

Annual Report 2012



A Better Way

Vision Statement

Leader

in human resources and labour relations and

trusted advisor

to our membership and government for the

*community social
services sector*

of British Columbia.

About CSSEA

The Community Social Services Employers' Association of British Columbia (CSSEA) coordinates the human resources and labour relations interests of more than 200 provincially-funded community social services employers in British Columbia.

Based in Vancouver, CSSEA is the accredited bargaining agent for its employers and negotiates three sectoral agreements covering more than 15,000 unionized social services employees. These agreements cover employers providing Aboriginal services, community living services and general services.

CSSEA's goal is to be a leader in human resources and labour relations, and a trusted advisor to our membership and government for the community social services sector of British Columbia. 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 the evolving needs of its membership.

CSSEA has three service areas that provide services to its membership: Human Resources and Labour Relations (HRLR) and Legal Services, Research and Knowledge Management, and Membership and Communications.

The HRLR and Legal Services team provides consistent, reliable and trusted advice on human resources and labour relations issues. The team provides negotiation and contract administration, third party representation, WorkSafeBC and benefit advice, disability management, training and education.

Research and Knowledge Management is responsible for collecting and analyzing sector compensation and workforce data, conducting research on external compensation and benefits, job classification, and providing costing services during collective bargaining. The team oversees information technology infrastructure, systems and website maintenance.

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

For additional information, [visit www.cssea.bc.ca](http://www.cssea.bc.ca).



Leading the way

Message from the Chair, Board of Directors

Welcome to the 2012 Annual Report. This new format reflects a new chapter in CSSEA's history and the bold path upon which we've embarked.



This past year has been one of significant change that began with the welcoming of Gentil Mateus as our new CEO. Since joining CSSEA in September 2011, Gentil has ushered in an innovative and broad vision for the organization. We have seen staffing changes to address CSSEA's new focus on the collection of accurate and timely compensation data;

we've also witnessed a new level of membership communication prompted by the introduction of the monthly *CEO Update*.

In October I was pleased to be selected as board chair. Joining me on the Executive Committee was Liz Barnett as Vice-Chair and Bill Dartnell as Treasurer. The board also welcomed Lucas Corwin as one of the three government appointees and Carol Goozh as the community living authority representative. These people all made tremendous contributions and I am indebted to them for their wisdom and tireless efforts for the organization.

One of the highlights of the year was the strategic planning process, which resulted in a bold new vision statement: "CSSEA as the leader and trusted advisor in human resources and labour relations is a goal we should all want to achieve." With this vision as our foundation, the organization has a newly-defined purpose that will drive a number of exciting new initiatives.

In 2012, CSSEA, as well as the other public sector employers' associations, became a provincial government reporting entity and, as a result, we are now required to follow Public Sector Accounting Board standards. This change has brought CSSEA in line with government agencies. I would like to acknowledge the efforts of CSSEA staff who spearheaded this transition.

After considering the issue of proxy voting at an AGM, which was proposed by the membership at last year's AGM, the Constitutional Sub-committee recommended not to amend the Constitution and Bylaws. Instead, the Sub-committee requested that staff explore remote access options to allow the participation of members who are unable to attend the AGM. We hope to have news in the next few months about the feasibility of this proposal, as it is important to us that all of our members be heard.

Looking ahead, the sector will continue at the bargaining table. It is another challenging round – there are no new monies for the sector and the possibility of strike is very real. I am cautiously optimistic that we will find cooperative gains for both parties and negotiate a settlement that works for all. On behalf of the board and panels, I want to express our thanks and appreciation to the bargaining committee for giving up their time to represent us.

Lastly, I would like to thank all the members of the board and panels for their dedication and support over the past year. With your ongoing commitment and vision, I am confident we will continue to find better ways to be a strong and trusted leader for our sector.

Bill Fildes

Chair, Board of Directors

Message from the Chief Executive Officer

Looking back on my first year as CSSEA's Chief Executive Officer, I am pleased with all that we have accomplished. We adopted a bold new strategic plan and with the support of the board, panels and staff, we are well on our way towards making it a reality. Our strategy is to continue consulting with our membership and stakeholders, so that we are able to deliver member services in "a better way."

