



COMMUNITY SOCIAL PLANNING COUNCIL  
**research·insights·solutions**

**ANNUAL REPORT**  
2009-2010



The Community Social Planning Council has been in existence since 1936 as a non-profit, non-partisan and charitable social planning society. It was then that the first social planning agency in the Victoria region was formed to address the needs of the poor. The Council also served as the incubator for a number of well-established organizations in this region, including the United Way of Greater Victoria, Volunteer Victoria and the Bridges for Women Society. Since its inception, the Council has responded in a variety of ways to addressing social issues, alleviating poverty and promoting social justice.

The Community Social Planning Council contributes to the vision of a socially sustainable region by undertaking relevant research, insightful analysis and solution-oriented engagement. A key function of the Community Social Planning Council is to be a conduit for connecting the region to quality, reliable information and insightful analysis on topics that can build connections among people and communities.

## 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.

*The Community Social Planning Council's commitment to social justice, demonstrated through its ability to listen, support and gather community around current and difficult issues, is frequently held up for our students as a model of exemplary practice. Whether it is through student practicum placements or collaborations on community issues, I look forward to their continued partnership.*

Robin Fast, Community, Family & Child Studies Diploma,  
Camosun College

## Collaborative initiatives convened by the Community Council

The Quality of Life CHALLENGE



Capital Region Food and Agriculture Initiatives Roundtable



BC Transit Ticket Assistance Program



The Association of Family Serving Agencies



Unsung Hero Award and Celebration





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

### Values

The Community Social Planning 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 Council must manage its affairs to ensure its sustainability and independence.

### Working Principles

Building on its long experiences as a convener of comprehensive community initiatives, the Community Social Planning 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 has been a very busy year. Like others in the non-profit voluntary sector, the Community Social Planning Council has continued to struggle with the difficult task of finding resources in an increasingly competitive and ever-diminishing funding pool. The road ahead often seemed daunting. To its credit, the Council Board rose to the challenge. With an Executive Director on indeterminate leave, the Board considered a variety of options and appointed our Communications Manager, Christina Peacock as the Interim E.D.

As always, the flip side of adversity and challenge is innovation and opportunity. The Board embraced this time to further reflect on the Council's strategic direction. We were able to engage the pro bono services of Mitchell Temkin, who led a highly effective strategic planning exercise for the Board and staff. His work with us resulted in a clear vision for the organization, and set the stage for developing a transition plan to guide the Council in the coming years.

I am happy to report the Council's continued commitment to engage in social planning and research. A Transition Team was struck and a plan developed to get us to the end of the fiscal year. But the work did not stop there. The Board formed several ad hoc committees that considered our governance structure, communications strategies, and business development opportunities. The Council now has a new tag line, refreshed logo, and updated strategic plan.

We appreciate the support of the Inter-municipal Committee - operational grants from the municipalities of Esquimalt, Oak Bay, Victoria and Saanich - and the United Way of Greater Victoria.



*Board President, Trish Stovel*

These investments are crucial to sustaining the core work of the Community Social Planning Council.

With "our house in order" and a renewed and strengthened vision, we were able to move on with the important work of finding a new Executive Director. We are thrilled to announce Rupert Downing's acceptance of the position.

I would like to thank the Board for its hard work, unwavering determination and ongoing commitment and the staff, for the patience, trust, and loyalty exhibited throughout this taxing year. I would be remiss if I didn't single out Christina Peacock, who generously gave of herself and supported the Council during this challenging time. Without her knowledge, insights, and humour we could not have weathered this year.

I would also like to thank you all for the opportunity and privilege to have served for two years as the President. I look forward to being able to continue to serve the Council - an organization with a 75-year history in our community - during my final year on the Board.



The Community Social Planning 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. The Steering Committee has focused its work in three areas over the past year:

- continuing to strengthen connections of groups working in the food system through newsletters, roundtable meetings and events
- strengthening the capacity of emergency food service providers to access storage space, transportation for donated foods and volunteers so that they are always in a position to say "yes!" to food donations
- bringing together a diverse Regional Food Policy Working Group to support local and regional governments in their role to plan and implement policy and programs related to the regional food and agriculture system.

