



LEADERSHIP Victoria

BUILDING LEADERS. BUILDING COMMUNITY.



Annual Report 2014-15

Mission and Vision

Our Mission:

To develop, support and celebrate leaders who are passionately engaged in building a vibrant community.

Our Vision for the Community:

A vibrant community well served by a network of capable engaged community leaders.

Our Vision for the Organization:

With deep roots in the community and an active network of champions and friends, Leadership Victoria is the pre-eminent community leadership development organization in the Capital Regional District and a resource for and facilitator of community growth and development.



LEADERSHIP
Victoria

BUILDING LEADERS. BUILDING COMMUNITY.

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Looking Ahead



Leadership Victoria is in an exciting stage of growth and development. After fifteen years of running the Community Leadership Development Program, we are a little like a teenager who is looking forward to a world of possibilities. Having had a good upbringing and excellent advisors and friends, Leadership Victoria is poised for new discoveries.

As the new Executive Director, I joined the team in April with an exciting mandate: to guide a strategic conversation about our future and help to implement it. With the input of our board, many friendly stakeholders, and past EDs (thanks Jack, Layla and Edie) we have identified a blueprint for the next three years.

Our Community Leadership Development Program continues to be the heart of our programming, and we are investing in keeping that program up to date with the needs of our community and our learners. The face-to-face model, bringing learners together from government, business and community, is a unique proposition within the field of leadership development, so we will be working on how to measure its impact and keep it fresh.

Our second priority is to grow and strengthen our relationships with alumni and the broader community. An alumni newsletter has been started, and an alumni engagement strategy is in the works. We reach out to the public with the Victoria Leadership Awards, our Lead/Learn Workshop Series, and special events, like the “Igniting Leadership with Jim Treliving” event last month which attracted a lot of positive attention. Gone are the days of being Greater Victoria’s best kept secret!

While continuing to invest in our competitive advantage (great face-to-face learning and sharing events for leaders), we’re also going to look at new, innovative ways of serving the Greater Victoria community. We want to increase leadership capacity in our community by reaching into under-served niches and challenging people to think in new and different ways about leadership.

I’m immensely proud to be part of Leadership Victoria, and thank my lucky stars on a regular basis that I’ve been given an opportunity to work with this remarkable organization. Please consider my door open if you’d like to share ideas or ask questions about where we’re going.

Susan Low
Executive Director



President's Report

My first year as president has been quite the learning curve and I'm incredibly grateful for all the support I've received. Leadership Victoria Society is an amazing organization that does important work in our community. I'm proud to be a part of this, although I have to admit to being somewhat daunted by taking on this role.

My first responsibility after taking over from Mitchell Temkin was to recruit a new executive director. I'm grateful to Helen Tait who provided critical continuity throughout this process, Edie Dittman who courageously stepped in as interim ED and to Sarah Hood who provided invaluable HR expertise. We had many applications and interviewed some great candidates. At the end of the process we were fortunate to successfully recruit Susan Low.

An important annual event in our calendar is the Victoria Leadership Awards. My congratulations go to all those leaders who were honoured this year. Their contribution to our community is an inspiration for us all. My heartfelt thanks go to all those involved in organizing the ceremony and all that is entailed in that.

I'm also very grateful to all the members of the Program Committee who through this period of staff transition delivered another great program. This year we graduated 21 participants bringing our alumni count to over 300. I firmly believe that in one way or another, every one of these alumni leaders is making a difference in their community, and that's something we should all be proud of.

Recruitment to the 2015-2016 core program went well and we held a successful launch in September with 21 participants. I'm personally looking forward to hearing more about the four community action projects they will be working on over the coming months.

In October we held what I think was our most successful fund raising event to date. The opportunity to host an event with Jim Treliving allowed us to not only raise funds, we also were able to raise our profile in the community. We owe many thanks to the team that managed this event. I'm hoping it provides a springboard for more great events in 2016 and beyond.

This year has been busy, and we have also taken time to reflect. Susan Low led the LVS board through a series of engaging strategic planning exercises. I'd like to thank my fellow board members for all their work in this strategic planning exercise, and all the other important work that board members take on. I appreciate all of the volunteer hours that you put in to making LVS successful and sustainable.

Finally, thanks once again to Helen Tait and Susan Low. I've thoroughly enjoyed working with you both. As I said in my opening, Leadership Victoria Society is an amazing organization, and I look forward to working with you all in 2016.

