



# 2015 Annual Report



# Vision and Guiding Principles

**Our Vision:** 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.

## OUR GUIDING PRINCIPLES

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

# About the Community Social Services Employers' Association of BC

The Community Social Services Employers' Association of BC (CSSEA) provides human resources, labour relations, collective bargaining, research and knowledge management services to 198 member agencies and 79 associate agencies throughout British Columbia.

Created in 1994 and based in Vancouver, CSSEA is the accredited bargaining agent for members and negotiates three sectoral collective agreements governing more than 18,000 unionized social services employees.

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

- Aboriginal Services
- Community Living Services
- General Services

Government and members rely on CSSEA to be a leader in human resources and labour relations in the 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 four departments that deliver services to members and associates:

- Human Resources and Labour Relations (HRLR) Services
- Research and Knowledge Management
- Communication Services
- Corporate Services

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

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.

Communication Services and Corporate Services inform external stakeholders and internal clients and are responsible for communication, database maintenance, event planning, member and associate management, and governance administration.

# Message from the Chair

It has been a busy year for CSSEA with involvement in many sector initiatives to ensure we meet the goal of being a trusted advisor to members and government on HR and LR issues in the sector. Here are some of the highlights.

CSSEA has formed an exciting collaboration with TELUS. The five-year sponsorship agreement sees TELUS become the event sponsor of the AGM and Conference and the primary sponsor of the annual BC Community Social Services Awards of Excellence program, which launched in May, 2015. The new awards program recognizes people working in the sector for their outstanding contributions in four categories. After a strong response to the call for nominations, the award recipients have been chosen and will be acknowledged during a celebration at the 2015 AGM in October.

CSSEA assisted members in forming a sub-committee to focus on solutions to build trust and transparency. This was part of the response to a member satisfaction survey conducted in September 2014 that demonstrated a number of strengths and some additional strategies for consideration as we work towards our goals to provide excellent core services and establish mechanisms to foster universal trust.

During a review of the 2012-2015 Strategic Plan on June 8, 2015, board and panel members, government representatives and senior staff reaffirmed the vision statement and guiding principles developed in the previous strategic planning process and noted significant successes.

A higher level of individualized contact helped increase communication with members and government. Our CEO, Gentil Mateus, travelled throughout the province to meet with members

experiencing the impacts of funding system changes and the implementation of negotiated wage lifts. CSSEA worked with government on issues specific to the implementation of the collective agreements.

Member involvement is required for CSSEA to be most effective in meeting our goal to create a united voice in the sector on matters of common interest.

The sector has faced crucial issues over the past few years that have created an enormous amount of stress for members. We encourage members to become involved in the process to ensure people know they are part of a greater

whole. It is your voice that matters most, so we encourage you to attend meetings, make contact with CSSEA frequently, be involved in working groups and become a panel member. This work continues with a provincial scope. For example, staff and/or members were recently involved in the WorkSafeBC and Recruitment and Retention working groups at the Innovation and Sustainability Roundtable.

In closing, I would like to express my appreciation to everyone who has been involved in making people's lives better in the sector and to the CSSEA staff for their assistance to all of us. I look forward to continuing to work with you.



**Anne Nikon**  
Chair, Board of Directors

# Message from the CEO

This is a milestone year for CSSEA, as we conclude a successful three-year strategic plan. The new three-year strategic plan, developed by the board and panels on June 8, 2015, and presented to the board in September, builds on the success of the past three years, reaffirms the vision for the organization, recognizes CSSEA as a trusted advisor, and focuses on strengthening relationships with our members and government.



With labour peace in the sector, and at the mid-point of CSSEA's 10-year bargaining plan, we are enjoying the benefit of five-year collective agreements. Our discussions with members and the unions have turned

to the joint union/management committees and how best to implement the deliverables negotiated at the bargaining table. In addition, we are able to focus our attention on crucial issues affecting members, such as the distribution of the comparability and anomaly money starting in April 2016, and controlling the cost of benefits and WorkSafeBC rates.

