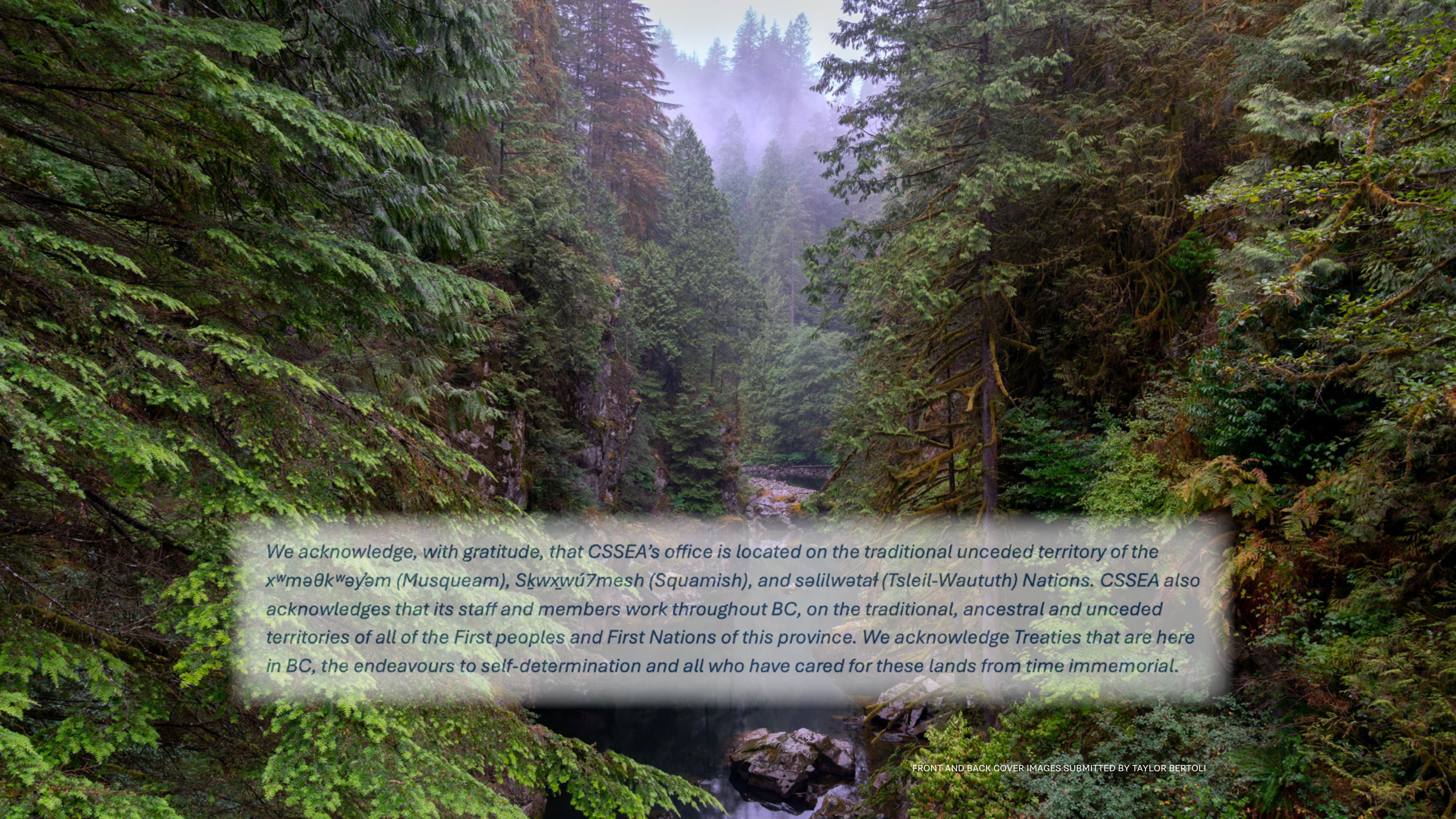


Annual Report 2026





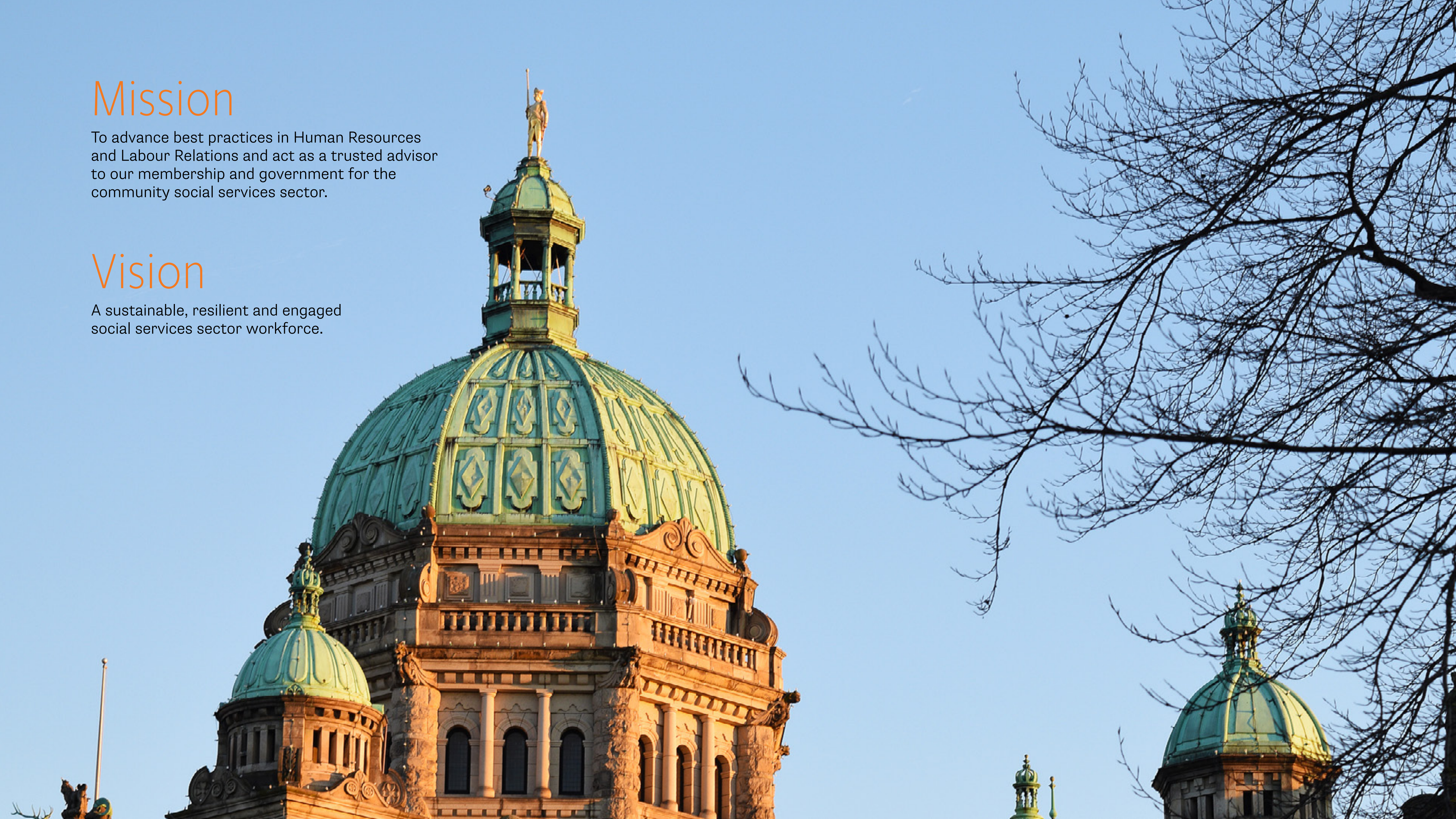
We acknowledge, with gratitude, that CSSEA's office is located on the traditional unceded territory of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətał (Tsleil-Waututh) Nations. CSSEA also acknowledges that its staff and members work throughout BC, on the traditional, ancestral and unceded territories of all of the First peoples and First Nations of this province. We acknowledge Treaties that are here in BC, the endeavours to self-determination and all who have cared for these lands from time immemorial.