Dave Whittington
Board President

Treasurer's Report



The year ended June 30, 2015 was integral for Leadership Victoria. We realized cost savings after last year's review of our cost management processes, to ensure we were spending appropriately given the continued pressure on revenues.

Revenues remained stable in comparison to 2013-14. Expenditures decreased 17% from 2013-14 due to cost savings achieved in the delivery of the Community Leadership Development Program and events. Additional cost savings were realized in short programs, professional fees, and wages & benefits. With revenues remaining stable, the decrease in expenses resulted in an operating surplus of \$19,243.

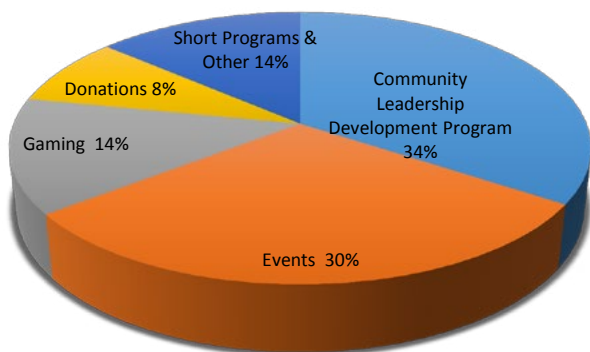
Our Statement of Financial Position at June 30, 2015 shows an accumulated surplus of \$12,882 which demonstrates the continued improvement to our financial position.

At the time of writing, we have already achieved an increase in event revenues, primarily from the success of the Igniting Leadership with Jim Teliving event. Net surplus realized from events is invested directly into the delivery of the Community Leadership Development Program and the development of a future Social Innovation Leadership Program.

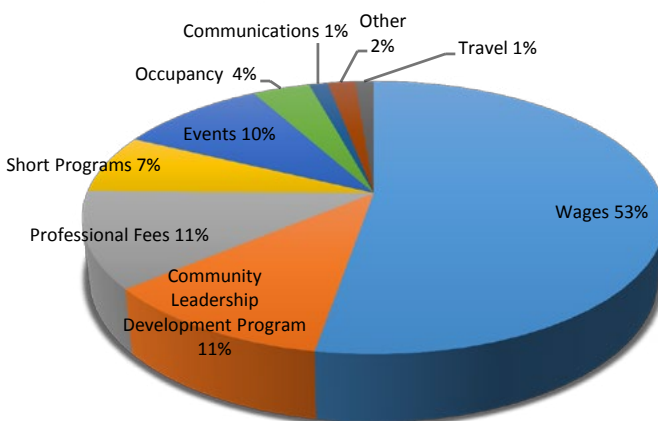
The future of the society is encouraging as we prepare for the future as outlined in our new Strategic Plan. While there continues to be a pressure on revenues we believe they are manageable with continued prudent cost control and our success in developing new program offerings.

Kyla Fiddick, CPA, CMA
Treasurer

Revenues - 2014-15



Expenses - 2014-15



Financial Statement

Statement of Financial Position (Unaudited)

As at June 30, 2015 with comparative figures for 2014	2015	2014
	\$	\$
Assets		
Current		
Cash	46,447	25,577
Grants receivable	1,900	2,000
Government remittances receivable	1,630	2,302
	49,977	29,879
Equipment (Note 3)	618	-
Total assets	50,595	29,879
Liabilities		
Current		
Accounts payable and accrued liabilities	6,421	17,237
Deferred revenue	31,292	19,003
Total liabilities	37,713	36,240
Net Assets		
Unrestricted	12,882	(6,361)
Total liabilities and net assets	50,595	29,879

Financial Statement

Statements of Operations and Changes in Net Assets (Unaudited)

Year ended June 30, 2015 with comparative figures for 2014	2015 \$	2014 \$
Revenue		
Community Leadership Development program	62,947	53,547
Donations and sponsorships	15,110	5,917
Events	55,285	76,936
Gaming	25,000	18,002
Interest and memberships	20	91
New short programs	24,525	24,858
Operating grants	474	2,000
	183,361	181,351
Expenses		
Amortization	69	160
Community Leadership Development program	18,288	27,134
Events	15,959	29,828
New short programs	11,424	14,905
Occupancy	6,201	6,000
Office and supplies	2,933	2,938
Professional fees	18,732	20,409
Promotion and public relations	2,008	3,547
Travel and transportation	2,000	2,000
Wages and benefits	86,504	91,891
	164,118	198,812
Totals		
Excess (deficiency) of revenue over expenses for the year	19,243	(17,461)
Net assets, beginning of year	(6,361)	11,100
Net assets, end of year	12,882	(6,361)

