

ANNUAL REPORT
2008-2009



COMMUNITY
COUNCIL

RESEARCH COMMUNICATION COLLABORATION CONVENING



The Community Council provides leadership that brings the community together to create a sustainable quality of life for everyone in BC's Capital Region by:

- Convening and supporting collaborative initiatives
- Conducting community-based research
- Communicating reliable information.

Mandate

(as stated in the Constitution)

The purpose of the Society is to improve the quality of life for everyone in British Columbia's Capital Region, particularly the people who are disadvantaged due to poverty and distress. The work includes the advancement of factors influencing quality of life, including social well-being, community health and education and the alleviation of poverty and its related elements. In furtherance of and without limiting the forgoing, the Society will:

- Be a catalyst and leader in bringing people together to create a just and vibrant community
- Develop and enhance programs for public participation and collaboration that address trends and issues related to quality of life and social planning in our region
- Disseminate knowledge to the public about trends and issues related to social planning and quality of life in our region through such activities as public events and the publication and distribution of educational literature and materials.

Huge thanks to Community Social Planning Council of Greater Victoria! We've just begun our Vibrant Abbotsford journey. The work you have done with the Quality of Life CHALLENGE has allowed us to move much faster than we could ever have done on our own. Your web resources, such as HR Options for Action, have made our beginnings much smoother.

Wayne Green
Executive Director, United Way of the Fraser Valley

Collaborative initiatives convened by the Community Council

The Quality of Life CHALLENGE



Quality of Life
CHALLENGE

Capital Region Food and
Agriculture Initiatives Roundtable



Labour Market Dialogues



The Association of
Family Serving Agencies



BC Transit Ticket
Assistance Program



Housing Affordability
Partnership



Unsung Hero Award
and Celebration





The Community Council applies and integrates a specific set of values and working principles throughout all its operations.

Values

The Community Council believes:

- In the sustainability of a just and vibrant community
- That the well-being of people who live in our community can be enhanced by awareness and understanding of social policy and planning issues
- That open and accessible information is a tool for positive social change
- That all people should be treated with respect, fairness and dignity
- That we can best achieve our goals for positive social change by being firmly rooted in our community as a collaborative partner
- That our organization must be committed to critical thinking, and proactive regarding social issues in the community and the creation of innovative solutions
- That full and meaningful community participation and appreciation of our diversity is an important part of positive social change
- That the Community Council must manage its affairs to ensure its sustainability and independence.

Working Principles

Building on its long experiences as a convenor of comprehensive community initiatives, the Community Council works to apply the following principles. Demonstrating care and respect for each other, our community and the environment, through:

Cooperation - working with others to build community capacity

Understanding - addressing underlying problems and opportunities

Participation - seeking input and involvement from the variety of voices in our community

Inclusion - including those who experience the issues first hand

Communication - connecting in ways that everyone can understand

Sharing - sharing power, information, resources and leadership

Openness - open to innovation, various points of view and participation from all sectors of our society

Action - developing practical, effective solutions

Recognition - celebrating and positively reinforcing those who enhance quality of life in this region.

President's Report

This past year has presented us with many challenges to which the Board, staff and our valued volunteers responded with vision and cohesion. In a climate of economic slowdowns and fiscal restraint, the organization has needed to make strategic decisions and choices.

Within the multisectoral tables convened by the Community Council, the Quality of Life CHALLENGE has seen the most changes. It has faced reduced funding, staff changes, and ultimately a recommendation that this poverty reduction initiative be a strategic initiative of the Community Council. Staff will support the Leadership Roundtable as they implement their Phase Two Business Plan and strive to enhance community affordability by reducing costs of living and increasing sustainable incomes.



Board President, Trish Stovel

On behalf of the Board I would like to acknowledge the tremendous effort invested by the Leadership Roundtable and in particular the Caucus composed of Maureen Young, Val Green, Claire Rettie, Sue Stovel, and Brian Hill. Our deep appreciation is extended to CHALLENGE funders including The J.W. McConnell Family Foundation and Coast Capital Savings Credit Union, who have been generous, supportive and patient as the CHALLENGE has gained its Phase Two footing.