As someone who is new to the community social services sector, I have been touched by the passion and commitment of our members to providing their clients with much needed services. In the past year, I met and visited with almost 100 members. These meetings gave me an exceptional opportunity to witness firsthand the positive impact of our dedicated members' work and the challenges they face. More importantly, I gained invaluable insight into how CSSEA can better support our members in delivering their mission and the strategic changes that are needed to bolster our sector.

"A better way" was the lens through which we looked at all of CSSEA's activities last year, and the inspiration for all of our initiatives. One of my first actions was to create a new department, Research and Knowledge Management, whose team will research, collect and analyze workforce data and national sector compensation as well as support collective bargaining. Accurate, aggregate and timely data will inform our discussions with members, government and other stakeholders, so that future decisions will be based on facts, not anecdotal examples.

A key milestone in 2012 was CSSEA's strategic planning session in March. Attended by our board, divisional panels and senior staff, this initiative has set the future direction for the organization and helped determine our goals for the next three years. Work has already commenced on many of these objectives.

Our HRLR department underwent a number of changes, including a re-organization of our consultants' portfolios along regional lines, the addition of more WorkSafeBC expertise through new staff hires and an enhanced focus on Aboriginal services. We also said farewell to a number of familiar faces, perhaps none more surprising than

the untimely passing of Bill Nelson, an esteemed colleague and friend to many of our members.

In 2011/12 bargaining was again a priority for the community social services sector. We were pleased in the fall of 2011 to ratify the 2010 collective agreements after 22 months of protracted bargaining, only to find ourselves back at the table a short four months later. The 2012 public sector bargaining mandate is very challenging, particularly for the community social services sector. That



said, the tenor of this current round of bargaining has been quite positive thus far. We are cautiously optimistic that it is a reflection of the commitment of both parties to doing business differently. I would be remiss if I didn't express my thanks and appreciation to our bargaining committee members -- our panels' representatives, advisory groups and staff -- for their hard work and the many long hours they put in on behalf of the sector.

Looking ahead, 2013 promises to be both an exciting and demanding year. We'll continue to build on our past achievements and endeavour to forge new and lasting partnerships with our stakeholders, both within and outside of the social services sector. We are also committed to doubling the number of agencies in the Aboriginal services sector in the next 24 months.

Lastly, I would like to thank all those members who welcomed CSSEA staff and me to their agencies and took the time to meet. I look forward to getting together with you frequently in the year ahead. We may not be the largest employers' association in the public sector, but there is nothing to stop us from setting an example of what we can accomplish when we work together.

Gentil Mateus
Chief Executive Officer

Redefining our goals and objectives

When Gentil Mateus assumed the role of CEO in September 2011, he identified new opportunities and challenges to help establish CSSEA as a leader in human resources and labour relations for the community social services sector of British Columbia.

CSSEA's first step in charting a new course for the organization was to develop a strategic plan that captured the vision and the aspirations of the members of the community social services sector

while, at the same time, respecting its diversity and its unique relationship with government and other stakeholders.

Building on the strategic planning work that had been done in the past, the board, divisional panels, stakeholder representatives and senior staff participated in a facilitated strategic planning process, where they developed a draft strategic plan to set CSSEA's direction for the next three years.

OUR 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 and productive labour relations environment within the social services sector.
- 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 are a multi-employer association, accountable to balance the interests of member agencies and government to achieve our mandate.
- We believe employees are our most important resource and support them to be the best they can be.

OUR GOALS

- To continue to enhance our status as a trusted advisor to members and government on HRLR issues in the sector
- To provide new added value services
- To continue to provide excellent core services
- To strive to create a united voice in the sector on matters of common interest
- To establish mechanisms to foster universal trust
- To refine governance to enable efficient delivery of strategy

OUR KEY FOCUS AREAS

- Government policy and relations
- Business operations and services
- Governance and member engagement

The first step of the process was to create a bold new vision statement for the organization that built on its past successes and embraced its future goals:

A leader in human resources and labour relations and trusted advisor to our membership and government for the community social services sector of British Columbia

With this solid foundation firmly in place, the planning group identified guiding principles and goals for CSSEA's key focus areas to help bring the vision to life. A draft 2012–2015 strategic plan was subsequently developed and endorsed by the board in May 2012.

Working towards a better way...

With board approval of the strategic plan in hand, CSSEA staff held a planning session to prioritize objectives and strategies for 2012-2013 and to develop project charters for the organization's longer term strategic goals and operational plans.