*Highlights from the past year include:*

- a popular quarterly newsletter, *Making Food Matter*, with a solid subscriber base
- monthly roundtable meetings hosted across the region

- a regional calendar of events that works as a one stop shop for all things related to learning and networking around food
- strategic partnerships with VIHA, CRD, University of Victoria, Office of Community Based Research and Camosun College
- *Food Matters! Forum* that attracted 100 people and focused on Demystifying Social Media.

### **Association of Family Serving Agencies**

**(AFSA)** provides learning opportunities for child and family workers through regular communications and special events. In response to funding shifts and the economic climate, a new initiative has emerged bringing Board members together to strategize on effective ways to take action on their concerns about the health of the community social service sector. AFSA has provided strong leadership along with the Federation of Community Social Services in bringing board voices together. We recognize this work as critical for the sustainability of our sector and will seek to become involved with similar constructive community collaborations.

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*The Community Social Planning Council is one of those organizations that I truly believe has changed the face of this community since its inception in the 1930's. This organization has stayed true to its grassroots history while boldly participating in the mainstream world of governments, NGO's and academia – an approach to be applauded and modeled. The Council has improved the lives of residents of the Capital Region as it aspires to in its mandate and has done so with compassion, courage and most importantly, continuity.*

Sonya Chandler, Councillor, City of Victoria



*Lee Fuge of the CR-FAIR Steering Committee recognized Mayor Frank Leonard of Saanich as a Food Security Champion.*

**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. Activities of the past year include:

- a business engagement strategy to discuss the challenges of declining affordability with local employers
- the 2010 Affordability Index that calculates of the real costs of living and the wage (\$17.31/hour) needed for a modest quality of life. Most recently, we have been working with Esquimalt Municipal Council as they begin to research the implementation of a Living Wage Policy
- working with Vibrant Abbotsford and Vibrant Surrey as part of the Poverty Reduction Coalition raising the profile of a call for a provincial and non-partisan Poverty Reduction Plan
- exploring workforce housing strategies through the Rental Assistance Program and a review of Farmworker Housing Policies.

### **BC Transit Ticket Assistance Program**

For more than a decade the partnership between the Victoria Regional Transit Commission and the Community Social Planning Council has enabled community agencies to distribute bus tickets to people with urgent transportation needs. In 2009-10, 50 agencies participated in the BC Transit Ticket Assistance Program, distributing 82,460 tickets and 638 monthly passes through partner agencies at no charge to people living on low income. In 2010, the Victoria Regional Transit Commission increased the allotment of free tickets to the program so that now up to 90,000 free transit tickets and 800 free passes per year are available for distribution through partner agencies. This partnership model has been replicated in other communities across the province such as Abbotsford/Mission and Kelowna. It has been reported on at a national level by the Caledon Institute of Social Policy (March 2010).



**Using diverse research methods and multi-sectoral networking, the Community Social Planning Council conducts collaborative, community-led research and evaluation that is innovative, responsive to community needs, devoted to positive social change and promotes sustainable quality of life for all citizens. The Council also provides professional research and evaluation services on a contract basis to provincial agencies, local governments and non-profit agencies.**

The Research Department is building and strengthening relationships with a range of research consultants, and has a committed and well informed Research Committee that supports our work. We are active members of the Happiness Index Partnership, the Community Indicators Partnership, and the Greater Victoria Coalition to End Homelessness Research, Evaluation and Data Working Group.

**SkillsPlus** – In partnership with the READ Society, the SkillsPlus pilot project provided small retail and food services businesses in this region access to customized training in Essential Skills in the workplace. The SkillsPlus training improved accuracy, productivity, and safety as employees' self-confidence, loyalty and flexibility increased. In Phase two of the project, we are again partnering with the READ Society and also the Bridges for Women Society on a workplace learning project that will provide Essential Skills training for up to 200 employees of small to mid-size businesses in Greater Victoria. Funding is provided through the Canada-British Columbia Labour Market

Agreement. The Community Social Planning Council contributes evaluation expertise and business relationships as a partner in this project.

**Green is for Everyone** - In partnership with VIRCS, the Victoria Immigrant and Refugee Centre Society, the Community Social Planning Council implemented *Green Is For Everyone: Creating a Welcoming & Inclusive Environmental Community in British Columbia*. 35 staff, volunteers and board members from five environmental education organizations in Victoria participated in training workshops to formulate a workplan to increase awareness of cultural diversity among the environmental education movement.

