

Building Community Together



**2006-2007
Annual
Report**



HISTORY...

Throughout our history, the role of Community Development Halton and Volunteer Halton has been to strengthen communities by building a strong civic society, a requirement of social development that creates equity and opportunity at the community level.

Social Planning

Community Development Halton is a social planning council. Councils have played an integral role in the development of the service delivery system in Halton since the early 1970s.

With support of local United Ways and municipalities, Councils were established to fill an independent planning role in the identification of community needs and the development of organizations and services to meet those needs.

In 1984 the local councils in Burlington, Oakville and North Halton amalgamated to form the Halton Social Planning Council. This gave a broader planning framework with greater emphasis on community development, applied research, policy analysis and planning and coordination of services.

The Social Planning Council increasingly assumed the role of “public reporter”, a social witness documenting changes in the quality of community life.

“Historically, it is all too clear that a rhetoric of benevolence on the part of powerful leaders and institutions can go hand in hand with policies that either fail significantly to improve the living conditions and health chances of disadvantaged groups or actually make them worse.”

Commission on the Social Determinants of Health

Volunteer Halton

Volunteer Centres were established by the Social Planning Councils in Burlington and Oakville by the mid 1970s. Their primary focus was promotion of volunteerism and the recruitment and referral of individuals wanting to contribute to the development of their community.

The Volunteer Centre in North Halton, established in the late 1970s, focused on promoting volunteer opportunities and providing training and management support to local service providers. During the 1980s the Volunteer Centre expanded its services to provide management consultation and training to agencies.

In the 1990s the Volunteer Centre created programs to further volunteerism in population groups such as seniors and youth and pioneered the development of corporate volunteerism.

Volunteer Halton now serves all of Halton Region from the main office in Burlington and is an advocate and catalyst for volunteerism, providing leadership and support for volunteer efforts and operating as a centre for volunteer information and training. Volunteer Halton is a program of Community Development Halton.

Community Development Halton Today

We continue to evolve with changing times. In 2003, the Social Planning Council and Volunteer Halton adopted a new name and a new logo. As of March 25, 2004 the office moved to 860 Harrington Court after over 20 years at our Brant Street address.

Community Development Halton is an intermediary organization that helps improve the effectiveness of the sector and facilitates the development of its capacities through research, needs identification, education and training.

“What you do may seem terribly insignificant, but it is terribly important that you do it anyway”

Mahatma Gandhi



CELEBRATING OUTCOMES...

Performance for Public Good

Community Development Halton

- ✓ is a respected and trusted non-partisan organization that takes on a public interest role
- ✓ is independent and recognized as an honest broker between communities and governments
- ✓ is recognized as a meeting place for communities to identify priority concerns and to work out solutions to local and regional issues
- ✓ engages in participatory community practices
- ✓ has a research and development capacity which is widely respected in both the community and the institutional sector
- ✓ is grounded in local community yet linked across the province and country through organizations like the Social Planning Network of Ontario and Volunteer Canada

“Employing about 5,000 people and engaging an estimated 20,000 volunteers, the sector contributes about \$188 million to Halton’s Gross Domestic Product (GDP). When the economic value of volunteer time is added, the sector’s contribution to the regional economy rises to about \$240 million.”

Pushing the Limits: Challenges of Halton’s Nonprofit and Voluntary Sector Labour Force

Community Dispatches

- Chairman’s Roundtable on the Nonprofit and Voluntary Sector: Findings from the Volunteer Dialogues – Part 2 (April 2006)
- Chairman’s Roundtable on the Nonprofit and Voluntary Sector: Findings from the Funder Dialogues – Part 3 (June 2006)
- Recreation and Sports Group Labour Force Profile & Issues (July 2006)
- Halton Voluntary Sector Human Services Labour Force Study-Preliminary Survey Findings (1) (August 2006)
- Human Voluntary Sector Human Services Labour Force Study –Preliminary Findings (2) (August 2006)
- Chairman’s Roundtable on the Nonprofit and Voluntary Sector: Launch of the Community Plan Part 4 (October 2006)
- Poverty in Canada: Our Disgrace (October 2006)
- The Citizens’ Assembly on Electoral Reform (November 2006)
- Chairman’s Roundtable on the Nonprofit and Voluntary Sector: Follow-up to the November 1, 2006 Forum Part 5 (December 2006)

The following is a partial list of the reports that Community Development Halton has produced in an effort to provide important information for community decision-making, planning and action:

- ***Pushing the Limits: Challenges of Halton’s Nonprofit and Voluntary Sector Labour Force (January 2007)***
- ***Halton Nonprofit & Voluntary Sector Labour Force Study:***
 - ****Working Paper No.1: Positioning the Nonprofit & Voluntary Sector: An Economic Contribution to Prosperity. (Feb 2006)***
 - ****Working Paper No. 2: Halton Human Services Sector Labour Force Profile. (March 2006)***
 - ****Working Paper No. 3: Halton Recreation and Sports Group Labour Force Profile and Issues. (June 2006)***
- ***Social Profile of Burlington (January 2006)***
- ***Social Profile of Oakville: An Overview (September 2005)***
- ***Inclusive Cities Canada – Burlington: Community Voices, Perspectives and Priorities (March 2005)***

“A balanced life is the centered intersection of your values, time, and action. That’s where integrity resides”

Don Blohowiak



COMMUNITY DEVELOPMENT...

Volunteer Halton

Volunteer Halton continues to support over 100 community agencies in the Halton Region in the areas of:

- ◆ Education and Training
- ◆ Management and Program Consultations
- ◆ Promotion of the Voluntary Sector
- ◆ Technology and Volunteerism
- ◆ Recruitment and Maintenance

National Volunteer Week

Volunteers Grow Community was the theme for the 2006 National Volunteer Week celebrations. Volunteer Halton and the Halton National Volunteer Week Committee in response to agency requests once again celebrated “*Cheers to Volunteers*” where eleven volunteers representing seven agencies in Halton were honoured on Cogeco TV throughout the week of April 23-29. Volunteer Halton worked with community newspapers to support and recognize volunteers during National Volunteer Week.

Managers’ Reception

On March 22 & 24th Volunteer Halton hosted a Managers Reception to honour the dedication of Managers of Volunteer Programs across Halton. Two separate receptions were held, one in

Burlington and another in Milton. Over 50 Managers of Volunteer Programs attended these events.

Education and Training

On April 6, 2006 a dynamic training session was held on ***Boundaries: Do you know where they are?*** In today’s reality of risk management, more and more volunteers are working on the front lines and independently. New risk issues and the need for clear boundaries are arising. **Linda Graff**, author, trainer and consultant to the voluntary sector conducted this full day workshop to over 90 leaders of Halton’s voluntary sector identifying and clarifying new ways to identify and prepare for new risk management issues.

Human Rights Workshop

In October 2006, Volunteer Halton in partnership with Halton Association of Coordinators of Volunteer Services hosted a Human Rights workshop. Michael Harris, Manager of the Inquiry and Intake Office at the Ontario Human Rights Commission presented an overview of the Human Rights Code, how it works in the voluntary sector and the Do’s and Don’ts of application forms. There were over 75 members of the voluntary sector at the workshop.

Diversity-Competent Organizations

Volunteer Halton, in partnership with Halton Multicultural Council, continues to host a bi-monthly series to support organizations on their path to become diversity competent organizations.

Topics covered to date include: *Laying the Groundwork, Policy Development; How to Use Interpreters Effectively; Valuing Diversity, Introduction to Intersectional Diversity; Human Rights in the Workplace; Embracing Change & Diversity Towards Culturally Competent Care;* and site visits to the Halton Gurudwara and the Mosque.

Halton 211

211 is a highly visible, easily recalled number. The 211 Information and Referral number includes information on community, social, health and government services. After many years of involvement, including a feasibility study, the service was launched in May of 2007.

Road Map to Success

Volunteer Halton, in partnership with the United Way of Oakville, hosted a fall workshop series addressing Board Governance, Strategic Planning and Fundraising.

In November of 2006, Volunteer Halton was awarded a three year grant from the Ontario Trillium Foundation to offer Volunteer Management Training and Consultation Services and develop a website to support small to medium size organizations. Many organizations need information and tools to effectively work with the voluntary sector. In response to this, Volunteer Halton provides professional development opportunities, one-on-one assistance to groups and individuals working in the voluntary sector as well as being a resource information centre.



PROMOTING VOLUNTEERISM...