Like most other organizations, the Community Council sustainability has been negatively affected by the shift away from core funding and more to project funding. We spent considerable time and effort preparing proposals to a wide range of funders. Despite the excellent direction of our Executive Director Peggy Mahoney and the enormous effort of staff, we have seen few fruits from this labour.

This spring, as the Board was facing fiscal realities, we learned that two of our staff would be leaving. Jane Worton, who was our immensely capable Research Director and the backbone of the Quality of Life CHALLENGE, has joined a local research firm. She will be leading their social research projects so we know our paths will continue to cross. Anna Russo, who brought tremendous capacity to the Communications Department and to CR-FAIR, has decided to further her education at UVic. She will continue to work for us on a part-time basis. To both Jane and Anna we wish all the best in their exciting new endeavors. We will miss them both.

Given the serious funding issues the Community Council is facing, the Board decided not to replace either of these positions, rather to shift roles and responsibilities within the remaining staff team.

Throughout these challenges and changes the Board of Directors has been steadfast. Not only do they possess a remarkable range of experience and skills, they have been exemplary in their leadership and more than generous with their time. It is a privilege to work with such a wonderful group.

I wish to thank the staff of the Community Council for their tremendous work, commitment, and adaptability in these turbulent times.

Last but not least I wish to thank the members of our 'community' who by virtue of your involvement and membership, continue to place your trust in us to build with you a strong and caring community.



The Community Council provides convening services for collaborative initiatives:

- **Convenes multisector dialogue tables**
- **Brings knowledge of this community's history, issues, trends and players**
- **Includes people who live with low incomes**
- **Organizes learning opportunities and information sessions**
- **Fosters shared leadership and community-ownership**
- **Negotiates partnership agreements with collaborating partners**
- **Governs and manages complex projects and programs.**

CR-FAIR (Capital Region Food & Agriculture Initiatives Roundtable) works to strengthen food security foundations in collaborative ways in BC's Capital Region. Highlights from the past year include:

- 200 new subscribers and 170 newsletter submissions for 4 issues of the *Making Food Matter*-quarterly e-newsletter
- a regional calendar of events that works as a one stop shop for all things related to learning and networking around food
- monthly roundtable meetings hosted across the region and attended by producers, restaurant association, neighbourhood associations, community groups, concerned citizens, mayors, councillors, and municipal/regional staff
- strategic partnerships with VIHA, CRD, University of Victoria, Office of Community Based Research, Central Saanich Ad Hoc Committee on Economic Viability of Farmland
- presentations to the CRD Transportation and Planning Committee on the establishment of a regional food policy council
- exploration of the Victoria Food Recovery and Redistribution concept
- annual Food Matters! Forum attracting 80 people including federal MP, provincial MLA's, municipal councillors, CRD Board members, producers, distributors and consumers.

Housing Affordability Partnership (HAP) is a collaboration of key housing stakeholders committed to improving housing affordability. The past year's focus has been on

- supporting the Workforce Housing Initiative by gathering relevant articles and resources on the website
- surveying local employers on challenges they are facing in recruiting and housing employees and providing a summary of results
- building relationships with business leaders and municipalities in Sidney, North Saanich and Central Saanich.

Over the past five years we have enjoyed partnering with the Community Council and commend their collaborative approach and leadership in community food security within the Capital Region. The Community Council - Capital Region Food and Agriculture Initiative Roundtable (CR-FAIR), is one of five VIHA Food Security Hubs who have shown stellar ability to connect with community members and disseminate timely and relevant information.

Jarrod Gunn-McQuillan, Regional Coordinator,
Food Security, Vancouver Island Health Authority



Maureen Young (centre) presents Spectrum Job Search Society with a Quality of Life CHALLENGE decal for their HR practices.