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

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*The Community Social Planning Council performs a vital leadership role in bringing our diverse community together to discuss many issues, including an affordable standard of living for people in the region. UVic is committed to serving the local community and to dialogue and partnerships. The Council is a valuable resource for Greater Victoria and UVic is proud to be a partner in these discussions.*

Grant Hughes, Director of Community Relations,  
University of Victoria



*Past Board member, Rennie Warburton and current board member Theresa Aspol, brainstorm ideas.*

**United Way of Greater Victoria** contracts the Community Social Planning 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 and their Outcome Report to the community.

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

- Farmworker Housing Policy Recommendations with District of Central Saanich
- Rental Assistance Program preliminary research into support to assist low income families to access the housing subsidy
- Sliding Scale research for Victoria READ Society's education programs
- Workforce Housing literature review of prospective options for the CRD
- Discover Learning Project Evaluation for Victoria READ Society
- Streets to Homes Evaluation Framework for the Greater Victoria Coalition to End Homelessness



The Community Social Planning 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.

**Publications and Reports** produced by the Community Social Planning Council and its collaborative initiatives throughout the year include:

- 2010 Affordability Index
- How Much Do Male and Female Employees Earn in Victoria's Small Businesses?
- How Much Do Employees Work in Victoria's Small Businesses?
- Who Works in Victoria's Small Businesses?
- Making Food Matter report on the 2010 Food Matters! Forum
- Food Recovery and Redistribution Survey Summary
- Social Policies Proposed for Monitoring by the United Way of Greater Victoria
- Our Farmlands, Our Foodlands...Our Future Conference Findings report: A Call to Action
- The Economics of Happiness Report
- Colwood Genuine Wealth Report
- Service Continuity Planning Guide for Community-Based Organizations
- 2009-10 BC Transit Ticket Assistance Program Report

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

### **E-newsletters**

- The employer CHALLENGE - *case studies of local employers' innovative HR practices*
- Quality of Life CHALLENGE e-news flash - *monthly update of poverty reduction related events and reports*
- Making Food Matter - *quarterly newsletter articles and links about our food system*
- AFSA News - *regular updates and announcements for family serving agencies*

Our newest e-newsletter, the Quality of Life CHALLENGE e-new flash has seen it's mailing list triple since December 2009.

### **Media**

31 mentions in local media.

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*It is our pleasure to have worked with you on the Unsung Heroes Award for Viki Prescott, a just retired long-time Bridges employee. We also realize how closely our thriving Mentorship Program fits with the values of your organization. It is truly positive for our clients and staff to be associated with the Community Social Planning Council; may we grow together for as long as we are needed!*

*Moira Cameron, Co-Chair, Board of Directors,  
Bridges for Women*

## **Events**

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

- The Well-Being of Families in BC's Capital Region attracted about 100 people for a panel presentation and discussion
- 2010 Unsung Heroes Award celebrating Viki Prescott of the Bridges for Women Society
- Non Profits, Housing and Social Enterprise – a conversation
- How to Care in Tough Times – a community forum that brought board members in the region together
- Food Access and Food Matters! Forum – Demystifying Social Media

As well, our materials and informational displays traveled to numerous events, conferences, fairs and festivals.



*Jennifer Charlesworth, Federation of Child and Family Services shares her perspective on the well-being of families in our region.*

## **Community Engagement**

The Community Social Planning Council participates on a range of partnership tables, including the Greater Victoria Coalition to End Homelessness and Happiness Index Partnership to strengthen, strategies to engage citizens.

## **Service Contracts**

The Community Social Planning Council is contracted to provide a range of communications services.

## **Websites**

The Council is the legal sponsor of the following websites:

- [www.communitycouncil.ca](http://www.communitycouncil.ca)
- [www.qolchallenge.ca](http://www.qolchallenge.ca)
- [www.housingaffordability.ca](http://www.housingaffordability.ca)

The Community Social Planning Council website received almost 10,000 unique visitors last year, with over 21,000 page views.



The past year has been a challenging one for the Community Social Planning Council as well as all social agencies. As you will be well aware, it is particularly difficult in the current economic climate to maintain long-term, consistent social research in a project-based environment. Our budgeting and expenditures have been very conservative, and monitored to stay in line with our revenue stream. The Board Finance Committee met monthly to review the financial situation and cash flow, and appreciated the conscientious work of staff in maintaining a clear handle on the finances throughout the year.