Volunteer Centre Activities

- **Volunteer Opportunities On-Line**
The database hosts over 700 volunteer opportunities for over 100 Halton based organizations. These volunteer opportunities require over 12,000 volunteers across all of Halton Region. To volunteer visit us at www.volunteerhalton.ca
- Volunteer recruitment and referrals through promotion, weekly newspaper ads and presentations
- Workshops and consultations on volunteerism
- Support volunteerism through policy analysis, educational workshops and consultation
- Designated training centre for volunteer screening and volunteer management
- Promoting youth volunteerism

“Volunteers bring added value to the work of the nonprofit and voluntary human service sector, but volunteer recruitment and retention are often taken for granted rather than strategically addressed in human resources development planning for the sector.”

Pushing the Limits: Challenges of Halton’s Nonprofit and Voluntary Sector Labour Force



Volunteers Grow Community

www.volunteerhalton.ca

- Interviewing of potential volunteers by volunteer advisors to match volunteers with agencies in Halton
- Volunteer education through Volunteer Week supplements in four community newspapers and cable programs
- National Volunteer Week promotion
- Member of Halton Association of Coordinators of Volunteer Services (HACVS)
- Co-Chair & Regional Representative of the Ontario Volunteer Centre Network (OVCN)
- Founding member and Board Member of the Community Information Online Consortium (CIOC)
- Member of Professional Administrators of Volunteer Resources –Ontario (PAVR-O)
- Member of Volunteer Canada

SOCIAL RESEARCH & POLICY ANALYSIS...

2001 Census Consortium

In the fall of 2003, the Social Planning Network of Ontario, under the leadership of CDH, formed a consortium of 15 social planning organizations in Ontario to acquire 2001 census data and Geographical Information Systems (GIS) software. A training coordinator (Richard Lau) was hired and training sessions and resource materials were delivered to increase partner understanding and knowledge of numeric and geographic analysis. This project wrapped up in the spring of 2006 and the SPNO was able to secure further Trillium funding in March 2007 to move this work forward. This new project will build on the previous work and provide the dissemination of innovation to assist community based analysis of social data. This will be accomplished through the development of community profiles using 2006 Census data, as well as local community data.

Community Data Strategy

CDH has been involved in a number of activities that provide the framework for better access to important data for community decision making and planning.

Social Profiles

CDH will work to create new community social profiles as the 2006 Census data is released over the next year. These documents will contain data and maps pertaining to population, family, immigration, language, education, labour force, income and housing.

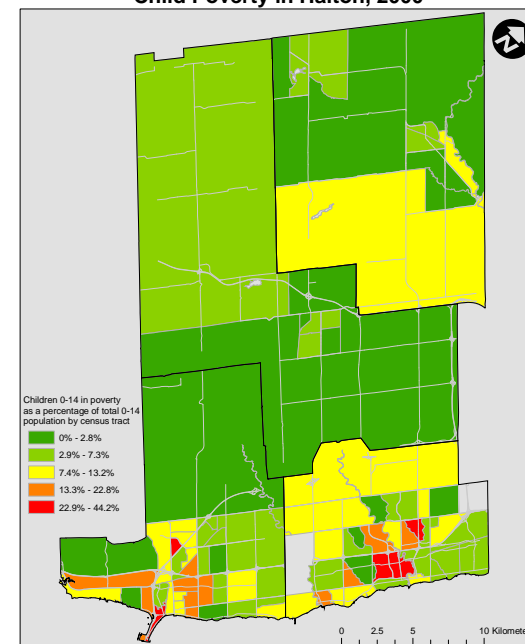
Mapping: Spatial Expression of Community

CDH has been providing Census data and maps to community agencies. CDH staff is further developing their skills to provide analysis of agency data as part of this service.

Inclusive Cities Canada

Community Development Halton continues to implement the recommendations captured in the report, *Inclusive Cities Canada: Burlington: Community Voices, Perspectives and Priorities*. CDH's programs attempt to respond to the major challenges emerging such as: i) make local democracy work, ii) affirm urban diversity, iii) reduce disparities in living conditions, and iv) invest in social infrastructure. Elected officials at the federal, provincial and regional levels of government were informed of the issues identified in the study. The three levels of government were encouraged to find ways of working together to build inclusive cities.

Child Poverty in Halton, 2000



Source: Statistica Canada, 2001 Census © 2006 Community Development Halton, all rights reserved.

SOCIAL RESEARCH & POLICY ANALYSIS...