BC Transit Ticket Assistance Program

In 2008-09, just under 80,000 tickets and more than 400 monthly passes were distributed at no charge to people living on low income through 35 participating agencies. A grant from the Victoria Foundation allows agencies to access more tickets at a time when agency revenues are declining and the transportation needs for people living on low income are increasing.

Association of Family Serving Agencies (AFSA) provides learning opportunities for child and family workers through regular communications and special events. This year, AFSA made newspaper headlines through a lunchtime session, *Running Just to Catch Up: Family Finances and Work – Family balance* with the Vanier Institute of the Family's Clarence Lochhead.

Community Action Team is a group of people living on low or limited income who are developing innovative ways to include their voices in many forms of decision-making. The Community Action Team is a Leadership Roundtable partner of the Quality of Life CHALLENGE.

Quality of Life CHALLENGE is diverse community partners working together to generate long-lasting solutions that prevent and reduce poverty in BC's Capital Region. The CHALLENGE is a strategic poverty reduction initiative of the Community Council. Activities this year included:

- Co-hosting the Canadian Business for Social Responsibility (CBSR) "Seeing is Believing" Tour in Victoria with the Greater Victoria Coalition to End Homelessness
- developing a Phase Two Business Plan and a Framework for Change
- publishing monthly *employer CHALLENGE* newsletters featuring innovative HR practices, especially relevant in the current labour market
- building public profile with 18 media hits in the past year
- working with Vibrant Surrey and Vibrant Abbotsford to explore strategies to inform public policies.



The Community Council provides research services:

- Designs research projects that are responsive to emerging community issues
- Gathers and monitors indicators and trends on current community conditions
- Conducts evidence-based research and evaluation including documenting the impact of collaborative initiatives
- Analyses the implications of public policy upon the quality of life of vulnerable populations in this region
- Engages local people in research processes which result in social change
- Establishes collaborative partners to support community research.

Community Food Security Assessment Indicator Framework includes a list of proposed food security indicators with rationale and specific recommendations for CR-FAIR and other food security initiatives.

2008 Living Wage calculation is a tool developed in BC's Capital Region and well recognized across Canada. It is a way to understand what it costs to live here and helps frame the important conversations around how to take action to prevent and reduce poverty. The CHALLENGE 2008 release of information on living wages contributed to an estimated 1,600 businesses' decisions to increase wages or benefits, impacting 3,200 employees. An additional 400 businesses made decisions to change HR policy or practice following other CHALLENGE information.

The Victoria Foundation contracts the Community Council to update their annual Vital Signs report, which is widely used to inform donors and the community. The Community Council provided a set of 75 local indicators relating to demographics, standard of living, belonging and leadership, arts and culture, the economy, youth and more.

United Way of Greater Victoria contracts the Community Council to conduct research for the United Way Impact Councils in the areas of Mental Health and Addictions, Family and Community Well-being, and Housing for Homeless, Low Income and Working Poor. This research informs the Impact Councils as they determine their long term goals and measured outcomes.

Over the years, I have come to rely upon the professional research and support provided by the Community Council. Last year, we incorporated their research and data in the updating of our population projections and housing needs for our updated Official Community Plan. The Community Council definitely provides insight and research into our region that for planners, is an excellent resource and frequently I rely upon to provide background to support our planning initiatives.

Hope V. Burns, MCIP, Director of Planning and Building Services, District of Central Saanich



Budd Hall, UVic's OCBR and Community Council Board members build collaborative working relationships

SkillsPlus provides small retail and food services businesses in this region with access to customized training in Essential Skills in the workplace. Essential Skills can improve accuracy, productivity, and safety as employees' self-confidence, loyalty and flexibility increase. The Victoria READ Society and Community Council bring a range of research expertise, training and business relationships as partners in this recently launched project.