Mission

To advance best practices in Human Resources and Labour Relations and act as a trusted advisor to our membership and government for the community social services sector.

Vision

A sustainable, resilient and engaged social services sector workforce.



Guiding Principles

We value the work of our member agencies and recognize the contribution members make to their communities and the people they serve.

We deliver quality services in a professional manner with honesty and respect.

We facilitate a positive, productive and diverse labour relations environment within the social services sector.

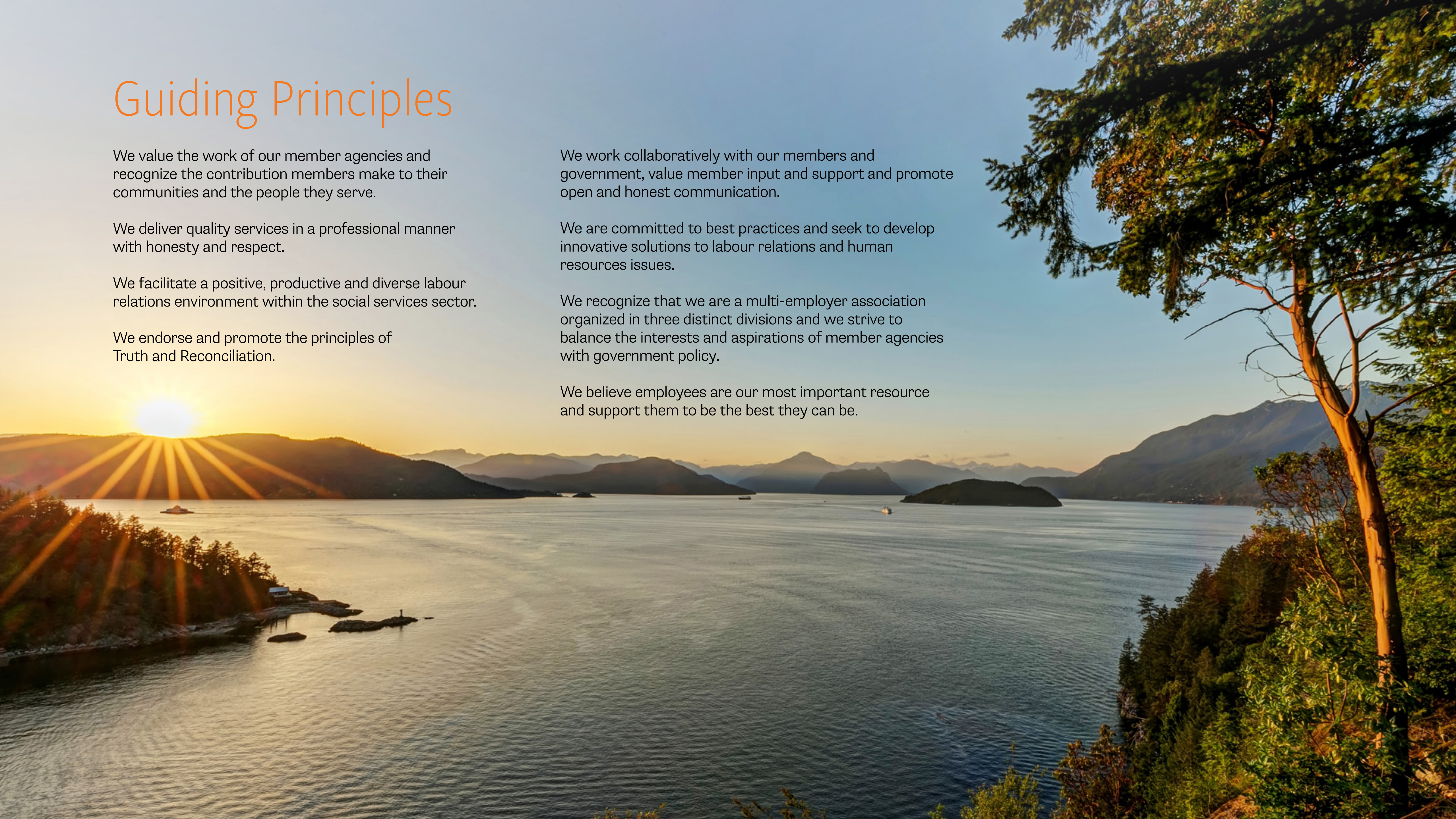
We endorse and promote the principles of Truth and Reconciliation.

We work collaboratively with our members and government, value member input and support and promote open and honest communication.

We are committed to best practices and seek to develop innovative solutions to labour relations and human resources issues.

We recognize that we are a multi-employer association organized in three distinct divisions and we strive to balance the interests and aspirations of member agencies with government policy.

We believe employees are our most important resource and support them to be the best they can be.