Staff is presently focusing on specific strategies in each of these focus areas and will be reporting on their progress to the board and membership in the months ahead.

*Promoting
our sector*

Bargaining: The Year in Review

In the last few years, bargaining has emerged for CSSEA as a yearlong ongoing activity, rather than a major sector event every four or five years. The most recent rounds of bargaining are excellent examples of how the process has shifted.

After 22 months of protracted negotiations, 2010 bargaining concluded in fall 2011 with ratification of collective agreements for all three membership divisions: Aboriginal services, community living services and general services. The negotiated settlements were within the 2010 net zero mandate established by the Public Sector Employers' Council (PSEC).

Bargaining 2012

With little time to recover, the sector was back at the bargaining table in February 2012. Under the leadership of negotiator and strategic advisor Peter Cameron, the bargaining committee focused on bringing an interest-based approach to the table, driven by PSEC's "Cooperative Gains" mandate.

The 2012 Cooperative Gains mandate applies to all public sector employers whose collective agreements expire on or after December 31, 2011. The mandate's key feature is that it provides public sector employers the ability to negotiate modest wage increases made possible by productivity



increases within existing budgets. The provincial government will not provide additional funding for increases to compensation negotiated in collective bargaining.

Settlements under this mandate are expected to be unique and differentiated, both between sectors and between employers within sectors. Each settlement will depend on a number of factors, particularly the ability to generate savings to fund modest compensation improvements.

Highlights

In preparation for the 2012 round of bargaining, in January 2012 CSSEA held a series of regional meetings to canvass members on issues for collective bargaining and to discuss the government's mandate. The key issues raised by members included:

- Recruitment and retention
- Rising benefit costs
- Reduction of workplace accidents
- Management flexibility

To address the cost-savings element of the mandate, CSSEA created a Bargaining Savings Advisory Group, comprising representatives of member agencies from the three service divisions. While the sector has limited ability to produce savings, meetings were held with its three benefit providers and WorkSafeBC to generate cost-savings ideas.

From February to September, CSSEA and the Community Social Services Bargaining Association (CSSBA) met over 30 days. During this time, good progress was made on a number of non-monetary issues that were of concern to one or both parties. When the CSSBA received a strike vote from its membership in September, CSSEA members were required to review their essential services levels in preparation for any labour disruption that could affect the sector.

Going forward...

Bargaining is now underway. While the 2012 public sector mandate is challenging, the tone of this round of bargaining is much more positive and respectful than we have previously experienced. We hope it is indicative of a commitment of both parties to do business differently and that it will continue into the future.



2012 BARGAINING COMMITTEE

Aboriginal Services

- Colleen Spier, Island Métis Family and Community Services Society
- Bernadette Spence, Vancouver Aboriginal Child and Family Services Society
- Kathleen Bennett, Northwest Inter-Nation Family and Community Services Society

Community Living Services

- Janice Barr, Richmond Society for Community Living
- Fernando Coelho, posAbilities Association of British Columbia
- Brenda Gillette, Chilliwack Society for Community Living
- Lilla Tipton, Powell River Association for Community Living
- Tony Laing, Penticton and District Society for Community Living

General Services

- Bill Dartnell, Langley Community Services Society
- Carol Metz Murray, Tri-City Transitions Society
- Marianne Sorensen, AWAC – An Association Advocating for Women and Children
- Tony Lapointe, Mission Community Services Society

Observer

- Manjit Bains, Ministry of Children and Family Development

CSSEA Staff

- Vanessa Wong, Senior Consultant, HRLR Services
- Kathie Best, Manager, Membership and Communications
- Eric Peraro, Director, Research and Knowledge Management
- Dalbghagh Carroll, Senior Administrative Assistant, Research & Knowledge Management

Members and Associates

Members

CSSEA members are social services providers contracted and funded by the provincial government to provide a range of community services. Primarily not-for-profit agencies, member organizations range in size from under 10 to more than 700 employees and collectively employ approximately 15,000 people throughout British Columbia.

CSSEA members must meet the following criteria:

- have a unionized component;
- receive at least 50 percent of total agency revenue from provincial ministries and/or authorities through ongoing, direct service contracts;
- receive at least 50 percent of provincial contract revenue from non-health ministries or authorities; and
- have a community of interest with the community social services sector.