In our continuing efforts to add value to the services we provide to members, we are pleased to have partnered with the International Coach Federation (Vancouver Charter Chapter) to offer an executive coaching program. More than 40 employees from member agencies have participated in the program since it launched in 2014. We hope to be able to continue the program in the fall of 2016. We also continued our computer assistance program in partnership with the Health Employers Association of BC, Health Match BC, Healthcare Benefit Trust, Pacific Blue Cross, and Harris & Company LLP.

We are particularly proud of our alliance with TELUS, which offers members and associates the same telecommunication rates and level of service provided to government, regardless of size, as well as sponsorship of the BC Community Social Services Awards of Excellence – presented by TELUS for the next five years.

Financially, CSSEA has surpassed its financial projections for the third consecutive year in spite of a seven-year funding freeze from government. We have been able to accomplish this through the expansion of fee-for-service work delivered to associates and other external organizations. At times there is a delicate balancing act between revenue generation and ensuring we maintain the level of service for our members, which your board continues to set as a priority for CSSEA. We are grateful to the members of the Finance Committee and our Treasurer, Fernando Coelho, who help to steer the association through these financially challenging times.

Lastly, I would like to thank the members and government representatives who contributed their time and experience by participating on the many committees, panels, and the board, and specifically to our board chair, Anne Nikon, for her commitment and guidance through the good times and the difficult times. I would also like to extend my appreciation and gratitude to the staff, who are truly the strength of CSSEA. In particular, I would like to recognize Kathie Best, Director of Corporate Services, who is retiring in 2015 after over 21 years of dedicated service. Thank you.

A handwritten signature in blue ink, appearing to read 'Gentil Mateus'.

**Gentil Mateus**  
Chief Executive Officer

# 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 700 employees and collectively employ approximately 18,000 people throughout British Columbia.

**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 their 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 which 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

198  
MEMBERS

**MEMBERS BY DIVISION**



**MEMBERS BY REGION**



# 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 members. Associates access CSSEA services and resources on a fee-for-service basis. Associate organizations are unionized and non-unionized employers from each of CSSEA's three membership divisions.

## Services provided to associates

- Bargaining services
- Integrated human resources and labour relations advice, services and training
- Employment standards interpretation with respect to legislation and regulation
- WorkSafeBC appeals
- Dispute resolution advice and representation
- Sector compensation surveys and reports
- Job classification
- Access to publications and website resources
- Preferred rates from partner service providers

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# 79

## ASSOCIATES

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### ASSOCIATES BY DIVISION



### ASSOCIATES BY REGION



# HRLR Services

The past year has been a busy and exciting one for the HRLR Services team. With the successful negotiation of five-year collective agreements for the sector, the team can now focus on providing human resources, labour relations and legal services to members. Our strong and service-oriented HRLR Services team responds on a day-to-day basis to member and associate concerns on a range of topics, including issues pertaining to discipline and/or dismissal, human rights, duty to accommodate, job postings, hours of work and the selection process.

The team represents members at mediation and arbitration sectorally and individually, and negotiates local issues and associate bargaining agreements.

## Human Rights and Privacy

CSSEA has been active in representing and guiding members through human rights matters. Over the past year, there has been a noticeable increase in the number of employers facing complaints with the same factual circumstances filed in multiple forums, such as a human rights complaint and a grievance before a labour arbitration and/or a Workers' Compensation Board application. CSSEA has successfully defended employers before the Human Rights Tribunal to stop employees from litigating the same issues in multiple forums for better results.

In addition, CSSEA is representing members in numerous human rights grievances and arbitrations involving allegations of discrimination, harassment and the failure to fulfill the duty to accommodate.