Contents

- 6** About CSSEA
- 7** Board Chair Message
- 8** CEO Message
- 9** Our Members
- 10** Our Associates
- 11** HRLR Services
- 13** 2025 Bargaining
- 14** Finance, Research and Knowledge Management
- 16** Communications
- 17** Awards of Excellence
- 18** Financial Statements
- 21** Board and Panels



The team at Active Care Services celebrate Pink Shirt (anti bullying) Day

IMAGE CREDIT: TAYLOR BERTOLI

About CSSEA



CSSEA staff enjoying a summer bbq event at the new office location. IMAGE CREDIT: KATE CHAN

The Community Social Services Employers' Association of BC (CSSEA) provides human resources, labour relations, collective bargaining services, and research and knowledge management to 170 members and 85 associates throughout the province ranging in size from under 10 employees to more than 1,000 and collectively employing more than 26,000 people. Created in 1994 and based in Vancouver, CSSEA is the accredited bargaining agent for members and negotiates three sectoral collective agreements.

CSSEA members deliver a wide array of services to the people they support across BC in three service divisions:

- Community Living Services
- General Services
- Indigenous Services

Government and members rely on CSSEA to be a leader in human resources and labour relations in the community social services sector. Through stakeholder consultation and collective bargaining, CSSEA endeavours to build constructive and collaborative relationships with members, government, employees and unions, while continuing to attend to evolving membership needs. CSSEA comprises three departments that deliver services to members and associates:

- Human Resources and Labour Relations (HRLR) Services
- Finance, Research and Knowledge Management
- Communications

HRLR Services delivers consistent, reliable and trusted advice on human resources and labour relations issues. The team provides collective agreements negotiation and administration services, third-party representation (mediation, arbitration, human rights), and training and skills development.

Finance, Research and Knowledge Management collects and analyzes sectoral compensation and workforce data, conducts research on external compensation and benefits, manages the sector's job classification system, provides costing services during collective bargaining, and oversees information technology infrastructure, systems and website maintenance.

Communications informs external and internal clients and is responsible for communications, database maintenance, event planning, member and associate management, and governance administration.

Board Chair Message



Adam Calvert

As I reflect on my first year as Board Chair, the theme *Leading for Change* strongly captures both the challenges and progress experienced across our sector. It also reflects our shared commitment to advancing the community social services mandate – supporting responsive, sustainable services that improve outcomes for individuals and communities across British Columbia.

This commitment was clearly demonstrated through the successful conclusion of collective bargaining. CSSEA provided steady, principled leadership throughout, grounded in collaboration, respect and a focus on long-term sector stability. As a member of the Bargaining Committee, I witnessed a thoughtful and balanced approach that prioritized constructive dialogue and solutions that serve both employers and the broader public interest.

A key example is the Indigenous Services collective agreement, where the parties established a dispute resolution process that strengthens Indigenous language and principles in that collective agreement. This model emphasizes early, collaborative problem-solving to prevent service disruptions – supporting continuity of care, strengthening relationships and aligning with our shared responsibility to the communities we serve.

CSSEA further demonstrated leadership through the creation of the Funding Process Working Group, which recognized the challenges many employers experienced during the previous round of bargaining due to delays in funding flow. By convening employers, government and funders, this initiative supported dialogue pertaining to funding flow challenges that directly impacts service delivery and workforce stability. The group has strengthened communication, informed practical solutions, and reinforced accountability – key elements in sustaining effective community-based services. Importantly, this initiative established valuable channels of communication that will help inform future best practices, mitigate funding-related challenges and strengthen confidence among employers moving forward.

More broadly, the social services sector continues to exemplify leadership through its focus on people-centred, equitable, and collaborative approaches. Across labour relations, human resources and service delivery, organizations remain committed to fostering inclusive workplaces and delivering high-quality services that respond to diverse community needs.

For over 30 years, CSSEA has played a vital role in advancing these objectives by providing expert guidance in labour relations and human resources, and by serving as a trusted bridge between employers, government and sector partners. Under the leadership of CEO Sandra Case and her team, the organization continues to strengthen sector capacity, support informed decision-making, and balance the collective voices of government and employers.

Finally, I want to acknowledge the resilience and leadership of member organizations across the province. Despite ongoing challenges – including workforce pressures, economic uncertainty, and increasing service demands – employers have remained steadfast in their commitment to supporting vulnerable populations and delivering essential services.

Looking ahead, while challenges will continue, our sector is well-positioned to respond with innovation, collaboration and purpose. Together, we will continue leading for change in ways that strengthen our workforce, enhance service delivery and uphold our mandate to support the well-being of communities throughout British Columbia.

CEO Message



Sandra Case

This past year has been one of the most notable and defining of CSSEA's recent history. From successfully relocating the office after three decades to concluding a year of collective bargaining with strong ratification rates across all three divisions to maintaining uninterrupted core operations, the team's efforts have yielded successful outcomes as the result of perseverance, collaboration and innovation.

Through every initiative, CSSEA is firmly committed to the priorities outlined in our 2023-2028 Strategic Plan. Now entering the third year of implementation, the plan continues to underpin efforts to broaden CSSEA's impact in the sector, embed reconciliation, leverage technology to strengthen strategic human resources services, and build HR capacity and knowledge throughout our membership.

Broadening CSSEA's impact across the sector has involved strengthening the organization's role as a pivotal link between employers, government and sector funders. This was best exemplified through the progress of the Funding Process Working Group, which is addressing challenges and potential solutions to funding issues experienced following the 2022-2025 round of bargaining. CSSEA's Board convened a Constitution and Bylaws review committee, consisting of employer and government representatives, to review and strengthen CSSEA's governance framework. More broadly, CSSEA is strengthening its partnerships with the Federation of Community Social Services of BC, the BC CEO Network and the Community Social Services Health and Safety Association. This work builds capacity, represents members' perspectives and advances shared priorities across the sector.

CSSEA's commitment to reconciliation continues to shape all our initiatives in meaningful ways. Each year, our conference provides opportunities for members to deepen their understanding of reconciliation through thoughtful and practical learning experiences. Last October, Joyce Leppington was the keynote speaker and her powerful message on truth-telling, relational leadership and accountability challenged participants to consider their own role in fostering culturally safe workplaces and leading with integrity. CSSEA carried this commitment throughout collective bargaining. In the Indigenous Services

collective agreement, the parties established new provisions advancing monetary, language and alternative dispute resolution in furtherance of collaboration and continuity of services.

Technology is an important tool in delivering value to members and we use it to advance customized solutions based on established relationships. The Online Learning Hub provides members with on-demand access to high-quality labour relations education – with the generous support of funding partners, most recently ASPECT BC, this resource has been provided with no cost to participants and we hope to continue that into the future. Throughout the year, members accessed complimentary webinars, notably JJEP and HR Practitioners Meetings, allowing every region of the province to remain informed and connected on emerging human resources and labour relations issues.