Our major expenses are staff costs, and so these costs have been managed carefully, resulting in a smaller staff now than at the beginning of the year. Even with some significant staff changes over the year, the Council is fortunate to have dedicated and highly competent people ensuring that our project work is completed well and that we maintain our presence and activities in the community.

The Quality of Life CHALLENGE core funding has been slowly decreasing, replaced by project work in the area of poverty reduction. The core funding will end in December 2010, and so plans are underway for a smooth transition of the CHALLENGE ideals and activities both into the Community Social Planning Council as well as to a community owned and led dialogue table.



*Board members Doug West and Jim Bennett have a meeting of the minds.*

For the second year, the Community Social Planning Council underwent a Review Engagement rather than a complete Audit. Given our smaller revenue and expenditures, I am confident that this is an appropriate level of financial oversight for this organization, and 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.

Penny Pattison  
Treasurer, September 2010

## COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA

### Statement of Financial Position

March 31, 2010, with comparative figures for 2009  
(Unaudited)



	2010	2009
<b>Assets</b>		
Current assets:		
Cash	\$ 257	\$ 71,446
Term deposits	101,606	98,052
Accounts receivable	72,197	45,538
Prepaid expenses and deposits	4,971	4,971
Cash in trust for Association of Family Serving Agencies (note 2)	-	5,941
	179,031	225,948
Capital assets (note 3)	2,114	4,293
	\$ 181,145	\$ 230,241

### Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 9,361	\$ 16,207
Deferred revenue	-	1,500
Due to Association of Family Serving Agencies (note 2)	-	5,941
	9,361	23,648
Net assets:		
Externally restricted:		
Quality for Life Challenge Fund	68,456	25,226
Programs and Projects Fund	40,623	83,308
	109,079	108,534
Internally restricted to Core Operating Fund	55,380	70,000
Invested in capital assets	2,114	4,293
Unrestricted Core Operating Fund	5,211	23,766
	7,325	28,059
	171,784	206,593
Commitments (note 9)	\$ 181,145	\$ 230,241

See accompanying notes to financial statements.

Approved by the Directors:

 Director  
 Director



**COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA**

Statement of Operations

Year ended March 31, 2010, with comparative figures for 2009  
(Unaudited)

	Unrestricted Operating Fund	Restricted for Quality of Life Challenge Fund	Programs and Projects Fund	Total 2010	Total 2009
<b>Revenue:</b>					
United Way	26,263	-	-	26,263	34,984
Municipalities (note 5)	4,179	-	-	4,179	43,511
Other income	6,238	-	-	6,238	14,540
Donations and memberships	7,291	-	-	7,291	13,040
Interest	2,055	-	-	2,055	4,989
	91,304	-	-	91,304	111,024
<b>Quality of Life Challenge:</b>					
Foundations	-	55,750	-	55,750	62,500
Non-profits	-	112,500	-	112,500	112,500
Grants from government	-	59,841	-	59,841	60,000
United Way	-	404	-	404	43,475
Donations	-	2,706	-	2,706	3,928
Other income	-	21,318	-	21,318	1,635
	-	177,518	-	177,518	224,038
<b>Programs and Projects:</b>					
BC Transit Ticket Assistance	-	-	103,922	103,922	107,951
Housing Affordability Partnership	-	-	5,000	5,000	15,100
CR FAIR	-	-	45,561	45,561	43,500
Research Projects	-	-	74,742	74,742	74,742
Understanding the Early Years	-	-	75,448	75,448	81,944
Labour Market Dialogues	-	-	-	-	91,271
Association of Family Servicing	-	-	-	-	-
Agencies Projects	-	-	7,857	7,857	5,989
	-	-	237,768	237,768	397,817
<b>Total revenue</b>	<b>91,304</b>	<b>177,518</b>	<b>237,768</b>	<b>506,611</b>	<b>732,876</b>

**COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA**

Statement of Operations (continued)

Year ended March 31, 2010, with comparative figures for 2009  
(Unaudited)