Human rights inquiries from members relate to the following areas:

- The employer's duty to inquire
- Obtaining and responding to medical information in the workplace
- The scope of family status as a protected ground
- The aging workforce
- Accommodating mental disability in the workplace

Privacy issues addressed by CSSEA include employers' obligations under privacy statutes and laws, and employee monitoring and employee background checks.

## WorkSafeBC

Over the past year, CSSEA has assisted members with issues relating to internal policies to address and prevent workplace bullying and harassment as required under the Workers Compensation Act (the Act), and strategies to reduce workplace injuries, claims costs and insurance rates.

Bill 9, the Workers Compensation Amendment Act 2015, has generated some attention from members for its changes to Part 3 of the Act. Four amendments to the Act became effective on May 14, 2015, while others will follow later in 2015 or in 2016. The goal of the changes is to improve workplace health and safety and strengthen the tools WorkSafeBC uses to enforce the Act and the Occupational Health and Safety Regulation.

The amendments to the Act have resulted in the following:

- Expanded stop work order powers
- Changes to employer incident investigations
- Expanded injunction powers
- Changes to penalty due diligence

## HR Practitioners Meetings

CSSEA hosts quarterly meetings of HR and LR practitioners from member agencies as a means to enhance its status as a trusted advisor to members on human resources and labour relations issues in the sector. Held in Vancouver, the focus of each meeting is guided by the HR and LR practitioners and provides an opportunity for them to liaise with colleagues and CSSEA staff through facilitated roundtable discussions.

To date, approximately 400 practitioners have attended 10 meetings, which covered topics such as internal harassment investigations, WorkSafeBC and occupational health and safety issues, and the aging workforce. Based on this success, CSSEA has been asked to hold meetings throughout the province and is exploring the possibility of real-time broadcasting to permit distant participation as a cost-effective alternative to hosting meetings outside of Vancouver.





# Bargaining Services

With the historic five-year sectoral collective agreements in place, CSSEA has focused its bargaining services on associates and independent bargaining support.

Local issues bargaining is an ongoing project that has achieved success for the vast majority of members. Only 10 local issues are scheduled to be heard at interest arbitration in the fall of 2015, and it is anticipated that several of these will be settled between the parties without the need for a third-party decision.

Our bargaining plan ensures that we continue to provide excellence in contract negotiations for all our constituents so that new and renewed collective agreements can be achieved in the most efficient and cost-effective manner.

## Local Issue Negotiations

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**136** Local Issues Agreements Reached

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**35** Ongoing Local Issues Bargaining

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## Associate Negotiations

Completed and ongoing

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**4** Agreements Reached

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**4** Ongoing Negotiations

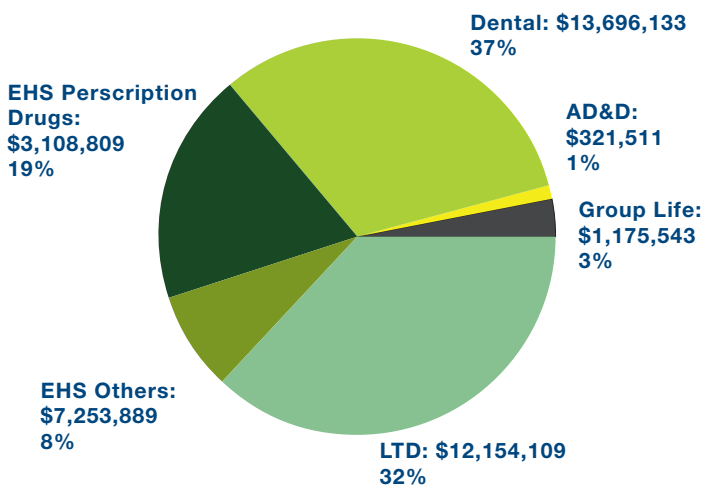
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# Benefit Cost Control Initiatives