Our Research and Knowledge Management team has continued to demonstrate exceptional dedication in supporting one of CSSEA's most important responsibilities: providing reliable, sector-wide workforce data. This year, we achieved our highest-ever participation rate, with 99 per cent of employers completing the annual *Compensation and Employee Turnover Report*; we are proud of this result and anticipate another strong response this year. While technology has streamlined reporting, this success remains rooted in personal service. Team members travel throughout British Columbia to provide in-person education, answer questions and support employers while also remaining readily available by telephone and e-mail whenever assistance is needed. This combination of innovative tools and responsive human support continues to define how CSSEA serves its members.

Looking ahead, our focus is clear: strengthening partnerships, investing in innovation, advancing reconciliation and providing trusted labour relations and human resources expertise. Our positive outcomes arise from the remarkable commitment of the CSSEA staff. Their adaptability, professionalism and unwavering dedication have enabled CSSEA to successfully navigate the demands of the past year while continuing to provide valued deliverables to our constituents.



Staff member at Active Care Services decorating for Pride Week and the Pride Parade. IMAGE CREDIT: TAYLOR BERTOLI

Our Members

CSSEA members are social services employers contracted and funded by the provincial government to provide a range of community social services. Primarily not-for-profit agencies, member organizations range in size from under 10 to more than 1,000 employees and collectively employ over 26,000 people throughout British Columbia.

CSSEA Members Must Meet the Following Criteria

- Have a unionized component
- Receive at least 50 per cent of total agency funding from provincial ministries and/or authorities through ongoing, direct service contracts
- Receive at least 50 per cent of provincial contract revenue from non-health ministries or authorities
- Receive at least \$250,000 from provincial ministries and/or authorities for the unionized component
- Have a community of interest within the community social services sector

Services Provided by Members

The contract services delivered by members focus on support and care programs for a wide variety of valued British Columbians.

Services include:

- Residential and day support programs for persons with disabilities
- Crisis intervention programs
- Transition houses and residential transition care
- Counselling and life skills programs
- Emotional behaviour therapy
- Counselling for sexually abused persons and their families
- Respite care homes for persons with developmental disabilities
- Job readiness and community integration services
- Literacy and language skills programs
- Immigrant settlement support programs

MEMBERS AND ASSOCIATES BY DIVISION

DIVISIONS	MEMBERS	ASSOCIATES
Indigenous Services	6	5
Community Living Services	90	12
General Services	74	68
Total	170	85

MEMBERS AND ASSOCIATES BY REGION

REGIONS	MEMBERS	ASSOCIATES
Kootenays	14	7
Lower Mainland	65	39
North	20	6
Thompson Okanagan	27	13
Vancouver Island	44	20
Total	170	85

MEMBERS BY UNION AFFILIATION

UNION	MEMBERS	UNION	MEMBERS
BCGEU	106	HEU	17
BCNU	1	HSA	12
CLAC	2	UFCW	2
CSWU	1	USWA	3
CUPE	29		
		Total	173*

* Some members have more than one certification.

Our Associates

CSSEA associates are organizations that have a community of interest within the community social services sector but do not meet the criteria to be CSSEA members. Associates access CSSEA services and resources on a fee-for-service basis. Associate organizations are unionized and non-unionized employers from each of the three membership divisions.

Services Provided to Associates

In an effort to continue providing expertise that cater to the diverse needs of our associates, we offer three levels of service.

Consulting Services including Bargaining:

- Bargaining services.
- Integrated human resources and labour relations advice, services and training.
- Employment standards interpretation with respect to legislation and regulation.
- Disability management advice.
- Access to CSSEA’s publications including manuals, self-help guides, templates and news updates.
- Labour relations and human resources training.
- Dispute resolution advice and representation.
- Sector compensation surveys and reports.
- Job classifications.
- Compensation analysis.
- \$200/hour plus GST for compensation policy and plan design.

Consulting Services:

- Integrated human resources and labour relations advice, services and training.
- Employment standards interpretation with respect to legislation and regulation.
- Disability management advice.
- Access to CSSEA’s publications including manuals, self-help guides, templates and news updates.
- Labour relations and human resources training.
- Dispute resolution advice and representation.
- Sector compensation surveys and reports.
- Job classifications.
- Compensation analysis.
- Preferred rate of \$250 per hour plus GST for collective bargaining services, \$250 per hour plus GST for HRLR consulting (after 40-hour package is exhausted) and \$200 per hour plus GST for compensation policy/plan design.

Subscription Services:

- Access to CSSEA’s publications including manuals, self-help guides, templates and news updates.
- Access to CSSEA’s Annual Fall Conference.
- Complimentary job posting.
- Complimentary access to leadership and labour relations web modules through our CSSEA Online Learning Hub platform.
- Preferred hourly rates of \$250/hour plus GST for collective bargaining, \$250/hour plus GST for HRLR consulting services, \$150/hour plus GST for job classifications and compensation analysis and \$200/hour plus GST for compensation policy and plan design.



Active Care Services in Kamloops prepares for Pride Week.

IMAGE CREDIT: TAYLOR BERTOLI

HRLR Services

The major focus of the HRLR team over the past year was on concluding provincial collective bargaining and moving through the ratification and implementation phases. Throughout winter 2025 and spring 2026, collective bargaining for the renewal of the three provincial collective agreements went into high gear. There was a strong push to conclude these agreements that expired in March 2025, secure settlements that serve the sector and to achieve this without any job action. Tentative agreements were reached by the end of April 2026, with CSSEA then embarking on ratification

information meetings with members. Both CSSEA members and their bargaining unit employees voted overwhelmingly in favour of the renewed agreements. The agreements were ratified by May 21 accompanied by detailed directions on implementation.

The means by which collective bargaining occurred also took a step forward consistent with principled and respectful approaches that this sector holds in high regard. While the participants involved in Indigenous Services bargaining and labour relations functions arrived at a “Gathering Protocols” Agreement early in 2025 on how the parties would relate to one another, those approaches were not only adopted and exercised at the Indigenous Services bargaining table but extended and applied at the other two.

CSSEA wishes to extend its appreciation to members and staff who dedicated so much of their time and energy to representing all CSSEA members and shaping renewed collective agreements that support recruitment, retention and service delivery improvements.

In addition to provincial bargaining, CSSEA led a number of rounds of bargaining for the following associate members:

- Britannia Community Services
- Fernwood Neighbourhood Resource Group
- First Nations Health Authority
- First United Church Community Ministry Society
- Fraser Valley Aboriginal Child and Family Services Society
- Greater Victoria Women’s Shelter Society
- Inter-Cultural Association of Greater Victoria
- Living Well Home Care
- Nisga’a Valley Health Authority
- Sch’eyk Housing Society

Aside from collective bargaining activities, CSSEA worked with our counterpart, the Health Employers Association of BC (HEABC) to continue to transfer 39 Supportive Housing agencies from CSSEA membership to HEABC membership that facilitated government’s objective of consolidating key providers of supportive housing services under the same provincial health sector collective agreements. This work will remain ongoing until the 39 agencies are fully transitioned to the provincial health sector collective agreements in April 2027.

