

The following critical risk factors describe the areas of risk that we plan to monitor during this planning period. The three standing committees plan to develop indicators to enable monitoring and to develop risk tolerance limits for each indicator.

### Relationships

- We must continue to collaborate with funders to assure we are aware of potential changes/challenges in the future.
- We must be proactive in communication with staff, board members, clients and other stakeholders to ensure transparency.
- We must reach into the community to develop and maintain relationships with stakeholders and to ensure our reputation is in good standing.
- We must ensure that our clients, their families, and our staff and volunteers are treated with respect and dignity.
- We must ensure that we comply with the requirements of our funders.

### Structure and Processes

- We must implement the Relationship Model of governance.
- We must insure that the Bylaws and policies align with the Relationship Model.
- We must ensure open communications between the committees and the Board.
- We must monitor management's compliance with the policies and the Board's own performance in governance.

### Finances

- We must maintain sufficient cash to ensure staff payroll and payment to creditors.
- We must ensure that we provide safeguards to ensure client and community safety.
- We must ensure adequate maintenance of our buildings.
- We must ensure that we have adequate insurance coverage for our two buildings.
- We must ensure the security of our data.
- We must ensure the adequacy of our capital reserves.

# CLIENT SATISFACTION SURVEY 2015-2016

## RESULTS

On an annual basis, Alpha Court invites consumers of its services to participate in a client satisfaction survey. Clients who were willing to complete a survey were asked to sign a consent form giving the Organization permission to release their contact information to the surveyor and indicate their preferred method of completing the survey (email, mail, face-to-face and via telephone). Out of the clients receiving Case Management services with Alpha Court, fifty-seven (57) clients indicated that they did not want to complete a survey and thirty (30) did not respond to their worker's request. Two hundred and ninety clients (290) indicated they were willing to participate in the survey. Of those willing participants, one hundred and twenty seven (127) completed the survey by the established deadline. This results in an approximately forty-three per cent (43.8%) response rate. As an incentive to complete the survey, respondents were entered into a draw for a chance to win a gift certificate to a local grocery store.

The table below demonstrates a comparison between the responses of 2014, 2015 and 2016.

Service Provision QUESTION	2014				2015				2016			
	SA	A	D	SD	SA	A	D	SD	SA	A	D	SD
My worker refers me to services I need	51%	43%	1%	0%	55%	40%	1%	1%	47%	48%	3%	0%
My worker helps me resolve problems	54%	44%	0%	0%	50%	44%	2%	0%	44%	50%	3%	0%
I am encouraged to make my own choices	49%	49%	0%	0%	56%	39%	0%	0%	49%	46%	3%	0%
Staff treat me with dignity and respect	56%	41%	1%	0%	59%	35%	1%	1%	55%	40%	4%	0%
Staff listen to what I have to say	46%	52%	1%	0%	51%	42%	1%	1%	44%	50%	2%	.8%
I can talk about personal and private concerns with my worker	56%	40%	1%	0%	54%	38%	3%	1%	48%	46%	4%	0%
My worker points out my strengths	44%	52%	1%	0%	43%	49%	5%	0%	41%	53%	5%	0%
My worker encourages me to pay attention to my physical health	46%	47%	3%	0%	44%	45%	6%	0%	46%	46%	5%	.8%
My worker helps me develop coping strategies	34%	58%	3%	0%	38%	49%	2%	0%	32%	58%	4%	0%
I am satisfied with the help my worker has provided me with family relationships	38%	46%	1%	0%	36%	46%	1%	0%	37%	40%	4%	0%
I have a say in my planning and care	50%	47%	0%	0%	53%	42%	1%	0%	43%	50%	2%	0%

Appropriateness of Services QUESTION	2014				2015				2016			
	SA	A	D	SD	SA	A	D	SD	SA	A	D	SD
I feel my cultural beliefs are respected by my worker	36%	36%	3%	0%	34%	39%	1%	0%	34%	38%	3%	0%
I feel my spirituality is respected by my worker	39%	40%	1%	0%	36%	38%	1%	0%	35%	40%	1%	0%
I feel my sexual preference is respected by my worker	39%	38%	2%	0%	33%	42%	0%	0%	29%	40%	1%	0%
My worker treats me appropriate to my age	46%	52%	0%	0%	50%	45%	1%	0%	44%	51%	1%	0%
	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
As a result of services I receive from AC, I feel more hopeful about the future	47%	42%	7%	0%	46%	47%	3%	0%	44%	46%	5%	0%
As a result of AC services, I have become more independent	40%	45%	6%	0%	38%	51%	4%	0%	37%	48%	6%	0%
As a result of services I receive from AC I feel I can better manage my symptoms of mental illness	38%	50%	7%	0%	32%	54%	7%	0%	37%	48%	7%	0%
As a result of services I receive from AC I feel I can better manage my addictions	25%	34%	4%	1%	24%	33%	2%	0%	17%	35%	3%	0%
I am satisfied with the care I have received	50%	44%	2%	1%	60%	42%	1%	0%	43%	50%	3%	0%

