

A Year of
Growth and
Opportunity



Interior
Community
Services

Enriching Lives, Strengthening Communities

Annual Report

2025

interiorcommunityservices.bc.ca

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A Year of Growth & Opportunity

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Land Acknowledgement

Interior Community Services (ICS) recognizes that the work we do takes place across lands that hold deep cultural, spiritual, and historical significance for Indigenous Peoples. These lands have been home to First Nations, Métis, and Inuit communities since time immemorial, and we acknowledge their enduring presence and contributions.

We approach this acknowledgment with humility and a commitment to listening, learning, and walking alongside Indigenous communities on the path toward healing and reconciliation. ICS strives to foster relationships built on respect and trust, and to reflect these values in our practices and services. We recognize that reconciliation is an ongoing journey—one that calls us to deepen our understanding, honor Indigenous voices, and take meaningful steps toward equity and inclusion.

ICS offers services across the following unceded, ancestral, and traditional territories of First Nations, and in communities where Inuit, Métis, and Urban Indigenous peoples live:

- Secwepemc (Kamloops, Barriere, Chase, Savona)
- Nlaka'pamux, Syilx, Secwepemc (Merritt, Ashcroft)
- Ktunaxa (East and West Kootenays)
- Tsilhqot'in, Secwepemc (Williams Lake and surrounding areas)
- St'at'imc (Lytton, Lillooet)
- Syilx, Ktunaxa, Secwepemc, Sinixt (Revelstoke)
- Métis communities in each of the areas served
- Urban Indigenous peoples residing outside their traditional territories



A message from our Central Executive Officer

Since joining Interior Community Services in September, I have seen a deep commitment and care evident across the organization. That commitment is clearly reflected in this annual report, which tells the story of a year defined by growth and opportunity, grounded in our shared purpose of enriching lives and strengthening communities.

Across ICS, teams met rising demand with creativity, professionalism, and care. We moved long planned housing projects into visible progress, expanded and strengthened services for children, youth, families, seniors, and people with diverse abilities, and invested in systems and technology to support responsible growth.

This year also marked an important moment of transition. As the 2023 to 2025 Strategic Plan concludes, ICS is entering a new phase that builds on a strong foundation while looking ahead with intention. In Spring 2026, we will begin a new strategic planning process, engaging staff, partners, and community members to help shape our next chapter.

The progress highlighted in this report reflects the dedication of staff, partners, and volunteers who lead with integrity, respect, and a deep commitment to community. I am sincerely grateful for the care, expertise, and collaboration they bring to this work every day. As we look ahead, I am confident in our collective ability to build on this momentum, growing not only in reach, but in impact and purpose.

With gratitude,
Dan Steenburgh



A Message from our Board President

On behalf of the Board of Directors, I am pleased to share highlights from 2025, a year marked by both leadership transition and continued growth for Interior Community Services. The Board remained focused on strong governance, financial stewardship, and strategic oversight, ensuring the organization remains responsive to community needs.

This year we welcomed both a new CEO and CFO. The Board is grateful for their early leadership, collaborative approach, and shared commitment to strengthening organizational capacity, financial sustainability, service excellence, and community impact.

Community responsiveness continues to be central to ICS's work. The organization delivers flexible, person-centred programming that reflects the changing needs and priorities of the communities we serve. This work is made possible through the dedication of our staff, whose compassion and commitment to both the organization and the community are deeply valued. I extend sincere thanks to our staff, volunteers, and board members as we look ahead with purpose, guided by our values of integrity, respect, intentionality, inclusivity, and collaboration.

Tracy Hoot,
Board President



Reflections from the Outgoing CEO

As I say goodbye after 22 years, I do so with immense pride and confidence in ICS's future, guided by strong leadership and exciting initiatives taking shape. Thank you for your resilience, compassion, and adaptability through constant change. You met challenges with creativity, upheld our mission, and never lost sight of the people we serve. Together, we expanded programs, strengthened partnerships, and built a culture of care and accountability. Looking ahead, I'm energized by upcoming program expansions that will deepen impact and reach new communities. It has been an honour to serve alongside you. Thank you for believing always.