## EARLY INTERVENTION PROGRAM

CSSEA and the Community Social Services Bargaining Association (CSSBA) first negotiated the Early Intervention Program (EIP) in the 1999–2003 collective agreements. It was deemed mandatory in the 2012–2014 collective agreements and reaffirmed in the recent 2014–2019 agreements. The EIP is a collaborative effort between CSSEA, the CSSBA and the sector’s three disability management providers: Great-West Life Assurance, Acclaim Ability Management Inc. and the Disability Management Institute. Following the delay caused by the last round of collective bargaining, the mandatory early intervention program is now fully implemented and the data reporting has been standardized. Starting in 2016, CSSEA will have the ability to measure and analyze long-term disability and the performance of the EIP sector-wide in keeping employees healthy and returning employees to work after an illness or injury.

### Health Benefit Plan



## EXTENDED HEALTH

### Managed Rx

During the 2014–2019 round of collective bargaining, CSSEA and the CSSBA agreed to launch a pilot project to control the costs of prescription drugs, which account for 70 per cent of the cost of extended health benefit plans. Managed Rx comprises a drug formulary and a centralized dispensing pharmacy for maintenance drugs that enables benefit plans and plan members to realize cost savings through reduced ingredient costs and lower dispensing fees. Additional benefits include better dispensing accuracy and the convenience of free delivery. The pilot project commenced in April 2015 and involves 1,100 employees from members across the province who purchase their health benefits through the Community Services Benefits Trust.

### Preferred Pharmacy Network

Pacific Blue Cross, one of the sector’s health benefit providers, has partnered with leading pharmacies in BC to better control drug costs and make prescription drugs more affordable for employers and employees. The Preferred Pharmacy Network (PPN) guarantees low mark-ups and dispensing fees on all prescription drugs. In addition, PPN partners offer benefits such as disease management support and medication reviews, which contribute to cost savings for the drug plan and members. Participating partners include London Drugs, Save-On-Foods, Overwaitea Foods, Cooper’s Foods, PriceSmart foods, Urban Fare and Costco Wholesale. This initiative has been rolled out on a voluntary basis to members who purchase their health benefits through the Healthcare Benefit Trust and the Federation Association Benefit Plan.

# Research and Knowledge Management

The Research and Knowledge Management Department is responsible for collecting and analyzing compensation and workforce data in the community social services sector.

The team conducts research on compensation, benefits and workforce trends, and provides costing support for new certifications and collective bargaining. The team is also responsible for maintaining the sector's job classification system, known as the Joint Job Evaluation Plan and for managing the smooth operation of CSSEA's information technology infrastructure, websites and data systems.

## New Certification Costing

Five new certification costings and templates were prepared to assist new members.

## Social Services Workforce Information System (WFIS)

A new section entitled CSSEA Publications was added to WFIS to enable members, associates and stakeholders the ability to download CSSEA publications.

## Joint Job Evaluation Plan (JJEP)

The Joint Job Evaluation Plan was originally developed by a joint committee and has been in place for a number of collective agreements. Its purpose is to determine the value of any given job in the community social services sector in relation to other jobs in the sector.

The Job Classification Employer Committee and the Joint CSSEA/CSSBA Technical Group are conducting a review of the JJEP in preparation for the first scheduled distribution of the negotiated comparability and anomaly wage adjustments.

CSSEA has now collected more than 1,900 job descriptions from more than 150 members as part of the job evaluation review process. We have completed 299 job classification reviews from 84 agencies.

| By Region         | # of Agencies | # of Jobs Reviewed |
|-------------------|---------------|--------------------|
| Kootenays         | 7             | 17                 |
| Lower Mainland    | 29            | 100                |
| North             | 10            | 36                 |
| Thompson Okanagan | 18            | 82                 |
| Vancouver Island  | 20            | 64                 |

## Compensation and Employee Turnover Survey and Reports

Thank you to all the members and associates who completed the 2014 Compensation and Employee Turnover Survey!