Various other community based research collaborations strengthen partnerships and explore innovative ways to strengthen community social support for housing, employment and health including:

- Labour Market Dialogues Phase III exploration of successful hiring and retention strategies of 25 employers of choice in BC's Capital Region, in order to understand their successes and share their stories with other employers
- Dowler Place / Next Steps Transitional Housing with UVic School of Nursing and other community partners
- Burnside Gorge Rapid Health Assessment with VIHA and the Vancouver Island Public Interest Research Group (VIPIRG)
- Greater Victoria Well Being survey with VIHA, United Way, Victoria Foundation, and City of Victoria
- As part of the Understanding the Early Years Initiative, analysis of the potential for Parent Interviews and Direct Assessments of Children Survey (PIDACS) data, with Partnership in Learning and Advocacy for Young Children (PLAY Greater Victoria)



The Community Council provides a range of communications services:

- **Develops and implements communications strategies**
- **Nurtures relationships with members, volunteers and stakeholders who hold very diverse perspectives**
- **Organizes public events**
- **Manages media relations**
- **Publishes communications products.**

Newsletters

What people say about the Community Council newsletters *the employer CHALLENGE*, *AFSA News*, *Making Food Matter* and *the Indicator*:

- clean design
- easy to read
- easy to navigate
- accessible and helpful information
- likely to remind me to buy local and where to go to get what I need
- a good read

Service Contracts

The Community Council is contracted to provide a range of communications services for the Better Business Bureau of Vancouver Island and Together Against Poverty Society

Events

A range of public events throughout the year provided opportunities for networking and discussion:

- Food and Housing in BC's Capital Region – Challenges or Opportunities
- A Poverty Reduction Plan for BC – An Evening with Seth Klein
- Running Just to Catch Up – Family Finances and Work – Family balance
- 2008 Unsung Heroes Award celebrating Gordon Harper

It takes a whole community to eradicate poverty. Partnerships with organizations like the Community Council strengthen our collective efforts in public education and public engagement. Together Against Poverty Society has benefited from the communications services of the Community Council.

Tricia Roche
Coordinator, Together Against Poverty Society



Gordon Harper, recipient of the 2008 Unsung Heroes Award and Ted Humphreys, Chair, Unsung Heroes Planning Committee

Publications and Reports by the Community Council and its collaborative initiatives were produced throughout the year including:

- Ten Ways to Keep and Retain your Staff
- A Youth Housing Study for BC's Capital Region
- Legislation Concerning the Hiring and Retention of People with Barriers to Employment: A Guide for Employers
- 2008 Living Wage Calculation
- Working for a Living Wage - Making Paid Work Meet Basic Family Needs in Vancouver and Victoria
SUMMARY
- Housing Low Income People in BC's Capital Region
- Capital Region Food Resources Directory

All publications are available in the Resources section of the Community Council website.

Media

29 mentions in local media

Websites

The Community Council is the legal sponsor for the following websites:

www.communitycouncil.ca, www.qolchallenge.ca, www.housingaffordability.ca



Last year the membership decided to undergo a Review Engagement rather than a complete Audit. One of the reasons for this decision was cost. Review Engagements provide a level of accountability similar to Audits 15 years ago. I am confident that the financial statements presented today have received a thorough and impartial review and are an accurate report of our financial activities for the year.

These difficult economic times have presented challenges to the Community Council. Funders are moving away from core funding and into project funding. This lessens the ability of the Community Council to plan effectively for the future. We need to sign leases for offices and have the resources to pay for our staff. How can we promise continued employment to people when we do not know how much we will be getting from year to year?

Several key foundations are unable to make contributions to programs because of the low returns on their investments. Governments at all levels are cutting back. Businesses and individuals are feeling the effects of the economic situation and are reducing their donations to charities generally.

We have reduced costs to the minimum—the 2009 AGM is an example. Now, more than ever, we need to count on our supporters to keep up and increase their donations. As more stakeholders are beginning to recognize the need to include social planning in their plans, they are increasing their demands on the Community Council. We need to make sure that we have the resources to provide the information they need to help them make good decisions for everyone in our community.