Sincerely, Val Janz
Departing CEO



History of Interior Community Services

The history of Interior Community Services (ICS) is rooted in the legacies of two Kamloops-based non-profit organizations: Kamloops Youth Resources Society and Kamloops Community Support Services. In 1997, the two organizations partnered to deliver family services under the Provincial Government's Building Blocks initiative. This successful collaboration led to their official amalgamation in 2003, forming Interior Community Services. Since then, ICS has grown significantly, expanding its programs to meet the needs of children, youth, families, seniors, and individuals with diverse abilities. Today, ICS continues to connect individuals to essential resources, fostering a stronger, more supportive community.

CARF Accreditation

For the last 20 years, programs and services at Interior Community Services have been accredited through the Commission on Accreditation of Rehabilitation Facilities (CARF) Canada. The purpose of accreditation is to ensure standards of quality, effectiveness, and safety are met.

Accreditation serves to recognize and validate organizations that consistently adhere to these standards, promoting trust and confidence among collaborators, including clients, families, funding agencies, and the public. Through a rigorous process of evaluation every three years, and continuous improvement, accreditation fosters accountability, drives organizational excellence, and ultimately enhances the quality of care and outcomes for the individuals served.



Strategic Planning

Since its development in Spring 2023, Interior Community Services (ICS) has been guided by our 2023–2025 Strategic Plan, which has now come to a close. The following are highlights of how we have met our key priorities.

Impact

- Began renovations for Foundry Kamloops; hosted Foundry Splash, youth mental health evenings, and physician recruitment dinners.
- Engaged in community networks and planning tables, including Homelessness Leadership Response and Kamloops Interagency Support Table.
- Integrated programming across the agency through Clinical Director support, best practice sharing, and collaborations.
- Hired two housing navigators to assist with tenant relations and moves.

Culture

- Completed IDEA (inclusion, diversity, equity, and accessibility) consultation with Synergy.
- Enhanced onboarding and staff training; formed a committee to address training gaps and strategy.
- Developed new resources to increase communication effectiveness, including an internal newsletter, expanded social media, and streamlined email communications.

Sustainability

- Increased engagement with funders to promote collaboration and sustainability.
- Began build for Tranquille Place and started moving tenants into property on Cherry Avenue.
- Invested in new technology for HR, payroll, tenant/asset management, and donor management.
- Developed new processes and systems for effective financial stewardship.
- Secured major grants and donations to support Foundry, Community Food Centre, and key projects.

With the current plan ending, ICS will launch a new strategic planning process, aiming for completion in Spring 2026. This will include surveys, focus groups, and community interviews to ensure our next plan reflects the voices and needs of those we serve.

Community Living Services

This year, Community Living Services focused on strengthening stability, deepening collaboration and expanding opportunities for the people we support. Across Supported Living and Community Inclusion programs, teams continued to foster environments where individuals build independence, confidence, and meaningful community connections.

With support from our funder Community Living British Columbia (CLBC), we expanded capacity across several programs. Our Day Program and Community Inclusion services grew to meet rising demand, and we opened a newly renovated home for adults with diverse abilities, enhancing housing options and quality of life. Additional renovations across Supported Living properties, including Terry's Place in Barriere, improved accessibility, comfort, and long-term sustainability, bringing a noticeable boost in morale and pride for both staff and residents.

Community Inclusion (CIC), Skill Development, and Options & Opportunities (O&O) programs demonstrated strong community engagement through giving and volunteer initiatives. Participants contributed to the Giving Tree, Youth Outreach, Meals on Wheels, and the Salvation Army Kettles campaign. A new partnership with Rocky Mountaineer further strengthened this connectedness, with bottle donations redirected into CIC-led giving initiatives.

O&O's "Pay-it-Forward" activities, supported by the Aberdeen View Apartments, funded contributions to Internal Programs including: Youth Outreach, In-Office Counselling, First Steps, and Family Service Programs, providing more than 50 food/gift hampers and supplies.

The Lightwell program continued its partnership with ASK Wellness Community Inclusion, hosting monthly lunches and shared activities that foster connection, belonging, and cross-program relationships.

We also renewed key partnerships with Thompson Rivers University (TRU), offering enriched practicum experiences for Community Support Worker, Human Service Worker, and Health Care Assistant students, supporting sector learning and long-term recruitment.

Looking ahead, we remain committed to sustainable staffing, system refinement, and expanding opportunities for people to live full, self-directed lives.