*A full financial statement can be found at www.leadershipvictoria.ca/reports

Our Organization

Leadership Board of Directors 2014/15

President	Dave Whittington
Past President	Mitchell Temkin
Vice Presidents	Cairine Macdonald Ivan Watson
Secretary	Sarah Hood
Treasurer	Kyla Fiddick
Members	Garth Caters Sue Iles Ardis Myette Danella Parks Sherry Sheffman Curtis Smith

Operations Team

Executive Directors:

Jack Shore - retired August 2014
Layla Cochrane - Interim (Aug.to Dec. 2014)
Edie Dittman - Interim (Jan. to April 2014)
Susan Low – Appointed April 2014

Program Assistant Helen Tait

Office Volunteers Tess DaSilva
Emily Hood
Andy Woodsworth
Marna Lynn Smith

Thank you to our Wonderful Supporters

Leadership Victoria Founding Sponsors

J.W. McConnell Family Foundation
United Way of Greater Victoria
Victoria Foundation
Volunteer Victoria

Community Leaders (\$1,000+)

Mickey and Donna Hajash
Al Kemp

Community Friends (\$25 - \$999)

Anonymous	Gordon Harper	Sherry Sheffman
Robert Beckett	Fiona Hyslop	Jack Shore
Roberta Burris	Todd Johnston	Kathy Stinson
Peggy Buzzard	Michael Kaye	Team Enlighten
Garth Caters	Ken Kelly	TELUS Community Affairs
Hajimohammed Charania	Randy Kennett	Mitchell Temkin
Mel Cooper	Cairine MacDonald	United Way of Greater Toronto
Edie Dittman	Kate Mansell	United Way of Greater Victoria
Bob Downie	Monique Miller	Victoria Executive Centre
Kyla Fiddick	Lynne Milnes	Kathleen Walsh
Heather Gardiner	Estelle Paget	Laura Walsh
Arifin Graham	Danella Parks	
Monica Hammond	Ron Rice	

Community Leadership Development Program

Message from the Program Committee

The Leadership Victoria Core Program celebrated another successful year, with a cohort of 21 graduates.

This year's Community Action Projects included: Team Orange United, with their project "Orange Your Workplace," an event partnered with The Cridge Centre for the Family which provided education and awareness about the impact of violence against women; Team Enlighten, with their campaign titled "Is Your Number Up," where they partnered with BC Emergency Health Services, Saanich Police and Fire Departments, and Capital Region Emergency Service Telecommunications for the public to have their home address visible; Team Go Big, who partnered with Big Brother Big Sisters on a "Beyond the Box" campaign to collect clothing donations; and Team Hope Collective, with "Listen Up Victoria" and their iPod drive in support of Music Heals.

Each of these projects provided an experiential learning lab, and had a valuable impact on Greater Victoria. Many congratulations to this year's graduates on their dedication and hard work.

Program Committee

Co-chairs

Michael Kaye

Melisa Yestrau

Members (as of March 2015)

Kathleen Asher

Mary-Anne Neal

Beth Cougler Blom

Ben Pires

Roberta Burris

Fiona Prince

Rosemary Cannon

Tracy Scott

Sue Iles

Marna Smith

Al Kemp

Helen Tait

Randy Kennett

Dory Thuot

Al Morrison

Volunteers and Guest Speakers

Roy Brooke

Leslie Knight

Lee Anne Davies

Ellie Langford Parks

Edie Dittman

Estelle Paget

Bob Downie

Kristi Rivait

Gordon Harper

Chris Tilden

Lisa Helps

Kathleen Walsh

Sarah Hood

Dave Whittington

Community Leadership Development Program

Team Orange United Orange Your Workplace



Team Members: Kathy Caveney, Carrie Everett, Christine Jack, Linda Nicoll, Ben Robertson

Team Coach: Al Kemp

Project Partner: The Cridge Centre for the Family
Orange Your Workplace was inspired by the United Nations global initiative to end violence against women. The UN promotes and observes the 25th of each month as Orange Day to create awareness of the global issue of violence against women. 'Orange Your Neighborhood' is the 2014-15 UN Secretary-General's Unite to End Violence against Women campaign. Team Orange United created a learning workshop event for local employers to explore the issue of violence against women in the Victoria area, the negative impact the issue can have on business, and proactive steps that can be implemented to educate and support employees.