Services provided by members

The majority of British Columbians have, at one time or another, come into contact with a community social services provider. The contract services delivered by members focus on support and care programs for a wide variety of vulnerable clients, such as:

- people with physical, mental and developmental disabilities;
- at-risk youth;
- women experiencing family violence;
- families and children with special needs;
- new Canadians, refugees and non-English speaking residents;
- Aboriginal individuals and communities; and
- children who witness abuse.

Member Statistics 2011 – 2012

Members by division

Members	No. of Agencies
Aboriginal Services	6
Community Living Services	102
General Services	94
Total	202

Members by region

Region	No. of Agencies
Kootenays	19
Lower Mainland	72
North	27
Thompson Okanagan	30
Vancouver Island	54
Total	202

New Members 2011-2012

Aldergrove Neighbourhood Services Society

Established in 1995 to serve the community of Aldergrove in the Fraser Valley, this neighbourhood-based organization provides a range of services to support, empower and encourage youth and families. www.aldergrovens.com

Family Services of Greater Vancouver

Serving families, individuals, youth and children across Greater Vancouver since 1928, this agency provides a diverse range of professional support and counselling services. It is committed to inspiring and supporting all members of the community. www.fsgv.ca

Northwest Inter-Nation Family and Community Services Society

Composed of nine member Indian bands from the northwest region of British Columbia, since 1999 this agency has provided support to the First Nations community. Its programs focus on ensuring the protection and preservation of the unique cultural identity of every child and family through the deliverance of child welfare services.

www.nifcs.org

Associates

CSSEA Associates are agencies and organizations that provide valuable community social services and share a community of interest with the sector. However, they do not qualify for CSSEA membership because they are either not unionized or their funding does not meet the criteria threshold for membership.

CSSEA provides human resources and labour relations services to these organizations on a fee-for-services basis.

Services provided to associates include:

- employment legislation interpretation
- compensation advice and services
- dispute resolution services i.e. grievances, arbitrations
- collective agreement negotiations, application and interpretation
- HRLR training
- resource materials and information bulletins

Associate Statistics 2011 – 2012

Associates by division

Associates	No. of Agencies
Aboriginal Services	10
Community Living Services	13
General Services	71
Total	94

Associates by region

Region	No. of Agencies
Kootenays	6
Lower Mainland	36
North	11
Thompson Okanagan	13
Vancouver Island	28
Total	94

Towards a better way...

A key objective of the 2012-2015 strategic plan is to assist in the development of the Aboriginal services sector. CSSEA will work closely with its six Aboriginal member and 12 associate organizations to identify the community's growing HRLR needs. During the past year CSSEA created the new position of Manager, Aboriginal Services, to oversee this important portfolio.

*Committed
to members*

HRLR and Legal Services

CSSEA's services continue to focus primarily on human resources, labour relations and legal services. Our strong and service-oriented HRLR team comprises four in-house lawyers, one paralegal, one research analyst and two senior consultants with expertise in human resources and labour relations.

The HRLR team responds on a day-to-day basis to members' and associates' concerns on a range of topics, including issues pertaining to discipline

and/or dismissal of employees, human rights, duty to accommodate, job posting, hours of work and appointment language. The team represents members at mediation and arbitration, both sectorally and individually, and negotiates local issues and associate collective agreements. In addition, the HRLR team has travelled throughout the province to deliver services locally wherever and whenever required, within budgetary constraints.

HIGHLIGHTS OF 2011-2012 INCLUDE:

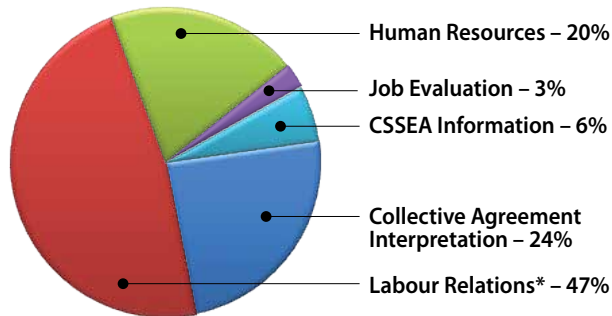
- Re-assigned HRLR consultants by region to better support members;
- Reviewed and renewed the [ongoing] expedited arbitration pilot project with the BCGEU, which allows issues to be addressed both cost-effectively and regionally;
- Continued efforts to open communication and improve working relationships with individual unions within the CSSBA in various regions across the province;
- Proposed expansion of cost-effective solutions in grievance handling and resolution to union members of the CSSBA beyond the BCGEU;
- Supported the boards of members through the Article 29 harassment process and encouraged cost-savings and reasonable results;
- Negotiated essential services for members across the province and represented the interests of members at essential services mediations;
- Represented members at the Labour Relations Board through the certification process, including guidance and assistance for new certifications while transitioning to the sectoral collective agreement;
- Successfully represented members in litigation of the Bill 29 grievance;
- Successfully advocated for members in Human Rights adjudication; and
- Welcomed the First Nations Health Authority as an associate agency.