(continued)

Chairman’s Roundtable on the Nonprofit & Voluntary Sector

CDH has been a member of the Chairman’s Roundtable on the Nonprofit and Voluntary Sector which addressed three broad areas of concern to the sector: i) the funding system and structure that exists in Halton, ii) the importance and impact of the nonprofit and voluntary sector to the Halton economy and quality of life, and iii) the necessary components and status of the agency infrastructure necessary to support the nonprofit and voluntary sector such as staff development, volunteer coordination and training, board governance and operations, visioning and planning. A Community Plan has been developed from a highly consultative process. The Plan identifies the following five strategic directions to promote a stronger and more sustainable nonprofit and voluntary sector:

- Enhanced access to information
- Networking, collaborating and amalgamation
- Restructuring of funding
- Marketing, promotion and community awareness
- The formation of a coordinating body

Pushing the Limits: Challenges of Halton’s Nonprofit and Voluntary Sector Labour Force

With this report, CDH completed its study of the economic contribution and the human resource base of the nonprofit human service sector in Halton. The study uncovers a dedicated, skilled and vital component of not only our local communities, but also of our local economy. Alarming, however, it also sheds light on a sector pushed to the limits of its human resource capacity, and precariously balanced between sustainability and disaster. Five major challenges face the sector:

- Gender equity and balance
- Capacity to compete for the best
- Engaging the workforce of the future
- Nurturing volunteers as a valuable asset
- The risk of concentration and consolidation

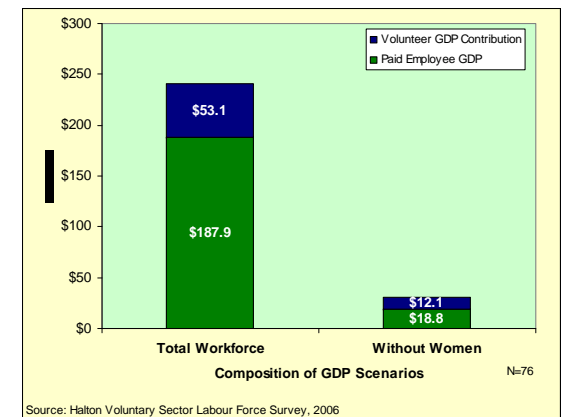
Recommendations for action are found in each challenge area. CDH is presently trying to move forward the implementation of the recommendations.

Kids and Community Project

Funded by Social Development Canada, this three year project has funds flowing through CDH to five social planning councils in Ontario to facilitate a process for increasing parents’ capacity to support their children’s learning and development. It will build community consensus on issues and actions to support families with young children. This initiative will promote a broader and deeper understanding of social and economic inclusion through analysis, education, advocacy and action.

More Than A Roof

This project was done on behalf of Transitions for Youth and funded by the National Homelessness Initiative – Regional Homelessness Fund. **More Than A Roof: Best Practices for Transitional Housing Models for Homeless Youth in Halton** is the outcome of a community research project with the objective developing a “made-in Halton” model(s) of transitional housing for homeless youth.



IN THE COMMUNITY...

Broad-based Membership

Our 102 agency members are engaged in the full spectrum of human service activities:

- community and family services
- counselling and support services
- health promotion, disease prevention
- health care services, Home care
- senior services
- children and youth services
- food security
- housing
- cultural, recreational and faith organizations
- education and information
- human resources and youth leadership development
- violence prevention
- poverty alleviation

- women’s issues
- advocacy for the disabled
- government services
- human rights groups
- environmental groups

Collaboration and Partnerships

- Affordable Housing Halton
- Burlington Local Service Delivery Committee
- CH TV
- Campaign 2000
- Canadian Caribbean Association of Halton
- Canadian Council on Social Development
- Centre for Skills Development & Training
- Chairman’s Roundtable on the Nonprofit & Voluntary Sector
- City of Burlington
- Community Social Planning Council of Toronto
- Halton Association of Coordinators of Volunteer Services
- Halton District School Board
- Halton Hills Cooperative Program Planning Committee
- Halton Housing Advisory Committee

- Halton Information Network (HALINET)
- Halton Information Providers
- Halton Multicultural Council
- Halton Violence Prevention Council
- National Anti-Poverty Organization
- North Halton Cultural Awareness Council
- Oakville and District Labour Council
- Regional Municipality of Halton
- Social Planning Network of Ontario (SPNO)
- Volunteer Canada

<p>We thank our partners for their continued financial support:</p> <p>Regional Municipality of Halton United Way of Burlington and Greater Hamilton United Way of Oakville</p> <p>Special Project Funding Partners: Health Canada Healthy Community Fund Ministry of Citizenship & Immigration</p>	<p>Special Project Funding Partners (continued):</p> <p>Public Health Agency of Canada HRSDC (Service Canada) HR Council for the Voluntary Nonprofit Sector Ontario Trillium Foundation</p>	<p>Special Donations:</p> <p>Burlington Post Cogeco and Cogeco North Cable 14 Georgetown Independent & Free Press Georgetown Market Place Hamilton Spectator Milton Canadian Champion Oakville Beaver Oakville Today</p>
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PRESIDENT'S MESSAGE...