Finally, over the past year, grievance and other adjudication activities remained high. Most disputes were resolved without a need to proceed to formal hearing (i.e. arbitration).

Referrals to Hearing

CSSEA Advocates and Consultants remained active with hearing work involving largely local, employer-specific grievances. From September 1, 2025 to August 31, 2026 there were:

- 235 matters referred to arbitration and expedited arbitration,
- 13 matters referred to the Labour Relations Board, and
- 2 matters referred to the Human Rights Tribunal.



IMAGE CREDIT: JEFF TOLEDO, PERSPECTIVE STUDIOS

CONTINUED

The breakdown of the top 5 types of issues referred to arbitration continues to be heavily weighted toward disciplinary matters:

Top 5 Grievance Issues

93 CASES ON	25 CASES ON	14 CASES ON	9 CASES ON	6 CASES ON
Discipline & Discharge	Promotion & Staff Changes	Hours of Work	Casual Call-in	Seniority measurement/application

Community Social Services Early Intervention Program

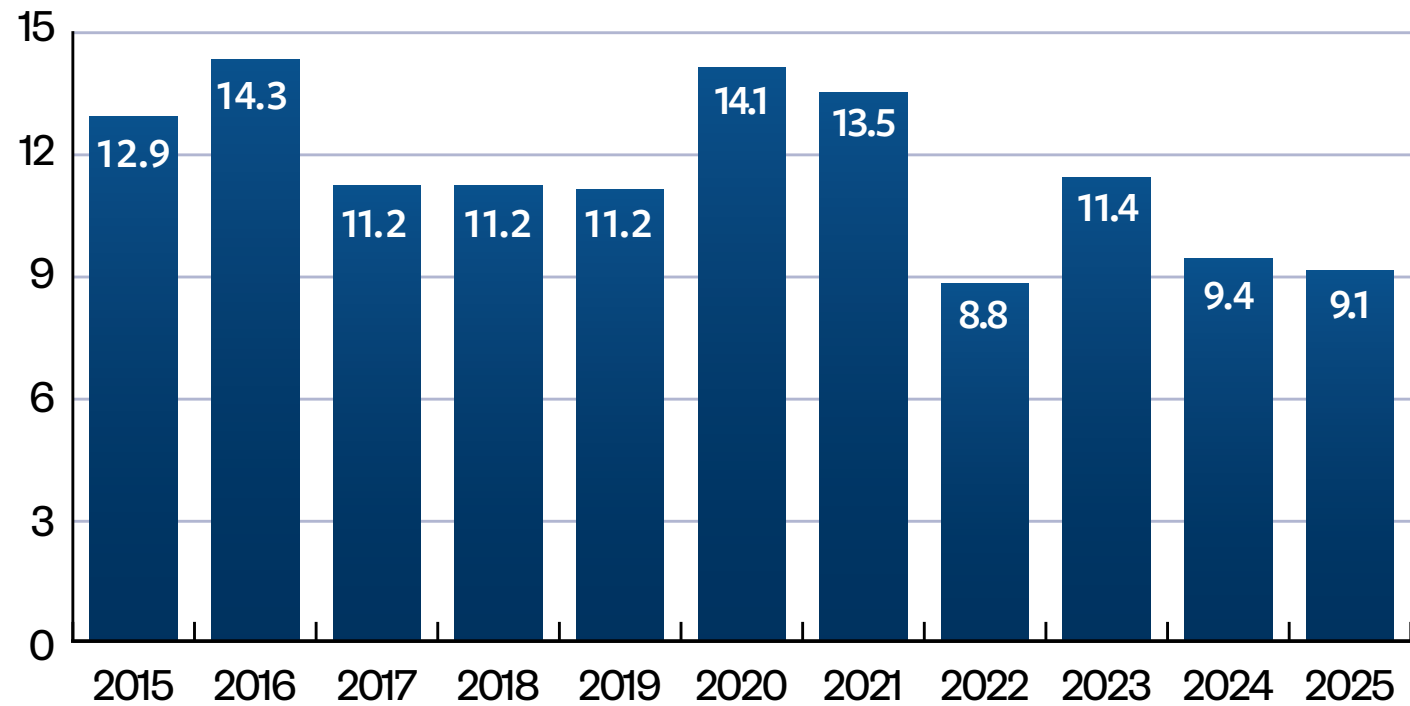
The CSSEIP is a joint and collaborative program that is supported by both CSSEA and the Community Social Services Bargaining Association of BC (CSSBA). The goal of the CSSEIP is to complement the Long-Term Disability (LTD) plan by facilitating a proactive, appropriate, and customized service for ill/injured employees that assists them to effectively Return-To-Work (RTW) in a caring, safe, and timely manner. Throughout 2025, the EIP Coordinator worked with all benefit providers and their LTD providers to support CSSEA members through the EIP initiative. There are four benefit providers that qualify under the Collective Agreement in Community Social Services: The Community Services Benefits Trust (Disability Management Institute (DMI), Healthcare Benefits Trust (Canada Life), Schmuck, Gatt & Smith (Acclaim), and Immix (Acclaim).

Statistics on EIP usage have been challenging to determine and quantify, given the transfer of supportive housing agencies to HEABC. In 2025, the program received 250 non-participatory letters from benefit providers, regarding 204 employees who did not participate in a timely manner with EIP, and during this period 94 CSSEA members were a part of this data collection. In comparison to the volume of 2024 non-participatory letters, a 24% reduction was captured, indicating that employers, unions and benefit providers are actively engaging by reducing the time of intervention with employees.

This past year also saw the launch of a joint two-year National Institute of Disability Management and Research (NIDMAR) and CSSEA Research Project Pilot to support CSSEA Members (Occupational & Non-Occupational). The focus of the Pilot was to provide CSSEA members with free tools and education to improve and support disability management and Return-To-Work best practices. At this time, 20 CSSEA members have participated in the program. CSSEA also hosted the WorkSafeBC Bill 41 and NIDMAR & CSSEA Research Project Webinar, where 109 members participated.

The EIP Coordinator has been working with the Executive Director of Finance, Research & Knowledge Management, on developing a CSSEIP disability management database. This complex endeavour will help immensely in not only learning the costs pertaining to injury and illness-induced worker leaves but importantly, the human cost.