142 served (↑16%)

28 new individuals



1,200 program sessions

50 community engagement activities

1,100 volunteer hours



Mount Paul Community Food Centre

Mount Paul Community Food Centre (CFC) is part of a growing national movement advancing well-being, belonging, and social justice through food. By creating welcoming, inclusive spaces where people gather to grow, cook, share, and learn, the CFC is strengthening community health while expanding opportunities for connection, skill-building, and empowerment.

Over the past year, the CFC demonstrated significant growth in both reach and impact. More than 1,200 program sessions were delivered, serving a wide range of equity-deserving communities, while 50 community engagement events increased participation and volunteer involvement. This growth was supported by over 11,000 volunteer hours, reflecting strong community investment and capacity for continued expansion.

Programming continues to evolve in response to community needs and interests. Recent expansions include diversified food skills programming, the Kamloops Seed Library, garden workshops and gatherings, culinary classes, and a monthly newsletter. Together, these initiatives broadened access to food education, strengthened local food systems, and deepened community connections. These initiatives position the CFC to further scale its impact while fostering leadership, learning, and resilience.

The centre's outcomes from the past year's evaluation highlight strong potential for sustained growth. Through the Annual Program Survey, those participants surveyed report feeling welcomed and included, while a majority experience a strong sense of belonging and form new social connections. Additionally, the CFC was found to be a vital source of healthy food, contributing to measurable improvements in mental, emotional, and physical well-being.

Guided by values of dignity, equity, and belonging, Mount Paul CFC is well positioned to build on this momentum by expanding programs, strengthening partnerships, and continuing advocacy for systemic change to address food insecurity and poverty.



Child, Family and Youth Services

In 2025, community members accessed ICS Child, Family and Youth Services more than 2,800 times through family, individual, group, and training programs. Over 80% of participants reported that their work with ICS helped them progress toward meeting their needs and achieving their goals.

Throughout the year, ICS Child, Family and Youth Services saw possibilities for growth and opportunity in responding to growing community needs in several key areas:

Maternity Services

ICS Early Years Services adapted its programming to address a significant rise in demand for maternity support following a local physician shortage and the resulting reduction in maternity services in the Kamloops area. Early Years staff worked collaboratively to respond to a 100% increase in prenatal referrals while also managing a substantial waitlist.

Youth Wellness and Mental Health

2025 marked an important year of transition as ICS Youth Services prepared to integrate with Foundry Kamloops, scheduled to open in Summer 2026. As the host agency for Foundry Kamloops, ICS will play a central role in community service integration to expand access to youth supports and reduce barriers to care for youth.

Families Experiencing Violence

With increased support from the Ministry of Children and Family Development, ICS Family Services expanded training and increased capacity to better support families experiencing violence using a dignity-based approach. The Family Services team remains focused on increasing family well-being, including supporting safety, respect, and more fulfilling relationships within families and the broader community.





Children, Family, Youth Services:
80 individuals served

Community Living Services:
20 individuals served (↑11%)

ICS Merritt

Child and Family Services and Community Living Services

In 2025, Child and Family Services (CFS) and Community Living Services (CLS) in Merritt continued to strengthen the well-being, safety, and inclusion of children, families, and individuals. Guided by a shared commitment to empowerment and community connection, both teams delivered meaningful support throughout the year.

CFS provided services to 80 individuals, including children, youth, and adults. Programs focused on prevention, early intervention, parenting support, crisis response, and Children and Youth with Support Needs (CYSN). By centering family wellness and youth development, CFS helped create safe, stable environments where individuals could grow and thrive.

CLS expanded its capacity to promote inclusion and independence. 16 individuals participated across two programs designed to build life skills, increase employment readiness, and foster social engagement. Partnerships with local organizations - including the Merritt Library and Nicola Valley Food Bank—offered valuable volunteer opportunities and strengthened community relationships.

The accomplishments of both teams reflect the dedication of staff, the resilience of participants, and the support of community partners. Together, we continue to build a community where everyone feels valued and supported.

ICS Merritt also hosted several successful community events. The Annual Chili and Coats gathering brought residents together and provided warm winter clothing to those in need. CFS held a Family Day celebration with food, activities, and opportunities for families to connect. CLS welcomed community members, partners, and participants to a well-attended Coffee Morning at the ICS building. These events highlight the strong spirit of collaboration that defines ICS Merritt.

