



*Christmas  
Bureau*  
of Edmonton

**2011 - 2012  
Annual Committee Reports**

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## Chair's Remarks, Dick Frenz

It has been my great privilege to serve as Chair of the Christmas Bureau of Edmonton Board of Directors for the past three years. We have seen increases in the number of client applications, in the number of volunteers, and in the donations and fundraising revenue. We have been very fortunate to be able to effectively and efficiently respond to the increase in requests for our service through outstanding volunteer support and remarkable community support to our increased fundraising goals.

As one of Edmonton's longest service charities, we continue to look forward. This year we launched a new website, a new logo and actively used social media to advance our

*"We have seen increases in the number of client applications, in the number of volunteers, and in the donations and fundraising revenue."*

communications. A new volunteer recognition award was introduced to acknowledge outstanding service of a first year volunteer.

The Christmas Bureau offers a one stop/one application process for Edmontonians in need to access

three Christmas services. Alongside our much valued long term partners, the services provided to our families include a festive meal at Christmastime, toys for children aged 0 – 12 years from 630 CHED Santas Anonymous Incorporated and a gift for teens from the Edmonton Sun Adopt-A-Teen Program. Three organizations working together for the same family – a great example of the true spirit of Christmas.

I am very grateful to the Board of

Directors and Committee members. These are very dedicated individuals who engage in the work of the Board and committee always with best interests of our clients and volunteers first and foremost.

I would be remiss if I did not thank the staff of the Christmas Bureau led for so many years by our Executive Director, Wendy Batty. We are truly blessed that many staff members return year after year and their dedication along with the support our wonderful volunteers, ensure all Edmontonians have the opportunity to celebrate Christmas with a festive meal.

Sincerely,



Dick Frenz,  
Chair, Board of Directors

### MISSION

Promotion of the spirit of Christmas caring and sharing in the City of Edmonton

### MANDATE

To provide a festive meal to Edmonton families in need

### CORE VALUES

Share the spirit of giving and collective caring  
A spirit of compassion, generosity and support  
A spirit which offers hope  
Culturally inclusive  
Non-judgmental

### PRINCIPLES

All persons in need are treated with utmost dignity, respect, courtesy and confidentiality  
Providing assistance to a person in need to be charitable – not disparaging, disconsolate or punitive  
Provide assistance according to good stewardship principles  
Pursue and develop partnerships in the community

## Social Services, Maria Vuksanovich

The Social Services Committee had another successful year based on strong membership and the hard work of committee members.

The committee was charged with preparing a Client Program budget with the financial resources available. From 2008 to 2010 the Christmas Bureau experienced a 20% growth in clients. This was due to a combination of the committee's work in outreach and economic conditions. Fundraising outcomes had not matched the growth in the number of people asking for the services of the Bureau. A balanced budget was achieved by streamlining our application process to control costs so that we can continue to help those in need, while meeting our mission – promotion of the spirit of Christmas caring and sharing in the City of Edmonton. The Christmas Bureau was able to maintain the 2010 level of gifting to our families, seniors and individuals.

The Christmas Bureau accepts client referrals from over 80 agencies throughout the City of Edmonton. The committee worked to improve communications with these agencies to ensure our Eligibility Criteria and screening processes were consistent. We are very appreciative of the relationship with have with the referring agencies that enable us each year to delivery our programs on time.

The Christmas Bureau provides funding for food for festive celebrations which are grass roots events, primarily lead, run and organized by volunteers that strengthen the value of diversity in the community of Edmonton. The committee reviewed and approved funding of \$59,182 to 43 groups. 14,854 individuals attended 55 events.

The committee thanks our hamper partner Catholic Social Services for all their work in organizing the purchasing of groceries, logistics, and delivery of hampers to our clients.

We also acknowledge the private sponsors who purchased the contents of a hamper and delivered to a Christmas Bureau family, senior or individual. The work of matching sponsors to clients was done by volunteers. 1113 hampers were provided by 385 sponsors.

Below are the statistics for the 2011 Campaign:

	<u>Actual</u>	<u>Budget</u>
Number of Client Units Served	23,301	22,990
Families, including Seniors	16,716	14,002
Singles, Individuals	6,585	8,988
Food Certificates Program	\$1,031,440	\$1,016,950
Hamper Program	\$136,055	\$135,000

The Social Services Committee continues to be dedicated to decision making that is in the best interest of the client and in adherence to the mission and mandate of the Bureau.

It has been my pleasure to serve as Chairperson of this Committee for the past three years.