	Unrestricted Operating Fund	Restricted for Quality of Life Challenge Fund	Programs and Projects Fund	Total 2010	Total 2009
<b>Expenses:</b>					
Operations:					
Salaries, wages and benefits	59,453	-	-	59,453	74,872
Administration	31,189	-	-	31,189	23,967
Programs	9,967	-	-	9,967	12,490
Overhead	41,079	-	-	41,079	26,199
Equipment purchases	2,115	-	-	2,115	5,395
Amortization	2,177	-	-	2,177	5,387
	137,288	-	-	137,288	143,070
<b>Quality of Life Challenge:</b>					
Operations	-	157,500	-	157,500	234,657
<b>Programs and Projects:</b>					
BC Transit Ticket Assistance Program	-	-	109,511	109,511	91,197
Housing Affordability Partnership	-	-	5,000	5,000	15,100
CR FAIR	-	-	53,296	53,296	41,699
Research Projects	-	-	84,946	84,946	76,242
Understanding the Early Years	-	-	-	-	70,657
Labour Market Dialogues	-	-	-	-	90,285
Association of Family Servicing	-	-	-	-	-
Agencies Projects	-	-	4,985	4,985	6,847
	-	-	246,632	246,632	385,003
<b>Total expenses</b>	<b>137,288</b>	<b>157,500</b>	<b>246,632</b>	<b>541,420</b>	<b>762,030</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ (45,984)</b>	<b>20,019</b>	<b>(6,844)</b>	<b>(34,809)</b>	<b>(28,751)</b>

See accompanying notes to financial statements.

## COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA

Statement of Changes in Net Assets

Year ended March 31, 2010, with comparative figures for 2009  
(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 2010	Total 2009
Balance, beginning of year	\$ 25,226	83,308	70,000	4,293	23,766	206,593	236,344
Excess (deficiency) of revenue over expenses	20,019	(8,844)	-	(2,179)	(43,805)	(34,809)	(29,751)
Interfund transfers (note 11)	23,211	(33,841)	(14,620)	-	25,250	-	-
<b>Balance, end of year</b>	<b>\$ 68,456</b>	<b>40,623</b>	<b>55,380</b>	<b>2,114</b>	<b>5,211</b>	<b>171,784</b>	<b>206,593</b>

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

					2010	2009
Quality of Life Challenge				\$	50,456	\$ 7,226
Quality of Life Challenge reserve for obligations					18,000	18,000
					68,456	25,226
Other Programs and Projects:						
BC Transit Ticket Assistance Program					18,755	24,344
Housing Affordability Partnership					-	32,117
CR FAIR					11,258	18,981
Association of Family Serving Agencies Projects					40,623	7,866
<b>Total</b>				<b>\$</b>	<b>108,079</b>	<b>\$ 108,534</b>

See accompanying notes to financial statements.



## COMMUNITY SOCIAL PLANNING COUNCIL OF GREATER VICTORIA

### Statement of Cash Flows

Year ended March 31, 2010, with comparative figures for 2009  
(Unaudited)

	2010	2009
Operating activities:		
Deficiency of revenue over expenses	\$ (34,809)	\$ (29,751)
Amortization, which does not involve cash	2,179	5,386
	(32,630)	(24,365)
Changes in non-cash working capital:		
Accounts receivable	(26,659)	33,025
Prepaid expenses	-	105
Accounts payable and accrued liabilities	(6,846)	(7,298)
Deferred revenue	(1,500)	(116,924)
	(67,635)	(115,457)
Investing activities:		
Decrease (increase) in term deposits	(3,554)	46,436
Purchase of furniture and equipment	-	(1,341)
	(3,554)	45,095
Decrease in cash	(71,189)	(70,362)
Cash, beginning of year	71,446	141,808
Cash, end of year	\$ 257	\$ 71,446

See accompanying notes to financial statements.

## Membership and Volunteers

Membership in the Community Social Planning Council is an indicator of support for the mission and work of the organization. Membership is open to any person or organization. In 2009-10 there were 74 members. Members support the organization through their donations.