As we move into 2026, we remain committed to innovation, partnership, and expanding opportunities for all.



Foundry Kamloops

2025 was a significant year of growth and momentum for Foundry Kamloops. With renovations officially underway and our opening on the horizon, we took meaningful steps toward building a welcoming, accessible space for youth and families across Kamloops and the surrounding region. Community engagement remained at the heart of our work, with staff hosting more than 35 events and presentations to raise awareness and build connections within the community.

This year also marked major progress in youth and family engagement. Our Youth and Family Advisory Committees brought together 28 unique youth members, including seven new voices, and nine caregivers. Their lived experience and insight directly informed planning decisions, ensuring Foundry Kamloops continues to be shaped by those it exists to serve.

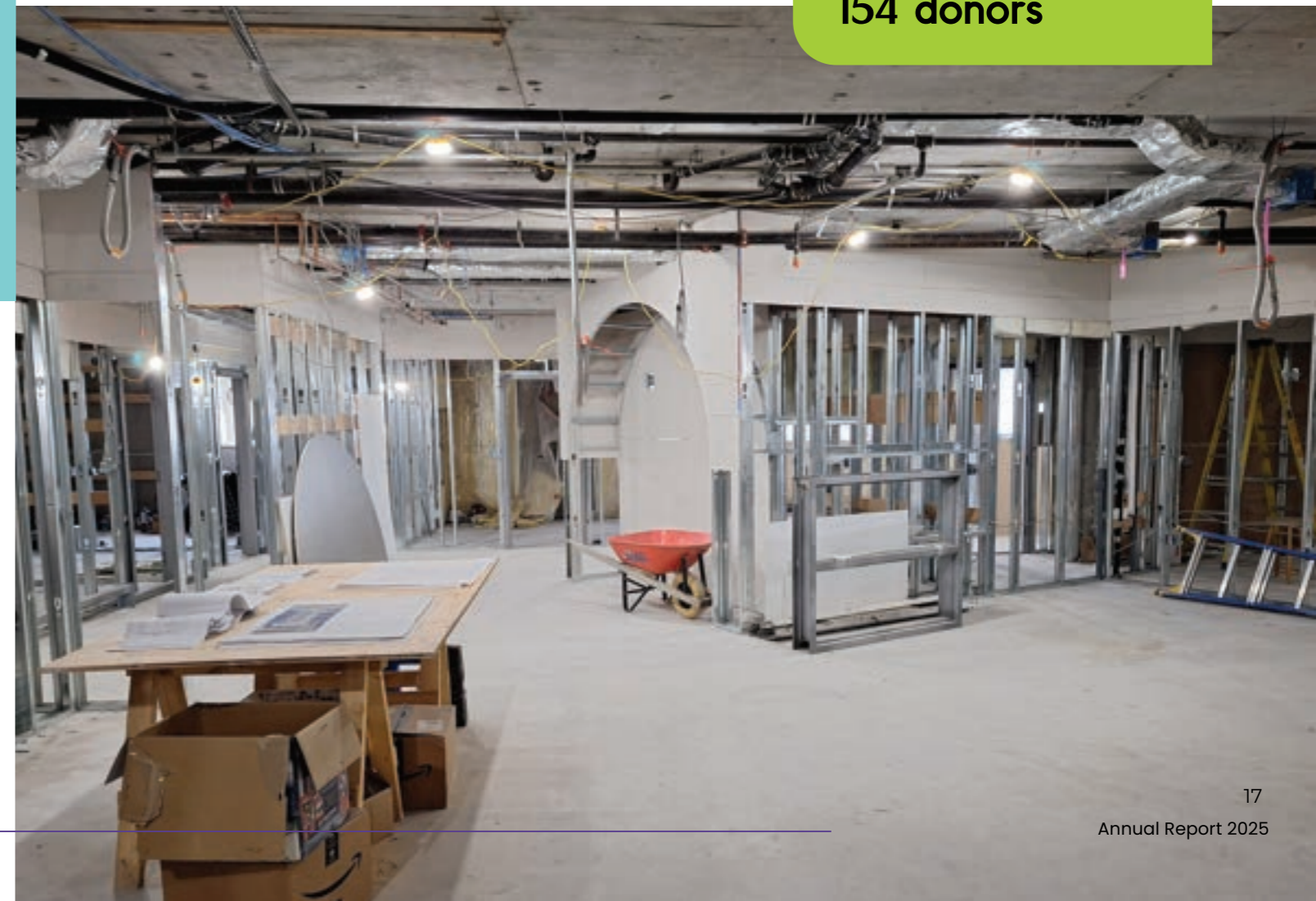
Fundraising efforts reached an exciting milestone in 2025, with almost \$1.3M raised this year through the generosity of 154 donors, including the successful and energizing Foundry Smash event. Operational planning has moved into full swing, with working groups established to support inclusive, responsive and integrated programming.