Respect and integrity



Member Inquiries

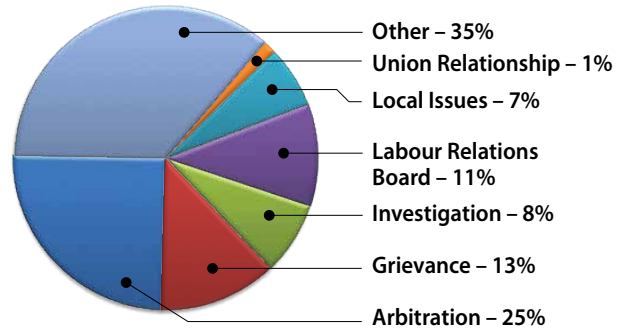
As in previous years, the bulk of member inquiries during 2011-2012 continued to centre on labour relations. The chart and table below illustrate top issues of concern to members, the number of inquiries received and the percentage by issue.



Type of Issues	Number	Percentage
Collective Agreement Interpretation	1,585	24%
Labour Relations	3,115	47%
Human Resources	1,319	20%
Job Evaluation	167	3%
CSSEA Information	385	6%
Total	6,571	100%

Labour Relations Inquiries*

Labour relations continued to dominate members' conversations. The chart and table below illustrate the labour relations issues of concern to members, the number of inquiries received and the percentage by issue.



Type of Issues	Number	Percentage
Arbitration	773	25%
Grievance	392	13%
Investigation	243	8%
Labour Relations Board	339	11%
Local Issues	206	7%
Union Relationship	42	1%
Other	1,120	35%
Total	3,115	100%

Looking forward...

As part of CSSEA's new operational plan, HRLR Services will be organizing and hosting over the next year a series of HRLR Practitioners Network meetings. These meetings will provide opportunities for member training and interaction as well as enhance our communication with the HR managers of member agencies. The first meeting was held in September 2012.

Research and Knowledge Management

As part of CSSEA's commitment to embrace best practices and be a trusted advisor to our membership and government, we continue to look for innovative solutions for labour relations and human resources issues in the community social services sector.

A new focus on the collection of accurate and timely data

Created in the fall of 2011, the Research and Knowledge Management department is charged with collecting and analyzing sector compensation and workforce data. The four-member team conducts research on compensation, benefits and workforce trends, and provides costing and information support during collective bargaining. In addition, the department oversees information technology infrastructure, data systems and website maintenance.

Over the year, the team updated the social services sector compensation data for the Public Sector Employers' Council, analyzed sectoral data from WorkSafe BC, benefit providers, Statistics Canada and BC Stats, and prepared costing scenarios for 2012 bargaining. Assessment and planning of CSSEA's information technology infrastructure was conducted and completed as part of the sector data project initiative.