Eighty-four per cent of members and five associate-agencies, a new high, completed the 2014 survey. The new survey merged four annual surveys into one in order to save members time by eliminating duplication, automating input and reducing data collection to once a year.

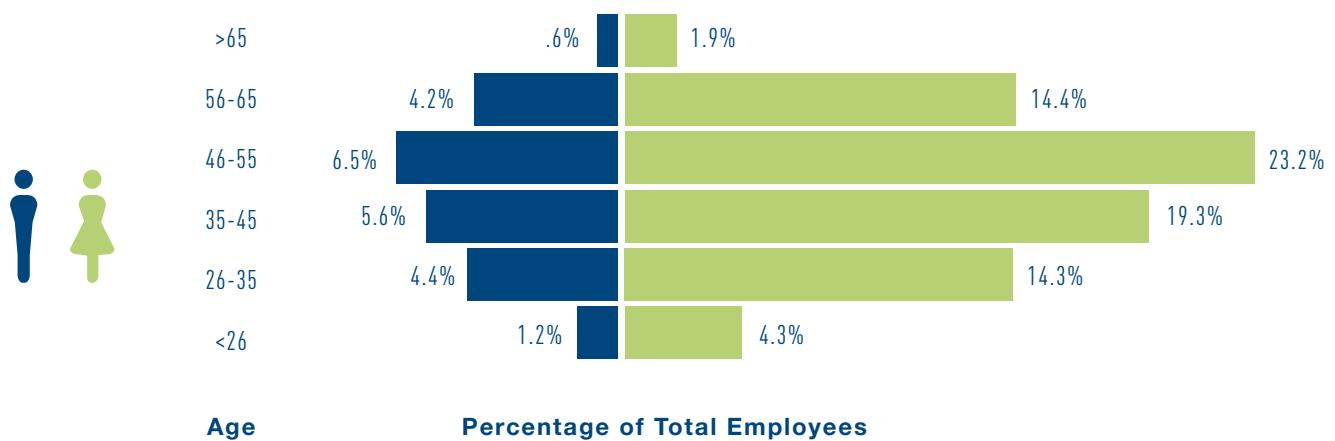
To support members in completing the survey, regional orientation sessions were held in Kamloops, Kelowna, Nanaimo, Prince George, Surrey, Vancouver and Victoria, and one online orientation session was held for agencies unable to attend in person.

The data collected in the survey was used to allocate the \$400,000 labour market adjustment fund and to produce two new reports and four enhanced reports:

- HR Metrics Report (New)
- Employee Turnover Report by Classification (New)
- Executive Director/CEO Salary Report (Enhanced)
- Management & Excluded Salary Report (Enhanced)
- Non-Union Salary Report (Enhanced)
- Employee Turnover Report (Enhanced)

In addition, CSSEA generated agency-specific Employee Turnover Reports for members to compare themselves against the sector and their service division. Twelve custom reports (salary, HR metrics, and employee turnover) were prepared to assist some agencies in their information requirements.

**Community Social Services Employee Age and Gender Composition as of December 31, 2013.**



# 2012–2015 Strategic Plan Review

As we complete the third and final year of the 2012–2015 Strategic Plan developed by the board and panels, we take this opportunity to provide an overview of the achievements.

## Goal 1:

### **Continue to enhance our status as a trusted advisor to members and government on labour relations issues in the sector**

- The Research and Knowledge Management Department has completed the Sector Data Project improving CSSEA's capacity to provide insightful reports on the status of the sector to members, government and the Public Sector Employers' Council (PSEC) and was a key element in the comparability discussions.
- A government and employer data advisory group has been created to advise CSSEA on data collection and future enhancements.
- Better data has enabled CSSEA to play an active role with PSEC and government ministries in developing the sector's bargaining mandate.
- As a result, CSSEA is well on its way to becoming the data repository for the social services sector.