LTD Incidence Rate: New claims per 1,000 covered lives



2025 Bargaining

CSSEA thanks all parties involved in the successful negotiation of our 2025-2029 Collective Agreements, including the Public Sector Employers’ Council Secretariat and the Community Social Services Bargaining Association, who conducted this challenging round with patience and respect. In particular, we are grateful to our Employer Bargaining Committee for volunteering their time and expertise to ensure the interests of Employers were pursued throughout the bargaining process.

CSSEA Bargaining Team

Community Living Services

- Fernando Coelho – posAbilities Association of British Columbia
- Jennifer Fowler – Inclusion Parksville Society
- Karen Hansen – Shuswap Association for Community Living
- Dawn Hein – Mission Association for Community Living
- Tammy Khanna – Independent Living Housing Society of Greater Victoria
- Tanya Sather – Burnaby Association for Community Inclusion

General Services

- Ann Kutcher – Westcoast Family Centres
- Darius Maze – Kiwassa Neighbourhood House
- Sanjeev Nand – Langley Community Services Society
- Judy Valsonis – Touchstone Family Association

Indigenous Services

- Adam Calvert – Gathering The Circle Society (formerly La Société de les Enfants Michif/Métis Family Services)
- Melanie Hudson – Island Métis Family & Community Services



CSSEA acknowledges the member bargaining team for volunteering their time and expertise to represent the sector in negotiating the next round of agreements. IMAGE CREDIT: MARK SLOBIN

CSSEA

- Mark Slobin (Co-Lead Negotiator)
- Vanessa Wong (Co-Lead Negotiator)
- Kate Chan – Administrative Coordination
- Jessica Gill – HRLR
- Andy Lee – HRLR
- David Lin – Data and Research
- Eric Peraro – Data and Research
- Doris Sun – Communications

2025 Compensation and Employee Turnover Report (CETR)

CSSEA achieved a 98.1% participation rate among members in 2025, with the data representing approximately 99% of sector FTEs. Thirty-nine agencies (18.7%) provided payroll extracts, further strengthening the quality and depth of the sector-wide analysis.

Participation among Non-Union/Non-CSSEA agencies was also strong, reaching 89.6% and representing approximately 94% of FTEs among participating agencies.

2026 Report Collection

CSSEA continued to strengthen the annual data collection process in 2026. For member agencies, CSSEA delivered 11 in-person and four webinar orientation sessions, reaching 161 participants. As of September 4, 2026, reports had been received from 93% of member agencies, putting the project on track to achieve participation and FTE coverage comparable to 2025.

For the Non-Union/Non-CSSEA, approximately 978 agencies were invited to participate. CSSEA delivered 17 in-person and six webinar orientation sessions, reaching 464 participants, and provided more than 150 one-on-one support sessions. As of September 4, reports had been received from 802 agencies, representing an 82% participation rate.

Based on current participation and continued follow-up with agencies with outstanding reports, 2026 remains on track to meet or exceed the strong participation in 2025.

CSSEA collects this information on behalf of government, leveraging established sector expertise, systems, and infrastructure to deliver the program cost-effectively. Combining member and non-member data provides government and sector stakeholders with a more comprehensive and representative view of compensation, workforce, and turnover trends across BC’s community social services sector.

Joint Job Evaluation Plan (JJEP)

CSSEA worked with employers and the unions and together, completed 434 job classification reviews from 96 agencies in the past year.

REVIEWED BY REGION	AGENCIES	JOBS
Kootenays	4	16
Lower Mainland	39	182
North	11	69
Thompson Okanagan	17	48
Vancouver Island	25	119
Total	96	434

REVIEWED BY DIVISION	JOBS
Indigenous Services	43
Community Living Services	84
General Services	307

REVIEWED BY UNION	AGENCIES	JOBS
BCGEU	54	316
CUPE	15	45
HSA	12	57
HEU	3	12
USWA	1	4
Total	85	434

Supportive Housing Member JE Request: 98

Associate Members JE Request: 56

New Members from May 1, 2025 to April 30, 2026

Pathway Community Services Ltd	2025-07-15
Beaufort Association for Inclusion in Action	2026-05-20

CONTINUED

Finance, Research and Knowledge Management continued

Costing Assistance

In the past year, CSSEA provided two (2) new certification costings for members.

Social Services Workforce Information System (WFIS)

CSSEA's strong data collection systems allow Finance, Research and Knowledge Management to produce detailed reports for members, including:

1. Agency Pyramid
2. Funding Profile
3. Benefits Participation and Family Status
4. Paid Sick Leave Days per FTE
5. Paid Sick Leave Days Per Employee
6. Total Compensation Comparison
7. Total Compensation Cost
8. Total Compensation Cost Annual Trend
9. Agency Specific Reports for Health for those required to report to HSCIS

CSSEA PUBLICATIONS

1. Executive Director Salary Report
2. Management & Excluded Salary Report
3. Non-Union Salary Report
4. Employee Turnover Report
5. Employee Turnover Report by Region
6. Employee Turnover Report by Classification
7. Agency Specific Employee Turnover Report
8. HR Metrics Report
9. Agency Specific HR Metrics Report
10. CSSEA Fact Book

Indigenous Services Job Evaluation Plan (ISJEP)

Under MOA #31 of the 2022-2025 Indigenous Services Collective Agreement, the parties committed to establishing a job evaluation framework to align Indigenous Services (IS) jobs with the Public Service Job Evaluation Plan (PSJEP). The Joint Classification Technical Committee (JCTC) developed the Indigenous Services Job Evaluation Plan (ISJEP) to provide a common classification framework for all IS bargaining unit jobs and establish wage parity with the Public Service.

The initiative involved the review and reclassification of 57 jobs across five IS agencies. Building on established Community Social Services Joint Job Evaluation Plan (JJEP) benchmarks, the JCTC applied PSJEP methodology and developed ISJEP benchmarks, together with a Maintenance Agreement and Classification Manual establishing consistent classification processes and dispute resolution procedures.

As part of the 2025-2029 IS Collective Agreement, the parties agreed that the ISJEP will take effect October 21, 2026. Upon implementation, all IS bargaining unit jobs will be:

- Aligned with Public Service wage rates, including applicable market adjustments;
- Covered by a common classification framework for both delegated and non-delegated jobs; and
- Supported by a standardized maintenance and dispute resolution process to ensure consistency and transparency in future classification decisions.

The ISJEP represents a significant step toward a consistent, transparent, and sustainable job classification system across the Indigenous Services subsector.

Management Job Evaluation Plan (MJEP)

CSSEA continues to support agencies by providing MJEP market salary data and job ratings in accordance with PSEC Secretariat direction. Since summer 2025, CSSEA has provided market data and job ratings for approximately 60 management positions across more than 20 social services agencies.

Agencies requiring market salary data for management positions can contact SSSCS@cssea.bc.ca.