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

Marika Albert, Laura Allard, Diane Andiel, Lorna Anthony, Theresa Aspol, Jan Bate, Clive Beal, Jim Bennett, Leanne Blackwood, Liz Bloomfield, Karasima Brands, Gerry Brimacombe, Leslie Brown, Kristina Bouris, Pat Burns, Nicole Chaland, Patrick Chenier, Marlea Clarke, Glen Colwill, David Coney, Tracy Corbett, Sarah Cox, Deborah Curran,

Pat Danforth, Eileen Davenport, Ken Decterow, Tanya Demmings, Fiona Devereaux, Sherry Dubetz, Crystal Edey, Anita Edwards, Enid Elliot, Ian Faris, Alice Finall, Lee Fuge, Marria Gauley, Linda Geggie, Val Green, Janelle Hatch, David Hay, Doug Hayman, Lisa Helps, Mary Heppner, Paula Hesje, Brian Hill, Jenny Holder, Heather Hrach, Grant Hughes, Ted Humphreys,



*Community Social Planning Council members sharing ideas and community.*

Michelle Johnson, Kaitlin Kazmierowski, Brenda Kennedy, Diane King, Rob Kline, Laurie Mackenzie, Bob Maxwell, Mayo McDonough, Bill McElroy, Leslie McGarry, Daphne Macnaughton, David Mincey, Don Monsour, Teron Moore,

Penny Pattison, Mike Pennock, Cindy Pflieger, Karen Platt, Chris Poirier-Skelton, June Preston, Mabel Jean Rawlins, Herman Rebneris, Timothy Richards, Richard Routledge, Pat Reichert, Claire Rettie, Paula Shaw, Cliff Stainsby, David Stott, Don Storch, Susan Stovel, Trish Stovel, Tamara Schwartzentruber,

Mitchell Temkin, Helen Thomas, Robert Thompson, Anne Topp, Viet Tran, Don Vipond, Sheila Walker, Rennie Warburton, Doug West, Peggy Wilmot, Brenda Wilson, Rob Wipond, Jane Worton, Maureen Young.



## Board of Directors

Theresa Aspol  
Jan Bate  
Jim Bennett  
Patrick Chenier  
Tracy Corbett  
Ken Decterow  
Mary Heppner  
Brian Hill  
Brenda Kennedy

Daphne Macnaughton  
Mayo McDonough  
Leslie McGarry  
Penny Pattison  
Mike Pennock  
Paula Shaw  
Trish Stovel  
Doug West

## Staff

Christine Coates,  
*Office Manager*

Tricia Irish,  
*Research Manager, Researcher*

Álvaro Moreno,  
*Project Manager, Labour Market Dialogues,  
SkillsPlus*

Christina Peacock,  
*Interim Executive Director,  
Communications Manager*

Mary Katharine Ross,  
*Communications Coordinator*

## Consultants, Casual Employees and Students

Marika Albert  
Crystal Edey  
Marria Gauley  
Linda Geggie  
Paula Hesje  
Heather Hrach  
Hicks, Kagis, Sheppard Consulting  
Inkwell Communications  
Judy Lightwater & Associates

KPMG  
Rachelle McElroy  
Teron Moore  
Vu Ndlovu  
Cindy Pflieger  
Queenswood Consulting  
Timothy Richards  
Anna Russo Kennedy  
T-L Associates

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## 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

Artemis Communications  
Associatus Consulting  
Better Business Bureau of Vancouver Island  
Board Voice - Federation of Community  
Social Services of BC  
Caledon Institute of Social Policy  
City of Victoria  
Coast Capital Savings Credit Union  
Columbia Institute  
Community Micro-Lending Society  
Enterprising Non-profits  
Federation of Canadian Municipalities  
First Unitarian Church of Victoria  
Greater Victoria Coalition to End Homelessness  
Horner Foundation  
Island Parent Magazine  
James Bay Community Market  
LifeCycles Project Society  
Kitchens of Distinction  
Myriad Creative

Public Health Agency of Canada  
READ Society  
Shaw TV  
The J.W. McConnell Family Foundation  
The Stovel Family  
The Real Estate Foundation of BC  
Transitional Media - DotCanuck Web Services  
United Way of Greater Victoria  
University of Victoria - Office of Community Based  
Research  
Vancity Savings Credit Union  
Vancouver Foundation  
Vancouver Island Health Authority - Community  
Food Action Initiative through ActNow BC  
Vibrant Communities  
Victoria Foundation  
Victoria Regional Transit Commission  
Victoria Immigrant and Refugee Centre Society  
Wave Consulting

**1936**

Council of Social Agencies is incorporated

**2011**

The Community Social Planning Council celebrates  
75 years of bringing the Community together



COMMUNITY SOCIAL PLANNING COUNCIL  
**research·insights·solutions**

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