Team Enlighten Is your number up?



Team Members: Meghan Thorneloe, Brad Finerty, Sabrina Studney, Christine Kenwood, Deb Hopkins, Kevin O'Brien

Team Coach: Rosemary Cannon

Project Partner: BCEHS, Saanich Police and Saanich Fire

Is Your Number Up? is an awareness campaign delivered through two televised public service announcements, a social media campaign, and information sharing through several local community organizations in the Capital Regional District. The goal is to increase the public's understanding of the importance of address visibility and to provide tips to maximize address visibility. This project was sponsored by CREST Communications in partnership with Saanich Police and Fire Departments and BC Emergency Health Services while Ali Baba Pizza, Peninsula Co-op, Red Robin, and Shaw Communications donated goods and services.

Community Leadership Development Program

Team Go Big Beyond the Box



Team Members: Erika Ladouceur, Lorena Lennox, Sophie Wood, Derek Yeo, Leanna Young

Team Coach: Randy Kennett

Project Partner: BBBS of Victoria

Beyond the Box project raised awareness of the 133 kids currently on the Big Brothers Big Sisters of Victoria & Area (BBBS) waitlist and of the value of clothing donations and small household items in the agency's operations. This was achieved by hosting the 1st Annual Family Day Clothing Drive at four local recreation centres in February 2015. A social media campaign and press release were among the many forms of public relations that promoted the three-day event and BBBS.

Team Hope Collective Listen Up Victoria!



Team Members: Kristy Brugman, Wendy Dunn, Caroline Herbert, Mary Kelly, Brian Tebo

Team Coach: Kathleen Asher

Project Partner: The Music Heals Charitable Foundation

Our community action project raised awareness of the healing power of music in order to increase opportunities for individuals to benefit from music therapy. In partnership with Music Heals and accredited music therapists, the Listen Up Victoria project encouraged the local community to participate in Music Therapy Awareness Month. Awareness was achieved through initiatives including iPod drives, radio promotion, social media campaigns and a variety of public events. Commitment to values based leadership was the foundation for a successful project and team experience. Participation in the Leadership Victoria program provided the team members with confidence to pursue future leadership opportunities.

Community Leadership Development Program

Graduates 2014-15



Kristy Brugman
Christine Jack
Ben Robertson
Kathy Caveney
Mary Kelly
Sabrina Studney
Wendy Dunn

Christine Kenwood
Brian Tebo
Carrie Everett
Erika Ladouceur
Meghan Thorneloe
Brad Finerty
Lorena Lennox

Sophie Wood
Caroline Herbert
Linda Nicoll
Derek Yeo
Debra Hopkins
Kevin O'Brien
Leanna Young

Reflections from our Graduates

"My experience in the program was inspiring and life changing... The experiential nature of the program provided the necessary confidence and courage to pursue further leadership opportunities. I am now a more competent leader, and follower, and am thankful to have been given the opportunity to understand how to effectively channel the energy I have to help others."

"Through the Community Learning Days, homework, and Community Action Project I acquired tools that are so useful to me in handling my current day-to-day tasks and also in guiding the direction of [my organization] in the future. I am able now, with more confidence, to collaborate with and inspire my colleagues while encouraging them to grow as I have grown."

Community Leadership Development Program

Mentors

Each participant was matched with a volunteer mentor throughout the program. Mentors support our learners to identify their individual leadership goals and implement personal programs for development. We're grateful to these community leaders who volunteer their time to help our learners grow their skills and apply their learning from the program.

Gita Badiyan
Carla Baehler
Suzanne Bell
Betska K. Burr
Karen Dellert
Lara Gregory
Nadine Hanchar
Sarah Hood

Michael Kaye
Sheldon Kitzul
Leslie Knight
Cairine MacDonald
Gregg Meiklejohn
Lynne Milnes
Kim Moller
Phil Ohl

Maureen Sawa
Annette Siewertsen
Mitchell Temkin
Kelly Tisley
Mena Westhaver
Roger Wheelock
Kate Zealand

Program Seat Sponsors

1 Up Single Parent Resource Centre
BC Ferries
BC Ministry of Finance
BC Oil and Gas Commission
Beacon Hill Villa
Boys and Girls Club
Bridges for Women
Capital Regional District
Coast Capital Savings
Community Living Victoria
District Municipality of Saanich
Garth Homer Society
Jawl Properties
Saanich Volunteer Services
The Cridge Centre for the Family
University of Victoria
Vancity Savings Credit Union
Victoria Cool Aid Society

Venue & Learning Day Sponsors

University of Victoria
Burnside Gorge Community Centre
Camosun College Lansdowne Campus
Central Saanich Fire Department
Royal Colwood Golf Club
Victoria Executive Centre
District of Saanich & Saanich Police Department

Program Sponsorship

We acknowledge the financial assistance of the Province of British Columbia.