# TENANT (DEASE/JASPER) SURVEY 2015-2016

## RESULTS

On an annual basis, Alpha Court sends out satisfaction surveys to tenants residing in our Dease and Jasper buildings. The survey contained questions aimed at eliciting information about the condition of the apartment buildings and the sense of community within the buildings. Surveys were delivered to all tenants and included a stamped, self-addressed envelope. As an incentive to increase the response rate, tenants who completed the survey were entered into a draw to win a \$50.00 grocery voucher.

A total of 59 surveys were distributed by hand to each unit in both buildings with self-addressed envelopes so the tenants could mail the surveys back. Between the two buildings, a total of 32 questionnaires were completed and returned (54%).

**The tables below demonstrate a comparison between the responses of 2014, 2015 and 2016 for Dease Street. There were sixteen (16) responses in total.**

ITEMS	2014				2015				2016			
	SA	A	D	SD	SA	A	D	SD	SA	A	D	SD
I feel safe in my building	45%	45%	9%	0%	42%	57%	0%	0%	37%	56%	0%	6%
I feel a sense of belonging in my building	45%	45%	9%	0%	28%	50%	21%	0%	12%	75%	6%	6%
I am proud to live in this building	45%	45%	9%	0%	50%	50%	0%	0%	25%	56%	12%	6%
I live in a building where people help their neighbours	30%	60%	10%	0%	28%	64%	7%	0%	18%	56%	25%	6%
I feel safe in my neighbourhood	36%	45%	18%	0%	28%	50%	21%	0%	18%	56%	18%	6%
I feel like I belong in my neighbourhood	27%	63%	9%	0%	30%	53%	15%	0%	18%	62%	12%	6%

ITEMS	2014				2015				2016			
	Exc	Good	Satis.	Poor	Exc.	Good	Satis.	Poor	Exc.	Good	Satis.	Poor
Overall condition of your apartment	27%	36%	36%	0%	35%	28%	35%	0%	12%	43%	37%	6%
Overall condition of building	45%	45%	9%	0%	35%	64%	0%	0%	37%	43%	12%	0%
Overall condition of building grounds	27%	63%	9%	0%	42%	57%	0%	0%	31%	50%	12%	0%

**\*\*Please note: percentages will not equal 100 as “does not apply to me” or unanswered questions were not included.**

The tables below demonstrate a comparison between the responses of 2014 and 2015 for Jasper Drive. There were sixteen (16) responses in total.

ITEMS	2014				2015				2016			
	SA	A	D	SD	SA	A	D	SD	SA	A	D	SD
I feel safe in my building	42%	57%	0%	0%	41%	58%	0%	0%	25%	62%	12%	0%
I feel a sense of belonging in my building	42%	50%	0%	0%	23%	58%	8%	0%	25%	68%	0%	6%
I am proud to live in this building	35%	64%	0%	0%	25%	75%	0%	0%	37%	62%	0%	0%
I live in a building where people help their neighbours	42%	57%	0%	0%	33%	58%	8%	0%	31%	50%	18%	0%
I feel safe in my neighbourhood	42%	57%	0%	0%	41%	58%	0%	0%	37%	56%	6%	0%
I feel like I belong in my neighbourhood	28%	71%	0%	0%	41%	58%	0%	0%	25%	62%	12%	0%

ITEMS	2014				2015				2016			
	Exc.	Good	Sat.	Poor	Exc.	Good	Sat.	Poor	Exc.	Good	Sat.	Poor
Overall condition of your apartment	21%	42%	37%	0%	25%	58%	16%	0%	25%	50%	25%	0%
Overall condition of building	28%	57%	14%	0%	41%	50%	8%	0%	37%	50%	12%	0%
Overall condition of building grounds	35%	42%	21%	0%	25%	58%	16%	0%	31%	50%	12%	6%

**\*\*Please note: percentages will not equal 100 as “does not apply to me” or “not applicable” were not included. Items with no responses are also not included.**



# FINANCIAL STATEMENTS