Major Organizational Challenges of Halton's Nonprofit and Voluntary Sector

- Adequacy, stability, sustainability of funding
- Responding to growing needs, service development, inclusion issues
- Maintaining a qualified staff
- Attracting and retaining volunteers
- Managing constraints and pressures related to space, facilities, equipment, etc
- Adapting to policy and structural changes in the system such as LHINS

Pushing the Limits: Challenges of Halton's Nonprofit and Voluntary Sector Labour Force

I would like to highlight a number of activities and issues that fall within the purview of the Board of Directors.

First, in the fall of 2006, CDH surveyed its membership and broader constituency to assess the value, quality and usefulness of our work.

In the social planning program area 86 percent of our constituents rate our applied social research and policy analysis as important or very important.

Another 85 percent rate our work on social inclusion as important or very important. A full 87 percent rated the work of Volunteer Halton in the area of promotion and management of volunteers as important or very important.

Our constituents believe that Community Development Halton adds value to the efforts of the social sector in the Halton community. As I read over the survey results, I believe that many in Halton see CDH as an organization that promotes a socially engaged community where people can make informed decisions that affect their lives, that of their children and that of their community. That CDH should receive such a positive evaluation is not surprising. CDH is a community leader.

I am pleased to report that the Board of CDH continues to move forward on processes that ensure that CDH has an effective financial management structure and a vibrant yet meaningful strategic plan. CDH struggles with outcome measures for social development, something quite different from measures associated with direct services or humanitarian assistance. The Board of Directors has explored different governance models and as a result will move to implement policy governance over the 2007-2008 year. This work of the Board of Directors is the cornerstone to ensuring a robust and effective organization.

I must report that we spend considerable effort on CDH's financial stability. Funding is the biggest issue facing the organization. A disproportionate amount of our budget comes from project grants, fee-for-service activities and other non-renewable sources. Therefore each year is a struggle to secure adequate funding. We are concerned about mission

drift and the additional workload for our organization. We will continue to pursue funding arrangements that support and sustain CDH.

I have some words of gratitude. I am grateful to all my colleagues on the Board of Directors for their volunteer service and leadership. In particular, I would like to recognize and thank Doug Simpson who has served CDH with real distinction. My heart felt thanks to:

- Joey Edwardh and the staff, who do marvellous work year after year
- Our three principal funders, Halton Region, the United Way of Burlington and Greater Hamilton and the United Way of Oakville
- Partner agencies and community members who work with us for the health and well-being of the community

Respectfully submitted
Maureen Weinberger

Future Strategic Directions

- Poverty reduction strategy
- Advancing diversity
- Promoting the social determinants of health
- Community education
- Volunteer management
- Labour Force development –social sector

EXECUTIVE DIRECTOR'S REPORT...

Again, I tell the story of a busy year replete with much activity, of challenges and of opportunities. I have always said that a powerful thread runs through our efforts and that is our constant endeavour to document the contribution of the nonprofit and voluntary sector to the Halton community, to improve the effectiveness of the sector and to facilitate the development of its capacities through our research and development activities. Last year, 2006-2007, with the publication of *Pushing the Limit: Challenges of Halton's Nonprofit and Voluntary Sector Labour Force* voice was given to the issues of the sector, its labour force challenges and an outline of concrete action plans to support and empower the sector was elaborated.

As a Community, we ask much of the nonprofit and voluntary sector and have high expectations that it provide social supports to the many over their life course, that it act as an engine for citizen engagement, that it represent and articulate the interests of citizens, and that it continue to make an important contribution to the economic prosperity of Halton. *Pushing the Limits* has been a journey of investigation that takes the pulse of a sector and that of its human resources. It indicates that the pulse is erratic and weakening and that the sector is in distress, threatened and unstable.