Innovation in Action Using Human-Centred Design

On April 10, 2015, Leadership Victoria participants and community members came together to tackle a community challenge using Human-Centred Design. Together with family members and staff of Our Place, we worked towards creating innovative solutions to the following question:

“How might we overcome barriers and increase opportunities for the homeless seeking work?”

We kicked off with Inspiration: real-life stories shared by Our Place family members, staff members, and employers and service providers who work with homeless people seeking employment. After listening to personal stories, we came up with some key insights and identified themes. In the afternoon, we moved into the Ideation phase: brainstorming and defining opportunities in small groups. Creative prototypes of ideas were developed and shared with other groups. Lastly, during the Implementation phase, we reconvened back in groups to work on key ideas based on the prototypes that were presented. These ideas were presented to Our Place at the end of the day.

Leadership Victoria is thankful to Our Place Society for welcoming us to meet family members, staff and community members, so we could work together on this Leadership Challenge. It was a deeply moving and meaningful experience for the participants in the Community Leadership Development Program, and the community members who joined us for the day. Many thanks also to First Metropolitan Church, which allowed us to use their space for this amazing day.

For more of this story, visit www.storify.com/LeadershipVicBC.



Victoria Leadership Awards

Victoria Leadership Awards celebrate the inspiring stories and successes of community leadership in Greater Victoria. For more than a decade, our region's business, government and community sectors have been recognizing the contributions of people and organizations who demonstrate commitment, inspiration, encouragement and accomplishment.

With the support of additional sponsors, five of Greater Victoria's leading community organizations partner to bring this event to life each year:



**University
of Victoria**



**LEADERSHIP
Victoria**



**VICTORIA
FOUNDATION**



**Rotary Clubs
of Greater Victoria**



**United Way
Greater Victoria**

Leadership Victoria is grateful for the leadership of **Kate Mansell** in guiding the Victoria Leadership Awards through its growth as the region's foremost recognition event for community leadership. This event is at the centre of our mission priority to celebrate leaders who are making Greater Victoria a vibrant community.

We also appreciate the tireless efforts of the Committee Members and Event Volunteers who made the 2015 Victoria Leadership Awards possible:

Steering Committee

Kate Mansell
Michele Wilson
Rob Mitchell
Ivan Watson
Layla Cochrane
Edie Dittman
Fiona Hyslop
Doug Ozeroff
Danella Parks
Sherry Sheffman
Morgan Slavkin
Heather Skydt
Oliver Sommer
Helen Tait
Chris Tilden

Nominating Committee

Michele Wilson
Lee Anne Davies
Carolyn Crippen
Rebecca Grant
Fiona Hyslop
Sherry Sheffman
Annette Siewertsen
Chris Tilden

Selection Committee

Robert Mitchell
Lee Anne Davies
Jeremy Meckler
Zoe MacLeod
Danella Parks
Joan Peggs

Event Volunteers

Kristy Brugman
Layla Cochrane
Edie Dittman
Susan Green
Caroline Herbert
Sarah Hood
Fiona Hyslop
Al Kemp
Lorena Lennox
Mary-Anne Neal
Fiona Prince
Ben Robertson
Morgan Slavkin
Sherry Sheffman
Helen Tait

Victoria Leadership Award Recipients 2015

A total of 21 nominees were honoured at the 2015 VLAs. The year's recipients were:

Lifetime Achievement in Community Leadership



Master carver and Songhees First Nation elder Clarence "Butch" Dick (Yux'wey'lupton) is an inspiring local visionary trained in fine art who continues to play a pivotal role in youth empowerment and whose tireless commitment to creatively championing the Songhees carving style has touched every generation.