## Goal 2:

### **Provide new value-added services**

- HRLR Services have been expanded in the areas of WorkSafeBC-related matters, human rights and privacy legislation.
- Quarterly meetings of HR and LR practitioners have been established to develop a consistent provincial approach to labour relations issues, discuss collective agreement language and provide opportunities for professional development for HR and LR practitioners.

- A new fee-for-service structure for non-member agencies offers competitive pricing and more choice in terms of what and how agencies can purchase services from CSSEA.
- New programs are available to members, including the Executive Coaching Program to address the need for professional development for excluded staff, the Computer Assistance Program to support members to upgrade their computer hardware, and a Qualified Service Provider list to offer preferred rates and to complement the services delivered by CSSEA.

## Goal 3:

### **Continue to provide excellent core services**

- We have maintained our commitment to delivering and, in some areas, expanding services to members and associates.
- HRLR Consultant assignments have been allocated on a regional basis, which allows for development of a regional knowledge base and stronger relationships with members.
- Our in-house expertise continues to grow with the expansion of services to Aboriginal Services members and associates.
- The associate fee structure has been simplified to ensure the long-term sustainability of the program while maintaining the quality of services offered to members and associates.
- CSSEA has pursued innovative solutions to add new revenue streams and control spending to maintain its quality and timely service to members.

**Goal 4:**  
**Strive to create a united voice in the sector on matters of common interest to the members**

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- CSSEA has held meetings with members throughout the province on data, CEO updates, and to provide greater clarity around our role and purpose under the Public Sector Employers Act.
- CSSEA has regularly presented at meetings of the Federation of Community Social Services of BC and the BC CEO Network.
- Our CEO visited more than 100 agencies to meet with staff and, on some occasions, members' boards of directors.
- A Communications Director was hired and a Communications Plan developed in 2014.

**Goal 5:**  
**Establish mechanisms to foster universal trust**

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- A sub-committee of panel members chaired by Eileen Howells, Vernon and District Association for Community Living, has been created to examine ways to build trust between members and CSSEA.
- At the recommendation of the sub-committee on trust, CSSEA developed a bi-annual satisfaction survey to measure members' satisfaction. The first member survey was conducted in September 2014.
- Staff held annual retreats to reinforce organizational values and promote trust in all interactions, both internally and externally.

- Quarterly meetings have been held with the CSSBA to resolve HRLR issues before requiring third-party resolution, resulting in a more cooperative relationship with unions.
- CSSEA was successful in securing a funding letter commitment from PSEC for the 2014–2019 agreements.
- The format for ratification meetings was changed for the 2014–2019 round of bargaining from a series of regional meetings to one large provincial ratification meeting with representatives from PSEC, funding ministries and members in attendance, ensuring consistency of the message and providing members with opportunities to ask questions directly of funders and government.

**Goal 6:**  
**Refine governance to enable efficient delivery of strategy**

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- The three panel meetings were combined into one joint quarterly meeting for better resource utilization, to provide a forum to discuss key sectoral issues, and to make recommendations to the board.
- Harris & Company LLP held an information session to inform and educate new board and panel members on their roles.

# Partnerships

## TELUS ALLIANCE

A five-year alliance was formed between CSSEA and TELUS to offer members and associates preferred group rates for telecommunication and information technology services. Under the TELUS Alliance, members receive TELUS products at the same rates as those provided to the Province of British Columbia. In order to qualify for these preferred rates, agencies must be listed on the government's Corporate Supply Arrangements Users List. In addition, the Alliance includes TELUS as the sponsor of the AGM and Conference as well as the BC Community Social Services Awards of Excellence program.



## BC CSS AWARDS OF EXCELLENCE PROGRAM

Launched in May 2015, the first annual BC Community Social Services Awards of Excellence program was created to recognize the important work being done in the community social services sector and has been made possible by the generous sponsorship of TELUS. Awards are presented in four categories: Rising Star, Hero, Leader and Legend. The awards are presented at an awards luncheon held at the CSSEA annual general meeting in October.