With over 20 site tours, media engagement, and strong community partnerships, 2025 laid a solid foundation as Foundry Kamloops moves into Phase 2 of construction and toward welcoming youth and families in Summer 2026.



\$1.3 million raised

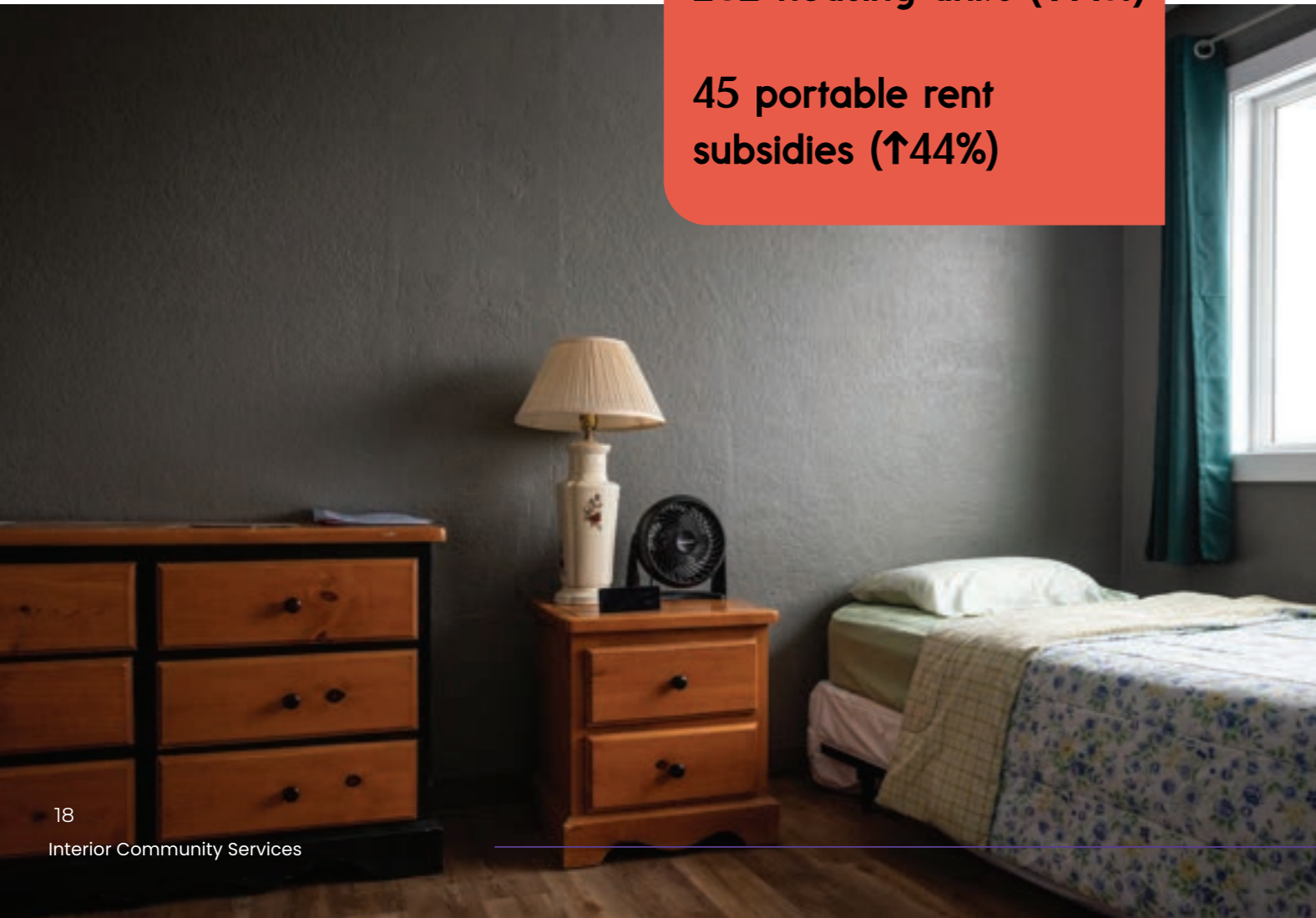
154 donors





282 housing units (↑14%)