In his lifelong dedication to art, culture and community service, Butch has become an educator and mentor of many—including his two sons, Clarence Dick Jr. and Bradley Dick whom he taught to carve, and countless students in Victoria School District 61, where he has taught First Nations art and cultural awareness for more than two decades.

Award sponsored by Il Terrazzo Restaurante

Victoria Foundation Community Leadership Award

This award recognizes an organization that is building community capacity and achieving positive change. The award recipient is chosen by the Victoria Foundation based on their broad community perspective and experience. This year's honouree was Pacifica Housing.

Pacifica Housing is a non-profit charitable organization that provides affordable housing for low income families, persons with a disability and adults who are homeless or at risk of becoming homeless.

It is Pacifica Housing's mission to be a leading innovative provider of affordable homes and support services that contribute to the independence of individuals and families.



Victoria Leadership Award Recipients 2015

University of Victoria Community Leadership Awards

Acknowledge outstanding leadership in linking UVic and the community for greater public benefit – **Bill Anderson and Bruce Parisian**



University of Victoria

Rotary Community Leadership Awards

Recognize community leaders who meet the Rotary test of the highest levels of ethical behavior and community leadership benefit – **Kelly Reid and Scott Treble**



Rotary Clubs of Greater Victoria

United Way of Greater Victoria Award for Collaboration and Partnership
Recognizes an individual leader in a non-profit organization who is building community capacity by creating partnerships and collaboration – **Maureen Sawa**



United Way Greater Victoria

Vancity Youth Award

Recognizes a young leader between the ages of 20 and 30 who demonstrates community leadership in one or more of the following areas: people – building wealth with those who need it most; planet – sustaining our environment; places – promoting community growth and change – **Alex Harned**



Leadership Victoria Alumni Award (sponsored by Telus)

Recognizes a graduate of the Leadership Victoria program who continues to demonstrate outstanding leadership and service in the Victoria community – **Maja Tait**



Royal Roads University Leadership Excellence through Coaching and Mentoring Award

Recognizes long term and outstanding service in community leadership roles that specifically focus on coaching and/or mentoring - **Ingrid Bergmann**



Royal Roads UNIVERSITY

Event Sponsors

Hospitality

Victoria Conference Centre
Fairmont Empress

Movers and Shakers

Freeman AV
CTV Vancouver Island
Orange Frog Studio
Island Blue Print

Leadership Promoters

BC Transit
Dodd's Furniture
Fortis BC
Poppies Floral Art

Media Partners

Black Press
UsedVictoria.com

Community Programs

Lead/Learn Workshops 2014-15

Leadership Victoria offered another successful workshop series under the “Lead/Learn” banner, with financial support from the Greater Victoria Savings Credit Union Legacy Foundation. We appreciate the support of Ellie Langford Parks as our project manager, and KPMG for facilitating a five-part financial skills series.



Topics in the 2014/15 series were:

- The Art & Science of Collaboration
- Fiscal Management and Beyond
- Fiscal Sustain-ability: How to Develop Leading Practices
- Budgeting & Forecasting
- Strategic Planning
- Fundraising

The Lead/Learn Workshop Series is being renewed for 2015/16 with an emphasis on grassroots leadership skills development, reaching out to volunteers and leaders in community organizations. Stay tuned to our website for details and registration.

Best Practices in Collaboration Leadership & Funding

Leadership Victoria received funding from the Victoria Foundation to examine and share the best practices of collaboration leadership, and how funding plays a part in collaboration. Leadership Victoria partnered with the Victoria Coaches Community of Practice to conduct a study of funding practices from across Canada and collaborative initiatives and practices in Greater Victoria.

On behalf of the Coaches Group and Leadership Victoria, the Community Social Planning Council developed case studies profiling two of Greater Victoria’s prominent collaborative initiatives: The Coalition to End Homelessness, and CR-FAIR - Capital Region Food & Agriculture Initiatives Roundtable. These case studies identified themes in leadership, collaborative skills and funding approaches which were then explored in a broader set of interviews with funders of collaborative work across Canada. The Coaches Group also conducted interviews with local agencies in two sectors: environmental education and youth mental health. These interviews explored the nature of collaboration in these sectors, and the factors that support or deter collaboration among agencies.

The final research report will be published on Leadership Victoria’s website in December 2015, and the research team will share their findings at an event on November 30, 2015.





LEADERSHIP Victoria

BUILDING LEADERS. BUILDING COMMUNITY.



Leadership Victoria Society is a registered non-profit society
in the province of British Columbia.

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