I am completing my maximum permitted tenure as a Board Member, which is 6 years. I have been Treasurer for 3 years and President for 2. It has been a privilege for me to serve with such capable Board and Staff members. More than ever, I believe that together we can make a difference in reducing poverty and enhancing the Quality of Life for everyone in BC's Capital Region.

Bill McElroy
Treasurer, Community Council
September 2009



Past and current Treasurers, Cindy Choi and Bill McElroy

COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA
Statement of Financial Position

March 31, 2009, with comparative figures for 2008
(Unaudited)


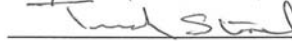
	2009	2008
Assets		
Current assets:		
Cash	\$ 71,446	\$ 141,808
Term deposits	98,052	144,488
Accounts receivable	45,538	78,563
Prepaid expenses and deposits	4,971	5,076
Cash in trust for Association of Family Serving Agencies (note 2)	5,941	5,884
	<u>225,948</u>	<u>375,819</u>
Capital assets (note 3)	4,293	8,338
	<u>\$ 230,241</u>	<u>\$ 384,157</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 16,207	\$ 23,505
Deferred revenue	1,500	118,424
Due to Association of Family Serving Agencies (note 2)	5,941	5,884
	<u>23,648</u>	<u>147,813</u>
Net assets:		
Externally restricted:		
Quality for Life Challenge Fund	25,226	35,745
Programs and Projects Fund	83,308	70,494
	<u>108,534</u>	<u>106,239</u>
Internally restricted to Core Operating Fund	70,000	60,000
Invested in capital assets	4,293	8,338
Unrestricted Core Operating Fund	23,766	61,767
	<u>28,059</u>	<u>70,105</u>
	<u>206,593</u>	<u>236,344</u>
Lease commitments (note 9)	\$ 230,241	\$ 384,157

See accompanying notes to financial statements.

Approved by the Directors:

 Director
 Director

COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA

Statement of Operations (continued)
Year ended March 31, 2009, with comparative figures for 2008
(Unaudited)

	Unrestricted Core Operating Fund	Restricted for Quality of Life Challenge Fund	Programs and Projects Fund	Total 2009	Total 2008
Revenue:					
Operations:					
Municipality	\$ 34,954	-	-	34,954	48,514
Municipalities (note 5)	43,511	-	-	43,511	42,244
Other income	34,771	-	-	34,771	15,600
Donations and memberships	13,046	-	-	13,046	19,695
Interest	4,429	-	-	4,429	4,429
	131,261	-	-	131,261	131,743
Quality of Life CHALLENGE:					
Grants from businesses	62,500	-	-	62,500	20,550
Federal government	112,500	-	-	112,500	75,250
United Way	43,475	-	-	43,475	65,796
Other income	4,625	-	-	4,625	7,866
	224,038	-	-	224,038	174,266
Programs and Projects:					
BC Transit Ticket Assistance Program	-	-	107,951	107,951	75,304
Innovation Fund	-	-	15,000	15,000	15,000
Affordability Partnership	-	-	43,500	43,500	48,330
CR FAIR	-	-	74,742	74,742	54,600
Research Projects	-	-	59,364	59,364	135,057
Understanding the Early Years	-	-	91,271	91,271	135,711
Association of Family Service Agencies Projects	-	-	5,889	5,889	14,602
	-	-	397,817	397,817	501,604
Total revenue	131,261	224,038	397,817	753,116	807,303

Excess (deficiency) of revenue over expenses \$ (52,046) (10,519) 12,514 (29,751) 3,106

See accompanying notes to financial statements.

COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA

Statement of Operations
Year ended March 31, 2009, with comparative figures for 2008
(Unaudited)

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Operations:					
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Excess (deficiency) of revenue over expenses \$ (52,046) (10,519) 12,514 (29,751) 3,106

See accompanying notes to financial statements.

COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA

Statement of Changes in Net Assets

Year ended March 31, 2009, with comparative figures for 2008
(Unaudited)

	Restricted for Quality of Life Challenge Fund	Restricted for Programs and Projects Fund	Internally Restricted to Core Operating Fund	Capital Asset Fund	Unrestricted Core Operating Fund	Total 2009	Total 2008
Balance, beginning of year	\$ 35,745	70,494	60,000	8,338	61,767	236,344	235,371
Excess (deficiency) of revenue over expenses	(10,519)	12,814	-	(5,386)	(26,660)	(29,751)	3,106
Reimbursement of Vancouver Island Social Purchasing Portal (2007- impact of change)	-	-	-	-	-	-	(2,133)
Purchase of capital assets	-	-	-	1,341	(1,341)	-	-
Increase in internally restricted amount	-	-	10,000	-	(10,000)	-	-
Balance, end of year	\$ 25,226	83,308	70,000	4,293	23,766	206,593	236,344

End of year externally restricted net assets comprise the following projects:

	2009	2008
Quality of Life CHALLENGE	\$ 7,226	\$ 5,745
Quality of Life CHALLENGE reserve for obligations	18,000	30,000
	25,226	35,745
Other Programs and Projects:		
BC Transit Ticket Assistance Program	24,344	7,590
Housing Affordability Partnership	32,117	25,093
CR FAIR	18,981	17,180
Research Projects	-	1,500
Understanding the Early Years	-	11,293
Labour Market Dialogues	-	(986)
Association of Family Serving Agencies Projects	7,866	8,824
	83,308	70,494
Total	\$ 108,534	\$ 106,239

See accompanying notes to financial statements.



COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA
Statement of Cash Flows

Year ended March 31, 2009, with comparative figures for 2008
(Unaudited)

	2009	2008
Operating activities:		
Excess of (deficiency) revenue over expenses	\$ (29,751)	\$ 3,106
<u>Amortization, which does not involve cash</u>	<u>5,386</u>	<u>7,529</u>
	(24,365)	10,635
Changes in non-cash working capital:		
Accounts receivable	33,025	(30,052)
Prepaid expenses	105	(1,137)
Accounts payable and accrued liabilities	(7,298)	(14,431)
<u>Deferred revenue</u>	<u>(116,924)</u>	<u>102,121</u>
	(115,457)	67,136
Investing activities:		
Reimbursement of Fund Balance	-	(2,133)
Decrease (increase) in term deposits	46,436	(5,143)
<u>Purchase of furniture and equipment</u>	<u>(1,341)</u>	<u>(2,396)</u>
	45,095	(9,672)
Increase (decrease) in cash	(70,362)	57,464
Cash, beginning of year	141,808	84,344
<u>Cash, end of year</u>	<u>\$ 71,446</u>	<u>\$ 141,808</u>

See accompanying notes to financial statements.

Membership and Volunteers

Membership in the Community Council is an indicator of support for the mission and work of the organization. Membership is open to any person or organization. In 2008-09 there were 108 members: 81 individuals, 41 social service agencies, 8 businesses and 2 government agencies. Members support the organization through their donations.



Food Matters! Forum creates opportunities to meet others working in the food system.

Thanks are owed to the many people who contribute time and skill to support Community Council initiatives:

Emilie Adan, Lorna Anthony, Theresa Aspol, Clive Beal, Detlef Beck, Jim Bennett, Leanne Blackwood, Liz Bloomfield, Elietha Bocskei, Tom Bradfield, Karasima Brands, Gerry Brimacombe, Kevin Brown, Leslie Brown, Sean Brown, David Burns, Pat Burns, Patrick Chenier, Cindy Choi, Darlene Clover, Glen Colwill, David Coney, Corrina Craig, Pat Danforth, Ken Decterow, Sherry Dubetz, Christine Ducharme, Anne Du Vent,