45 portable rent subsidies (↑44%)



Housing and Facilities

This year represented a period of meaningful growth and emerging opportunity for Housing and Facilities at Interior Community Services (ICS), as long-standing plans transitioned into visible progress and new housing options began opening throughout the community.

A significant milestone was the start of construction on Tranquille Place, a 45-unit housing development at 400 Tranquille Road. This project marks ICS's first housing development initiative, made possible through a partnership with the Government of British Columbia (BC Housing), Canada Mortgage and Housing Corporation, and the City of Kamloops. After extensive planning, it has been exciting to see this project move into the construction phase, with completion anticipated in Spring 2027. When completed, Tranquille Place will provide 45 homes for low- to moderate-income families, singles, seniors, and persons with diverse abilities.

Another major achievement was the opening of 42 newly renovated homes at 435 Cherry Avenue, offering a mix of one- and two-bedroom homes. Following the scheduled completion of renovations, ICS assumed full operation and management of the BC Housing-owned property. The building began accepting tenants in December 2025 and will continue readying the remaining unit for full occupancy through March 2026. These homes provide much-needed housing for low- to moderate-income families, singles, seniors, and persons with diverse abilities.

Construction also began on the renovation of 540 Seymour Street, the Desert Gardens building, which will become the future home of Foundry Kamloops, supporting youth and family health and wellness needs. The project is expected to be completed in the Fall 2026.

At Glenfair Seniors Housing, the ICS housing team successfully relocated 24 tenants into new community homes, enabling progress towards the Interior Health Authority and BC Housing partnership for a 20-bed Complex Care Housing project. The broader Glenfair Redevelopment Plan of adding 370 units of seniors housing will continue with a separate timeline.

In addition to the 14% increase in the number of housing units operated by ICS to 282 homes, ICS was successful in adding 20 portable rent subsidies and is now managing 45 in total, an increase of 44% from last year.

Growth and opportunity were also reflected internally through the restructuring of the Housing team with the addition of the Manager of Housing and Tenant Relations and the Manager of Maintenance positions, alongside the implementation of an integrated property and facility management system. These improvements will strengthen service delivery and responsiveness across ICS housing, facilities, and programs in Kamloops, Merritt, and Barriere – positioning the Housing and Facilities department for continued efficiency in the years ahead.

Human Resources

Workforce Growth and Hiring Performance

In 2025, Interior Community Services (ICS) continued strengthening workforce capacity to support responsible growth, service quality, and long-term sustainability. With 259 employees at year-end, ICS remains one of the region’s largest non-profit community service employers, reflecting steady organizational expansion and increasing demand for services.

Recruitment performance remained strong in a competitive labour market. ICS filled 130 positions with an average time-to-hire of 46 days. Internal mobility remained a key strength, with 59% of vacancies filled internally, supporting leadership continuity and career development. A total of 53 external hires joined the organization, bringing new skills and perspectives.

NEW HIRES	2023	2024	2025
Full Time	35	63	61
Part Time	27	32	55
Casual	16	14	14
Total	78	109	130
Staff Employed In Year	286	306	303
Staff Employed Year End	232	239	259

Turnover declined to 14.5% in 2025, the lowest level in over five years, marking a return to pre-pandemic stability and positioning ICS below sector averages, a strong signal of organizational resilience and workforce stability.

Talent Sustainability

ICS maintains a balanced workforce profile that combines emerging talent, strong mid-career capacity, and deep organizational experience. Just over half of employees joined the organization within the past two years, reflecting sustained growth and successful recruitment, while more than one-third of employees have five or more years of service, providing continuity, mentorship, and institutional knowledge.

To support this mix of renewal and experience, ICS established a Learning and Development Steering Committee with the goals to:

- Implement standardized learning pathways that help new employees build the skills needed for their roles and support consistent, high-quality program delivery.
- Strengthen intentional knowledge transfer across experience levels to reinforce continuity and organizational expertise.
- Advance leadership development to build future leadership capacity and long-term organizational resilience.