Strategic Relocation and IT Infrastructure

In 2025, CSSEA completed its office relocation to co-locate with other employers' associations, creating opportunities for greater collaboration, operational efficiencies and cost savings. Despite the complexity of the move and IT transition, core operations including collective bargaining, data and reporting, continued with little interruption. The new shared environment provides a more efficient and sustainable foundation for CSSEA's operations while strengthening opportunities for collaboration across employer associations.

Communications

Following the successful launch of CSSEA’s redesigned website in 2025, this past year focused on optimizing and integrating the platform. Throughout the year, staff continued to refine content and tweak navigation to ensure information remains timely, accessible and easy to find. A key milestone was the integration of CSSEA’s conference and awards websites into the same content management system, replacing three separately managed websites with a single, unified platform. This streamlined approach has significantly improved the efficiency of website administration, enabling staff to manage all three sites seamlessly while making real-time updates that keep content current and consistent across CSSEA’s digital presence. As the central hub for our communications and resources, the revamped website supports CSSEA’s strategic objective of leveraging technology to strengthen member engagement and enhance service delivery.

CSSEA continued to support leadership and labour relations skills development through the MyLeadershipHub online learning platform, which was funded through the BC Social Care Leadership Training Grant administered by ASPECT BC. The most frequently accessed courses were: Leadership Journaling Quickstart, Discrimination and the Duty to Accommodate, Attendance Management, Understanding the Disciplinary Process and Conducting Effective Investigations.

Collective Bargaining

Communications played a central role in supporting the 2025-2029 round of collective bargaining by keeping members informed at every stage of the process, from the commencement of negotiations through to the achievement of tentative agreements. Throughout the year, regular bargaining updates ensured members remained apprised of key developments while respecting the confidentiality required during negotiations. Communications also supported a year-long initiative to review and verify CSSEA’s primary bargaining contacts, ensuring member records were complete and accurate in preparation for the virtual ratification vote. Following ratification, communications efforts focused on the timely distribution of agreement highlights and wage grids, providing members with the resources required to understand and implement the new collective agreements.



2025 AGM and Conference

CSSEA’s 2025 Annual General Meeting saw several notable leadership transitions, particularly the appointment of our first Board Chair from Indigenous Services, Adam Calvert of Gathering The Circle Society. The General Services division also welcomed several new members, Navreen Gill from Burnaby Family Life and Jeremy Welder from the Okanagan Boys and Girls Clubs, to serve one and two-year terms respectively. The division welcomed a new Chair, Darius Maze, who will lead the panel from 2025-2027 and reappointed Sanjeev Nand to the position of Vice-Chair.

The Community Living Services Panel remained unchanged, with Ryan Cucheron, Jennifer Fowler, Karen Hansen and Dawn Hein returning for the 2025-2027 term, Tammy Khanna continuing as Chair and Dawn serving as Vice-Chair.

Within Indigenous Services, Ginna Berg from Fraser River Indigenous Society moved into the position of Panel Chair and Melanie Hudson from Island Métis Family and Community Services was appointed Vice-Chair.

The panel also welcomed Virge Silveira, recently appointed Chief Executive Officer at Vancouver Aboriginal Child and Family Services Society onto the panel.

Held in Kelowna, the 2025 AGM and Conference, *Sparkling Innovation*, welcomed 250 delegates, while the Community Social Services Awards of Excellence attracted 266 attendees. Attendance was consistent with previous Kelowna conferences, reflecting the strong participation traditionally achieved outside the Lower Mainland. The event once again provided members with valuable opportunities for professional development, networking and collaboration while supporting CSSEA’s continued financial sustainability.

2025 CSSEA Public Website	2025 CSSEA Members Website	Website Job Postings	Sept 2025 to Aug 2026
486,467 PAGE HITS	5,874 PAGE HITS	197	344 MYLEADERSHIP HUB ENROLLMENTS

Gratitude to our Member Conference Planning Committee for contributing to the successful 2025 program:

Ginna Berg
FRASER RIVER INDIGENOUS SOCIETY

Ryan Cucheron
VERNON AND DISTRICT ASSOCIATION
FOR COMMUNITY LIVING

Karen Hansen
SHUSWAP ASSOCIATION FOR COMMUNITY LIVING

Val Janz (retired)
INTERIOR COMMUNITY SERVICES

Anita Sihota
KYNDRED COMMUNITY LIVING SOCIETY

Judy Valsonis
TOUCHSTONE FAMILY ASSOCIATION

Awards of Excellence

BC Community Social Services Awards of Excellence

CSSEA's Awards of Excellence reached a milestone 10th anniversary in 2025, marking the celebration of 40 outstanding social services workers representing cities and towns across the province and working in a range of services, from community living, immigration services, childcare, Indigenous services, and beyond. Attendees celebrated the growth and evolution of this important sectoral recognition program and paid special tribute to Telus for its support since the event's inception in 2015. In 2025, we honoured the following four recipients:

Rising Star – Biljana Kuzmanovska, Director, Human Resources North Shore Disability Resource Centre, *Community Living Services*

Hero – Jeannie Hollis, Manager, Teddy Bear Daycare Kootenai Community Centre Society, *Associate*

Leader – Tara Tschritter, Regional Director - Central and Southern Interior, Turning Points Collaborative Society, *General Services*

Legend – David Young, President and CEO (retired January 2025), Sources Community Resource Centres, *General Services*

We thank our 2025 Awards of Excellence Member Committee, who read and shortlisted each nomination, as well as our external judges for selecting our 10th anniversary recipients.

2025 Awards of Excellence Member Committee

Jennifer Fowler, Inclusion Parksville Society
Dawn Hein, Mission Association for Community Living
Ann Kutcher, Westcoast Family Centres Society
Sanjeev Nand, Langley Community Services Society
Tanya Sather, Burnaby Association for Community Inclusion
Jamieson Skinner, Telus



CSSEA's 2025 Hero recipient, Jeannie Hollis, moments before going on stage to receive her award.

2025 Awards of Excellence Judging Panel

Doug Campbell, Consultant
Christian Codrington, Principal Consultant, Forum HR
Gord Gruger, Comvida
Jamieson Skinner, Telus

Financial Statements

Highlights from CSSEA’s audited financial statements. The complete document is available by contacting CSSEA’s office.