Anita Edwards, Enid Elliot, Carrie Everett, Ian Faris, Blair Fisher, Lee Fuge, Marria Gauley, Linda Geggie, Don Gosse, Val Green, Janelle Hatch, Lisa Helps, Paula Hesje, Rob Hicks, Brian Hill, Grant Hollett, Heather Hrach, Grant Hughes, Ted Humphreys, Janis Johnson, Michelle Johnson, Kevin Jones, Robert Jordan, Helle Kallas, Henry Kamphof, Brenda Kennedy, Diane King, Lee King,

Krista Lalonde, Mayo McDonough, Bill McElroy, Leslie McGarry, Daphne Macnaughton, David Mincey, Don Monsour, Terron Moore, Duane Mundy, Jennifer Owen, Beth Page, Doug Page, Danella Parks, Pat Paterson, Penny Pattison, Mike Pennock, Chris Poirier-Skelton, June Preston, Mabel Jean Rawlins, Herman Rebneris, Richard Routledge, Pat Reichert, Claire Rettie,

Ramona Scott, Martin Segger, Paula Shaw, Cliff Stainsby, David Stott, Don Storch, Susan Stovel, Trish Stovel, Andrea Streisel, Helen Thomas, Anne Topp, Viet Tran, Don Vipond, Sheila Walker, Rennie Warburton, Peggy Wilmot, Brenda Wilson, Kevin Worth, Maureen Young, Aspasia Zabarás.



Board of Directors 2008-09

Theresa Aspol

Jim Bennett

Patrick Chenier

Darlene Clover

Glen Colwill

Corrina Craig

Brian Hill

Brenda Kennedy

Daphne Macnaughton

Mayo McDonough

Bill McElroy

Leslie McGarry

Penny Pattison

Michael Pennock

Paula Shaw

Trish Stovel

Rennie Warburton

Staff 2008-09

Christine Coates, *Office Manager*

Tricia Irish, *Researcher*

Peggy Mahoney, *Executive Director*

Alvaro Moreno, *Project Manager, Labour Market Dialogues, Skills Plus*

Christina Peacock, *Interim Executive Director, Communications Manager*

Mary Katharine Ross, *Communications Assistant*

Anna Russo, *Communications Coordinator*

Jodi Sturge, *Research Director*

Jane Worton, *Research Director*

Consultants, Casual Employees and Students

K. Brands

Marrria Gauley

Heather Hrach

Hicks, Kagis, Sheppard Consulting

KPMG

LifeCycles Project Society

Myriad Creative

Timothy Richards

T-L Associates

Wave Consulting

Supporters of Core Operations



Members and Donors, United Way of Greater Victoria, the Municipalities of Victoria, Esquimalt, Oak Bay and Saanich.

Partners and Supporters of Programs and Projects

BC Council for Families
BC Government and Services
Employees' Union
Better Business Bureau of Vancouver Island
Burnside Gorge Community Centre
Caledon Institute of Social Policy
CRD – Roundtable on the Environment
Child and Family Counselling
Association
City of Victoria
Coast Capital Savings Credit Union
Columbia Institute
Community Food Action Initiative
through ActNow BC
Dig This Victoria
Enterprising non-profits
First Unitarian Church of Victoria
Greater Victoria Coalition to
End Homelessness
Human Resources and Social
Development Canada
Island Parent Magazine
James Bay Community Market
LifeCycles Project Society

Little Miss Piggy
Kildara Farms
Office of Community Based Research, UVic
Queen Alexandra Foundation
Service Canada
Shaw TV
Social Development Canada
Success By Six
The Garden Path
The J.W. McConnell Family Foundation
The Stovel Family
The Real Estate Foundation of BC
Threshold Housing Society
Transitional Media - Dotcanuck Web Services
United Way of Greater Victoria
University of Victoria
Vancity
Vancouver Foundation
Vancouver Island Health Authority
Vanier Institute of the Family
Vibrant Communities
Victoria Foundation
Victoria Regional Transit Commission



**COMMUNITY
COUNCIL**

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