Employee Recognition

Each year, ICS celebrates employee five-year milestones and service anniversaries, recognizing long-term commitment and strengthening connection across teams. Our long-serving colleagues contribute deep organizational knowledge, mentorship, and stability across our diverse agency.



Embedding Inclusion, Diversity, Equity, and Accessibility (IDEA)

Advancing Inclusion, Diversity, Equity, and Accessibility (IDEA) remains a core organizational priority. In 2025, ICS finalized its IDEA framework and implementation roadmap following organization-wide engagement through employee surveys and focus groups, and established an IDEA Steering Committee to provide governance, accountability, and coordination of implementation efforts. Teams are now building sustainable training pathways and integrating IDEA principles into core organizational systems and service delivery to strengthen inclusive practice, equity, and belonging across the organization.

Systems Modernization and Operational Readiness

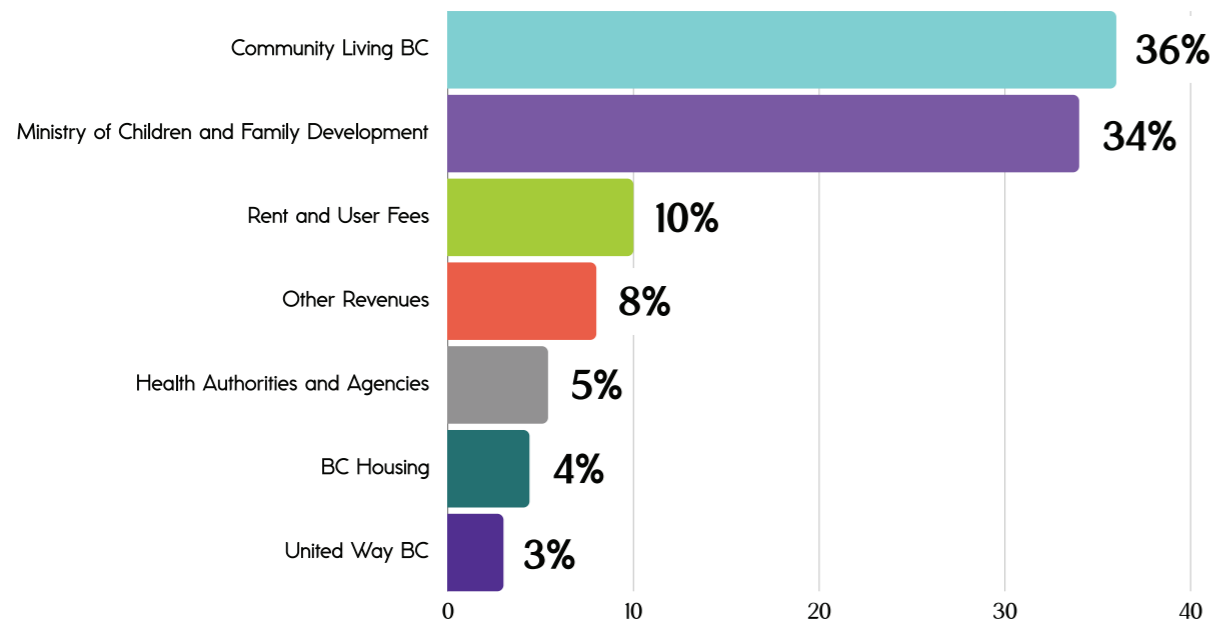
As the organization grew, ICS strengthened operational maturity through targeted systems investments that improved efficiency, consistency, and risk management. Expanded HRIS functionality enabled tracking of essential certifications and automated compliance notifications, reducing manual administration and strengthening oversight. A new Learning Management System has been launched to establish a centralized digital training library, while standardized core orientation content supported more consistent onboarding and clearer expectations across programs.