Statement of Financial Position

March 31, 2026, with comparative information from March 31, 2025

	2026	2025
FINANCIAL ASSETS		
Cash (note 3)	\$ 4,900,651	2,108,756
Term Deposits (note 4)	350,000	3,000,000
Investments at fair value (note 5)	676,464	690,967
Accounts receivable	83,185	145,904
	6,010,300	5,945,627
LIABILITIES		
Accounts payable and accrued liabilities	505,488	239,849
Deferred revenue (note 7)	4,781,177	4,747,916
Deferred capital contribution (note 8)	556,981	390,645
Obligations under capital leases (note 9)	68,219	10,134
Asset retirement obligation (note 10)	-	301,131
	5,911,865	5,689,675
Net financial assets	98,435	255,952
NON-FINANCIAL ASSETS		
Tangible capital assets (note 11)	296,291	193,132
Prepaid expenses	132,257	108,639
	428,548	301,771
Accumulated surplus	526,983	557,723
Accumulated surplus is comprised of:		
Accumulated surplus (note 12)	\$ 434,708	\$ 434,708
Accumulated remeasurement gains	92,275	123,015
	\$ 526,983	\$ 557,723

Commitments (note 13)

See accompanying notes and schedule to financial statements.

Approved on behalf of the Board

Financial Statements continued

Highlights from CSSEA’s audited financial statements. The complete document is available by contacting CSSEA’s office.

Statement of Operations and Accumulated Surplus			
Years ended March 31, 2026 and March 31, 2025		2026	2025
(note 2(l))			
REVENUE	BUDGET	ACTUAL	ACTUAL
Provincial government funding:			
General	\$ 4,900,464	\$ 4,111,795	\$ 3,767,695
Child Care and Early Intervention Program (“EIP”) implementation	-	577,836	1,774,593
Fees	382,242	416,279	354,328
Investment income, net (note 6)	144,000	206,251	312,214
Other income	-	61,389	-
	5,426,706	5,373,550	6,208,830
EXPENSES (NOTE 15)			
Human resources and labour relations	1,762,626	1,844,422	1,668,145
General	1,436,261	1,600,056	1,428,605
Research and knowledge management	1,839,488	1,280,298	1,271,511
Membership	182,706	163,416	158,470
Bargaining	187,244	485,358	1,681,398
	5,408,325	5,373,550	6,208,129
Annual surplus (deficiency)	18,381	-	701
Accumulated surplus, beginning of year	434,708	434,708	434,007
Accumulated surplus, end of year	\$ 453,089	\$ 434,708	\$ 434,708

See accompanying notes and schedule to financial statements.

Financial Statements continued

Highlights from CSSEA’s audited financial statements. The complete document is available by contacting CSSEA’s office.

Statement of Remeasurement Gains and Losses		
Years ended March 31, 2026 and March 31, 2025		
	2026	2025
Accumulated remeasurement gains, beginning of year	\$ 123,015	\$ 98,078
Unrealized gains (losses) generated during the year from:		
Investments	(8,650)	37,805
Remeasurement gains realized and reclassified to the Statement of Operations and Accumulated Surplus from:		
Investments (note 6)	(22,090)	(12,868)
Net remeasurement (losses) gains for the year	(30,740)	24,937
Accumulated remeasurement gains, end of year	\$ 92,275	\$ 123,015

Board and Panels

BOARD OF DIRECTORS

CHAIR – Adam Calvert, Executive Director

Gathering the Circle Society, Surrey
Indigenous Services

VICE-CHAIR – Jaye Russell, Executive Director

Sea to Sky Community Services Society, Squamish
General Services

TREASURER – Dawn Hein, Chief Executive Officer

Mission Association for Community Living, Mission
Community Living Services

Hugo Belanger, Assistant Deputy Minister (term began September 14, 2026)

Ministry of Children and Family Development, Victoria
Government Appointee

Ross Chilton, Chief Executive Officer

Community Living BC, Vancouver
Government Appointee

Ryan Cucheron, Executive Director

Vernon & District Association for Community Living, Vernon
Community Living Services

Kim Horn, EFO and Assistant Deputy Minister

Ministry of Post Secondary and Future Skills
Ministry of Social Development & Poverty Reduction
Government Appointee

Fisnik Preniqi, EFO and Assistant Deputy Minister (term ended September 14, 2026)

Ministry of Children and Family Development, Victoria
Government Appointee

Robert Pauliszyn, Assistant Deputy Minister

Public Sector Employers' Council Secretariat, Victoria
Government Appointee

Anita Sihota, Executive Director

Kyndred Community Living Society (formerly Delta Community Living Society), Delta
Community Living Services

Tim Veresh, Chief Executive Officer

PLEA Community Services Society of BC, Vancouver
General Services

INDIGENOUS SERVICES PANEL

CHAIR – Ginna Berg, Executive Director

Fraser River Indigenous Society
Maple Ridge

VICE-CHAIR – Melanie Hudson, Chief Executive Officer

Island Métis Family & Community Services
Victoria

Adam Calvert, Executive Director

Gathering the Circle Society
Surrey

Virge Silveira, Chief Executive Officer

Vancouver Aboriginal Child & Family Services Society
Vancouver

Board
and Panels
continued

COMMUNITY LIVING SERVICES PANEL

- CHAIR – Tammy Khanna, Executive Director**, Independent Living Housing Society of Greater Victoria
Victoria
- VICE-CHAIR – Dawn Hein, Chief Executive Officer**, Mission Association for Community Living
Mission
- Fernando Coelho, Chief Executive Officer**, posAbilities Association of British Columbia
Burnaby
- Ryan Cucheron, Executive Director** , Vernon & District Association for Community Living
Vernon
- Jennifer Fowler, Executive Director**, Inclusion Parksville Society
Nanaimo
- Karen Hansen, Executive Director**, Shuswap Association for Community Living
Salmon Arm
- Tanya Sather, Executive Director**, Burnaby Association for Community Inclusion
Burnaby
- Anita Sihota, Executive Director**
Kyndred Community Living Society (formerly Delta Community Living Society)
Delta

GENERAL SERVICES PANEL

- CHAIR – Darius Maze, Executive Director**, Kiwassa Neighbourhood House
Vancouver
- VICE-CHAIR – Sanjeev Nand, Executive Director**, Langley Community Services Society
Langley
- Navreen Gill, Executive Director**, Burnaby Family Life
Burnaby
- Ann Kutcher, Executive Director**, Westcoast Family Centres
Vancouver
- Jaye Russell, Executive Director** , Sea to Sky Community Services Society
Squamish
- Judy Valsonis, Executive Director**, Touchstone Family Association
Richmond
- Jeremy Welder, Executive Director**, Okanagan Boys and Girls Clubs
Kelowna
- Tim Veresh, Chief Executive Officer**, PLEA Community Services Society of BC
Vancouver



400 – 2889 East 12th Avenue
Vancouver, BC
V5M 4T5

Toll-Free 1 800 377 3340
Tel 604 687 7220
Fax 604 687 7266

Email: cssea@cssea.bc.ca



IMAGE CREDIT: TAYLOR BERTOLI, ACTIVE CARE SERVICES