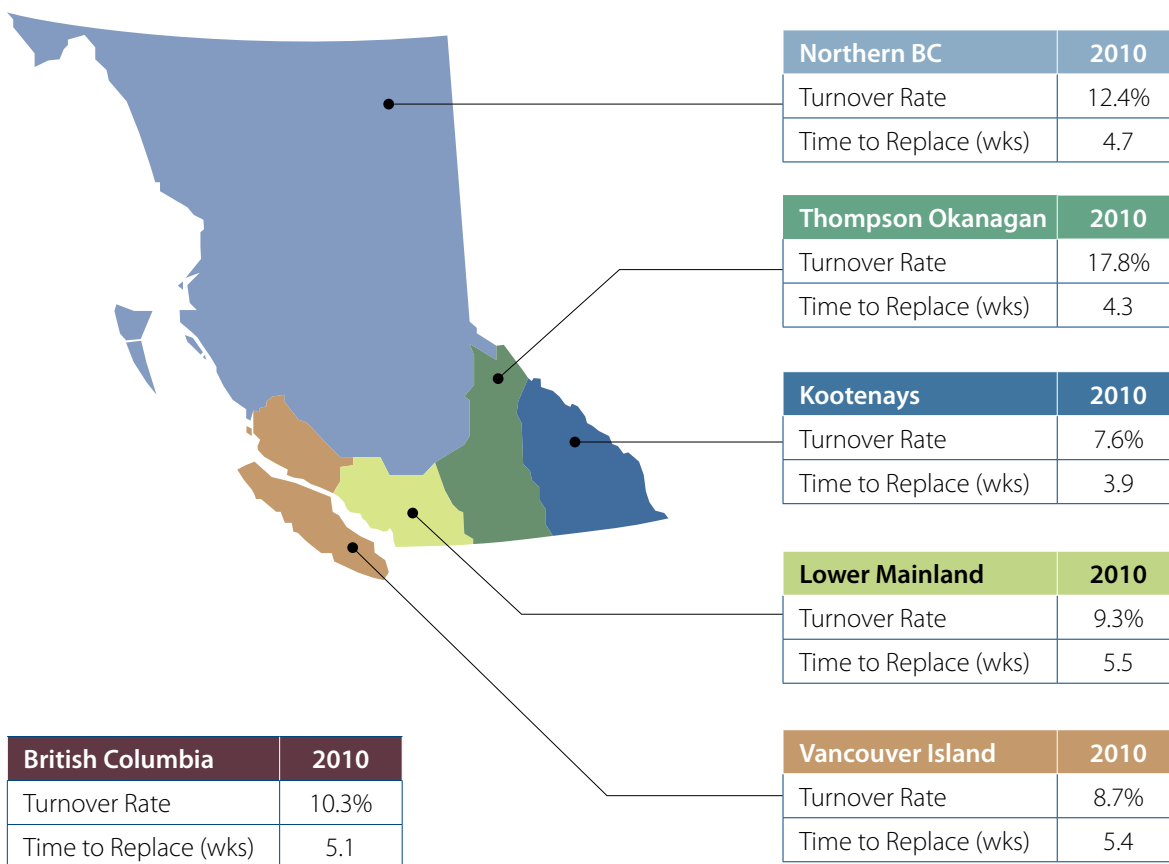


2011 Annual Turnover Survey

Designed to monitor turnover trends in the community social services sector, the Annual Turnover Survey provides members with sector, service division and regional turnover information as well as time to fill positions and profiles of departing employees. This year's report was modified and enhanced to be more informative and useful to members.

*Diversified
and balanced*

Highlights of the 2011 Annual Turnover Survey are illustrated below:



Turnover Rate	Jul 2008 - Jun 2009	Jul 2009 - Jun 2010	Jul 2010 - Jun 2011
Kootenays	9.3%	11.3%	7.6%
Lower Mainland	13.5%	10.3%	9.3%
Northern BC	11.3%	11.3%	12.4%
Thompson Okanagan	17.1%	13.2%	17.8%
Vancouver Island	13.4%	11.9%	8.7%
All Regions	13.6%	11.0%	10.3%

Time to replace (in weeks)	Jul 2008 - Jun 2009	Jul 2009 - Jun 2010	Jul 2010 - Jun 2011
Kootenays	4.8	4.8	3.9
Lower Mainland	6.3	6.0	5.5
Northern BC	4.4	4.5	4.7
Thompson Okanagan	5.2	5.0	4.3
Vancouver Island	4.7	5.4	5.4
All Regions	5.4	5.5	5.1

Towards a better way...

In the fall 2012, CSSEA launched a new initiative to create an integrated data collection and reporting system for the community social services sector. The objective is to make CSSEA a repository of

labour market information for the social services sector. The data system when built will provide members and stakeholders with web-based reports on labour market information.