Looking Ahead

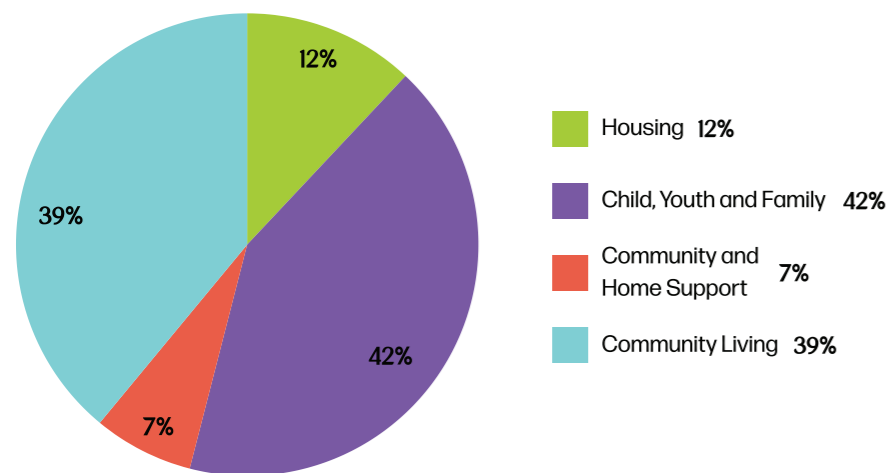
Building on the systems and workforce foundations established in 2025, ICS will continue modernizing operations, strengthening leadership development, and embedding IDEA principles to support sustainable growth and service quality. Next-phase priorities include developing a dynamic HR data dashboard to enable real-time workforce insights and evidence-informed decision-making, advancing sustainable training pathways aligned with the IDEA framework, and strengthening leadership development and succession readiness. Together, these priorities position ICS to scale responsibly while sustaining workforce stability, inclusive practice, and service reliability.

Financial Profile

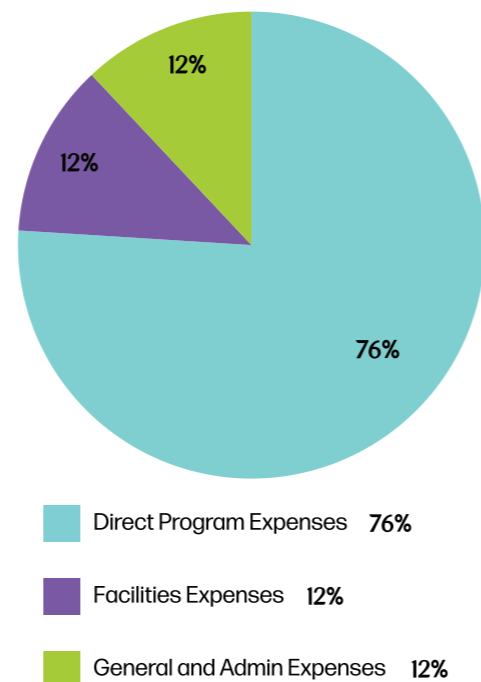
Percentage of Revenue by Source



Percentage of Revenue by Program



How Funds are Spent



ICS Partnerships

Funders

- BC Housing
- Canada Prenatal Nutrition Programs
- Interior Health Authority
- City of Kamloops
- Community Living British Columbia
- Ministry of Children and Family Development
- Providence Health
- Public Health Agency of Canada
- Public Safety Canada
- Right to Food
- Seniors Services Society of BC
- United Way BC

Networks and Associations

- British Columbia Association for Community Living
- BC Non-Profit Housing Association
- Community Social Services Employers' Association
- Federation of Community Social Services of BC
- Foundry BC

Community Partners

- BGC Canada
- Chamber of Commerce
- Kamloops Immigrant Services
- North Shore Business Improvement Association
- School District #73

Community Response Tables

- Homeless Encampment Action Response Team Outreach Table
- Homelessness Response Leadership Table
- Kamloops Interagency Supports Table
- Systems Improvement Table
- Weather Response Planning

Accreditation and Licensing

- Commission on Accreditation of Rehabilitation Facilities
- Community Care Facilities Licensing



Board of Directors

Tracy Hoot – President
George Campbell – Vice President
Faline Ann Lidstone – Treasurer
Ted Kowalsky - Director
Kaitlyn Cumming - Director
Madison Hall - Director

Senior Leadership Team

Dan Steenburgh – Central Executive Officer
Cara Dawson – Central Financial Officer
John Trotta – Director of Housing and Facilities
Sarah Bijl – Human Resources Director
Dawn Christie – Director of Mount Paul CFC

Idris Marican – Director of Child, Family and Youth Services
Mary Ann McKee – Clinical Director
Susan Kell – Director of Operations Merritt
Taryn Campbell – Director of Community Living