## EXECUTIVE COACHING PROGRAM

To address a need for executive training in the sector, CSSEA partnered with the International Coach Federation (Vancouver Charter Chapter) to offer executive coaching to members. The program, designed to support senior leaders in the community social services sector in achieving their potential, comprises up to eight hours of personal coaching fully customized to the leader's needs over a four- to six-month period. More than 40 leaders have taken advantage of this program. The program will continue through 2016.





# Value-Added Initiatives

## Community Social Services WorkSafeBC Project

The Community Social Services WorkSafeBC Project is a joint undertaking of the Federation of Community Social Services of BC, CSSEA and WorkSafeBC under the auspices of the Innovation and Sustainability Roundtable. The two-year project is funded by WorkSafeBC and will benefit both CSSEA and non-CSSEA agencies. Satvinder Basran was hired as Project Manager in April 2015.

The key objectives of the project are:

- Review the sector's accreditation programs (i.e., CARF and COA) and WorkSafeBC's Certification of Recognition (COR) program to determine if the processes can be streamlined to include a common assessment criteria
- Review the assignment of Classification Units (CUs) and identify employers that may have been registered to an incorrect CU and as a result pay higher assessment rates
- Determine the feasibility of the social services sector forming a majority in one or more CUs
- Review and analyze the health and safety practices in the sector to determine any lessons learned and strategies that can be shared

## Computer Assistance Program

The Computer Assistance Program was created to support members to upgrade their computer hardware. CSSEA has distributed more than 120 computers and equipment to 20 member agencies whose equipment was out-dated and in need of replacement. We extend our appreciation and thanks to the following organizations for generously donating equipment for this program:



# Financial Statements

Community Social Services Employers' Association of BC

## Statement of operations and accumulated surplus year ended March 31, 2015

|  | 2015<br>Budget<br>(Note 2(j)) | 2015<br>Actual   | 2014<br>Actual |
|--|-------------------------------|------------------|----------------|
|  | \$                            | \$               | \$             |
| <b>Revenues</b>                                  |                               |                  |                |
| Provincial Operating Grant                       | 2,469,255                     | <b>2,477,159</b> | 2,469,255      |
| Fees   | 448,300                       | <b>425,415</b>   | 389,951        |
| Interest   | 32,000                        | <b>28,140</b>    | 27,619         |
|  | <b>2,949,555</b>              | <b>2,930,714</b> | 2,886,825      |
| <b>Expenses (recovery) (Note 7)</b>              |                               |                  |                |
| Human Resources and Labour Relations             | 1,330,292                     | <b>1,371,739</b> | 1,306,209      |
| General  | 923,374                       | <b>884,751</b>   | 900,550        |
| Research and Knowledge Management                | 661,749                       | <b>539,397</b>   | 523,699        |
| Membership                                       | 226,802                       | <b>189,628</b>   | 193,074        |
| Bargaining                                       | -                             | <b>(26,745)</b>  | 128,988        |
|  | <b>3,142,217</b>              | <b>2,958,770</b> | 3,052,520      |
| <b>Annual surplus (deficit)</b>                  | (192,662)                     | <b>(28,056)</b>  | (165,695)      |
| Accumulated surplus, beginning of year           | 1,342,825                     | <b>1,342,825</b> | 1,508,520      |
| <b>Accumulated surplus, end of year (Note 8)</b> | 1,150,163                     | <b>1,314,769</b> | 1,342,825      |

Approved by the Board of Directors.

Note: The above is an excerpt from the Audited Financial Statements. The complete Audited Financial Statements are available at CSSEA's offices.