Statements of operations and accumulated surplus years ended March 31, 2012 and 2011

	2012 Budget	2012 Actual	2011 Actual
	\$ (Unaudited)	\$	\$ (Restated - Note 2)
Revenues			
Provincial Operating Grant	2,489,255	3,048,937	2,497,615
Fees	215,350	230,572	218,221
Sales	250	525	725
Consulting, Healthcare Benefit Trust	-	-	30,000
Interest	21,486	39,695	43,128
	2,726,341	3,319,729	2,789,689
Expenses (Note 6)			
Human Resource and Labour Relations			
Services	1,439,481	1,392,649	1,462,935
General	813,437	902,449	770,330
Membership	394,827	342,707	387,381
Bargaining	92,877	275,611	119,023
Research and Knowledge Management	205,843	252,752	205,150
	2,946,465	3,166,168	2,944,819
(Deficiency) excess of revenues over expenses	(220,124)	153,561	(155,130)
Accumulated surplus, beginning of year	2,003,335	2,003,335	2,158,465
Accumulated surplus, end of year (Note 7)	1,783,211	2,156,896	2,003,335

Note: The above is an excerpt from the Audited Financial Statements. The complete Audited Financial Statements are available at the offices of CSSEA or on our website at www.cssea.bc.ca.

Statements of financial position as at March 31, 2012, March 31, 2011 and April 1, 2010

	March 31, 2012	March 31, 2011	April 1, 2010
	\$	\$ (Restated - Note 2)	\$ (Restated - Note 2)
Financial assets			
Cash and cash equivalents	2,636,444	2,470,353	2,651,825
Accounts receivable	119,943	198,921	52,847
	2,756,387	2,669,274	2,704,672
Liabilities			
Accounts payable and accrued liabilities	587,578	96,466	95,600
Deferred revenue	13,409	579,837	573,073
Deferred tenant inducements	94,751	110,035	33,621
Obligation under capital lease (Note 3)	23,192	30,462	37,186
	718,930	816,800	739,480
Net financial assets	2,037,457	1,852,474	1,965,192
Non-financial assets			
Tangible capital assets (Note 4)	67,707	86,690	120,983
Prepaid expenses	51,732	64,171	72,290
	119,439	150,861	193,273
Accumulated surplus (Schedules 3 and 4)	2,156,896	2,003,335	2,158,465

Commitments (Note 5)

Approved



J.W. (Bill) Fildes, Chair



William Dartnell, Treasurer

Note: The above is an excerpt from the Audited Financial Statements. The complete Audited Financial Statements are available at the offices of CSSEA or on our website at www.cssea.bc.ca.

Board and Panels

Board of Directors

ABORIGINAL SERVICES

Bernadette Spence

Vancouver Aboriginal Child and Family Services Society

COMMUNITY LIVING SERVICES

Bill Fildes, *Board Chair*

AiMHi - Prince George Association for Community Living

Brenda Gillette

Chilliwack Society for Community Living

Eileen Howells

Vernon and District Association for Community Living

GENERAL SERVICES

Liz Barnett, *Vice-Chair*

North Shore Disability Resource Centre Association

Bill Dartnell, *Treasurer*

Langley Community Services Society

GOVERNMENT REPRESENTATIVES

Wes Boyd

Ministry of Social Development

Lucas Corwin

Public Sector Employers' Council Secretariat

Anne Sandbu

Ministry of Children and Family Development

AUTHORITY REPRESENTATIVE

Carol Goozh

Community Living British Columbia

Aboriginal Services Panel

Kathleen Bennett

Northwest Inter-Nation Family and Community Services Society

Colleen Lucier

Lii Michif Otipemisiwak Family & Community Services Society

Judy Smith

La Société de les Enfants Michif (Métis Family Services)

Bernadette Spence

Vancouver Aboriginal Child and Family Services Society

Colleen Spier

Island Métis Family & Community Services Society

Community Living Services Panel

Janice Barr

Richmond Society for Community Living

Fernando Coelho

posAbilities Association of British Columbia

Bill Fildes

AiMHi - Prince George Association for
Community Living

Brenda Gillette

Chilliwack Society for Community Living

Eileen Howells

Vernon and District Association for
Community Living

Tony Laing

Penticton and District Society for
Community Living

Sheri McCluskey

Malaspina Community Resource Services Ltd.

Lilla Tipton

Powell River Association for Community Living

General Services Panel

Liz Barnett

North Shore Disability Resource Centre Association

Bill Dartnell

Langley Community Services Society

Lena Horswill

Nelson Community Services Centre

Tony Lapointe

Mission Community Services Society

Carol Metz Murray

Tri-City Transitions Society

Craig Monley

Okanagan Boys & Girls Clubs

Marianne Sorensen

AWAC - An Association Advocating for Women
and Children

A Better Way

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