I am humbled by the participatory research experience that led to this report. It, in fact, represents a collective effort of small and not so small agencies to share their experience and information in order to gain a full understanding of the labour force issues of the sector. Together, we have told our story and it says that we employ about 5,000 people and engage an estimated 20,000 volunteers. The sector contributes about \$188 million to Halton's Gross Domestic Product (GDP). When the economic value of volunteer time is added, the sector's contribution to the regional economy rises to about \$240 million.

The report is long, it is complete. The participants clearly articulate the need for adequate, stable and sustainable funding, core funding, if the organizations of the sector are truly to emerge into what Peter Drucker identifies as the organization of the 21st century. He states that:

"the more economy, money and information become global, the more community will matter and only the human service sector nonprofit organization performs in the community, exploits its opportunities, mobilizes its local resources, solves its problems. The leadership, competence and management of the human services sector nonprofit organizations will thus largely determine the values, the vision, and the cohesion and performance of the 21st century."

Pushing the Limits establishes the economic contribution of the sector to Halton's GDP which clearly moves it from the shadows of the economy to a role as significant contributor. It outlines the five major challenges to the sector's labour force that must be addressed:

- Gender equity and balance
- Capacity to compete for the best
- Engaging the workforce of the future
- Nurturing volunteers as a valuable asset
- Ramifications and risks of processes of concentration and consolidation in the sector.

On another note, there has been much activity in Volunteer Halton which continues to support our community's greatest resource, our volunteers. Through the leadership of Volunteer Halton and the support of the Ontario Trillium Foundation, we are developing training and education modules and resources to "grow the volunteer management capacity of organizations." In addition, Volunteer Halton's on-line data base is an important resource facilitating volunteer recruitment for the agency community.

CDH foresees a busy 2007-2008 where we, along with our community partners, will implement the recommendations of the report, *Pushing the Limits*.

Good fortune has accompanied me as CDH's Executive Director. I have the support of a committed Board of Directors. I have the trust of many throughout the Halton community. Most important I have a superb staff, outstanding and competent.

Joey Edwardh



FINANCIAL REPORT...

Community Development Halton
(Incorporated without share capital)
Operating statement of revenue and expenditure
for the year ended March 31, 2007

Major Financial Challenges of Halton's Nonprofit and Voluntary Sector

- Need for core funding
- Funding for human resources
- Demands and requirements of the funding regime
- Resources for service quality, growth, innovation
- Challenges of fund raising
- Inadequacy of funding
- Policy and restructuring constraints

Pushing the Limits: Challenges of Halton's Nonprofit and Voluntary Sector Labour Force

	2006-2007	2005-2006
	Actual	Actual
Revenue		
Grants		
United Way of Burlington -Hamilton	\$ 80,722	78,023
United Way of Oakville	125,000	125,000
Regional Municipality of Halton	110,000	100,000
Project Revenue	584,084	887,199
Other Income	8,671	12,137
	\$ 908,477	1,202,359
Expenditure		
Facility	\$ 34,678	34,143
Travel, meetings & development	14,552	11,377
Promotion and publicity	1,545	1,316
Project expenses (Schedule)	503,724	760,152
Office and general	51,634	74,442
Equipment	9,249	7,457
Salaries and benefits	268,237	296,061
	\$ 883,619	1,184,948
Excess of revenue over expenditures	\$ 24,858	17,411
NET ASSETS, beginning of year	\$ 10,682	(6,729)
NET ASSETS, end of year	\$ 35,540	10,682

Henderson Partners LLP

For a full copy of the financial report, contact the CDH office.



Board Members (April 2006– March 2007)

Abdul Chaudhry
Brad Holland
Marg Macfarlane
Jeff Pym
Doug Simpson
Colleen Sym
Maureen Weinberger

Project Consultants

Peter Clutterbuck (Labour Force Study)
Richard Lau (GIS/Census Consortium)
Glynis Maxwell (Inclusive Cities Canada)

Staff

Executive Director
Joey Edwardh, Ph.D.

Bookkeeper
Theresa Vaillancourt*
Barbara Sibson *
Catharine Anderson

Director, Social Planning
Ted Hildebrandt

Director, Volunteer Halton
Ann Coburn

Social Planner
Abigail Salole *

Office Manager
Jenny McKnight

Operational Manager
Sonya Mackey

McMaster University – Practicum Student
Sara McAuley

CDH Volunteers

Doris Cullum
Bill Fraser
Audrey Soroka*
Mike Wesolowsky

Volunteers

We recognize our *many* volunteers in the community who donate time and talent to build caring inclusive communities.

*Left during the year

Community Development Halton

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