## Statement of financial position as at March 31, 2015

|   | 2015             | 2014      |
|---|------------------|-----------|
|   | \$               | \$        |
| <b>Financial assets</b>                   |                  |           |
| Cash                                      | <b>86,172</b>    | 53,276    |
| Term deposits (Note 3)                    | <b>1,430,000</b> | 1,350,000 |
| Accounts receivable                       | <b>66,232</b>    | 112,628   |
|   | <b>1,582,404</b> | 1,515,904 |
| <b>Liabilities</b>                        |                  |           |
| Accounts payable and accrued liabilities  | <b>124,291</b>   | 237,414   |
| Deferred revenue                          | <b>188,483</b>   | 7,905     |
| Tenant inducements                        | <b>45,602</b>    | 61,985    |
| Obligations under capital leases (Note 4) | <b>44,604</b>    | 35,483    |
|   | <b>402,980</b>   | 342,787   |
| <b>Net financial assets</b>               | <b>1,179,424</b> | 1,173,117 |
| <b>Non-financial assets</b>               |                  |           |
| Tangible capital assets (Note 5)          | <b>79,808</b>    | 98,118    |
| Prepaid expenses                          | <b>55,537</b>    | 71,590    |
|   | <b>135,345</b>   | 169,708   |
| <b>Accumulated surplus (Note 8)</b>       | <b>1,314,769</b> | 1,342,825 |

# Board and Panels

## BOARD

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### **Janice Barr - Vice Chair**

Richmond Society for Community Living

### **Fernando Coelho - Treasurer**

posAbilities Association of British Columbia

### **Anne Nikon - Chair**

W.J. Stelmaschuk and Associates Ltd.

### **Judy Smith**

La Société de les Enfants Michif  
(Métis Family Services)

### **Colleen Spier**

Island Métis Family & Community  
Services Society

### **Lilla Tipton**

Inclusion Powell River Society

### **David Young**

Sources Community Resources Society

### **Government Representatives**

#### **Reg Bawa**

Ministry of Children and Family Development  
(joined in March 2015)

#### **Len Dawes**

Ministry of Social Development and  
Social Innovation

#### **Rob Mingay**

Public Sector Employers' Council Secretariat  
(left in October 2014)

#### **Anne Minnings**

Ministry of Children and Family Development  
(left in March 2015)

#### **Chris Rathbone**

Public Sector Employers' Council Secretariat  
(joined in October 2014)

### **Authority Representative**

#### **Seonag Macrae**

Community Living British Columbia  
(joined in March 2015)

#### **Doug Woollard**

Community Living British Columbia  
(left in March 2015)

## PANELS

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### **Aboriginal Services**

#### **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)

### **Community Living Services**

#### **Janice Barr**

Richmond Society for  
Community Living

#### **Fernando Coelho**

posAbilities Association of  
British Columbia

#### **Eileen Howells**

Vernon and District Association  
for Community Living

#### **Tammy Khanna**

Independent Living Housing  
Society of Greater Victoria

### **General Services**

#### **Brenda Byberg**

Haida Gwaii Society for  
Community Peace

#### **Diane Entwistle**

Okanagan Boys & Girls Clubs

#### **Sanjay Gulati**

Mission Community  
Services Society

#### **Vicki Kipps**

Maple Ridge/Pitt Meadows  
Community Services

#### **Bernadette Spence**

Vancouver Aboriginal Child  
and Family Services Society

#### **Colleen Spier**

Island Métis Family and  
Community Services Society

#### **Karen Wainwright**

Haida Child and Family  
Services Society

#### **Tony Laing**

Penticton & District Society  
for Community Living

#### **Sheri McCluskey**

Malaspina Community  
Resource Services Ltd.

#### **Ellen Tarshis**

Victoria Association for  
Community Living  
(Community Living Victoria)

#### **Lilla Tipton**

Inclusion Powell River Society

#### **Anne Nikon**

W.J. Stelmaschuk and  
Associates Ltd.

#### **Rod Santiago**

Abbotsford Community  
Services Society

#### **Lois Wynne**

Sea to Sky Community  
Services Society

#### **David Young**

Sources Community  
Resources Society



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