## Communications, Willie Lee

### Media

Media played an important role in communicating the Christmas Bureau message this year. We received more stories than average based on our fundraising position leading up to Christmas and the Christmas Bureau was featured in stories on most prominent main stream media.

Our Campaign Kick-Off Media Launch held at the new EPCOR Tower Lobby was well attended by Edmonton's media outlets. The tradition of decorating a gingerbread house continues to be very popular as more media teams are getting into the competitive spirit showing up with decorating props and in costume. Five participation awards were given out: Best Team Spirit, Most Festive, Charlie Brown, Shameless Self-Promotion and Best in Show.

### Social Media

The Christmas Bureau's social media presence continues to become more prominent as more meaningful relationships develop. Since this occurring, the committee recognized the importance of developing a social media policy for the Bureau's staff and volunteers to adhere to when engaging with social mediums.

Through 'Serving Communities Internship Program' (SCIP) we engaged an Intern to develop a Social Media Business Plan.

### Logo

The logo was redeveloped this year to update the style and add elements that reflected the Christmas Bureau service of offering meals at Christmas. The new logo was well received.

### Website

A new website was developed using a content management system, which allows users at the Christmas Bureau to keep content current throughout the campaign. New features include ability for major partner recognition on the home page.

A micro site was developed to compliment the online advertising campaign and engage donors using a less traditional method.

Together with the website, the micro site and online advertising, online donations grew over 50% this year. The combination of the whole communication plan this year plus a shift in donor confidence to donate online attributed to the increase of online donations.

### Advertising

Campaign theme 'For Some These are the Season's Must Have Gifts' developed in 2010 was used for the 2011 campaign. A combination of flat bill boards and electronic billboards were purchased, as well as a number of free electronic billboard ads were gifted.

### Honourary Campaign Chairpersons

We are very pleased to continue working with Kevin Lowe and the Oilers Ladies as our Honourary Campaign Chairpersons. Kevin Lowe made numerous radio and television appearances throughout the campaign. The Oilers Ladies participation at many of our events had a positive impact.

*"We are constantly reminded about poverty all over the world but don't see it in our own back yard.  
Your donation will make someone's Christmas brighter right here in our own community."*

Kevin Lowe and Oilers Ladies, Honourary Campaign Chairpersons

## Volunteer, Brian Gingras

The volunteer component of the Christmas Bureau continues to be a strong, enthusiastic and dedicated group of individuals who commit a good proportion of their December to ensure that others receive a festive meal at Christmas time.

Christmas Bureau Volunteer Hours	7,945
Christmas Bureau Number of Volunteers	709
Christmas Bureau Average Hours per Volunteer	11.21
Returning Individual Volunteers	285
New Individual Volunteers	175
Group Volunteers (12 groups)	249
Knights of Columbus Volunteer Hours	1,226
Number of Volunteers	168
Knights of Columbus Average Hours per Volunteer	9.58

The Volunteer Committee would also like to acknowledge the many unregistered volunteers who contribute their time and resources, those being the Private Sponsor and Third Party volunteers. These individuals and companies play a major role in ensuring the mission of the Christmas Bureau is exemplified in the community.

Thank you to all our volunteers for without them, we could not fulfill our mission – to provide a festive meal to Edmontonians in need.

The demographic of the Christmas Bureau volunteer is aging, resulting in a potential loss of experienced volunteers. To ensure a growth of volunteers, recruitment was targeted to youth volunteer sites, schools, company giving programs and social media. This resulted in 175 new individual volunteers and five new groups of volunteers for the 2011 campaign.



The recognition of volunteers continues to be a high priority. Recognition is accomplished through weekly thank you draws, service pin awards, thank you letters/cards and references, and the Evening of Celebration and award presentation. A new award was introduced for the 2011 campaign – First Year Volunteer Recognition Award for outstanding service. 2011 saw the highest number of award nominees making a difficult choice for the committee.

A thank you must go out to the 54 companies that donated in-kinds gifts to the volunteer program. The value of the weekly thank you draws and Evening of Celebration draws and awards totalled just over \$16,000.

In conclusion, 2011 was another good year for the Volunteer Program because of the hard work and dedication of our volunteers. Thank you to the Committee Members for their contributions and leadership.

## Fundraising, David Dickinson (Acting Interm Chair)

During the past year the Fundraising Committee welcomed three new members. A volunteer job description was developed for Fundraising Committee Members along with interview questions for perspective members.

After serious review and analysis, the committee recommended to the Board of Directors the 2011 fundraising goal be set at \$1.8 million. The 2011 Fundraising Campaign ended very successfully – 98.9% of \$1.8M goal. We had tremendous support from all media to get our message out and the community

responded.

The “third party fundraiser” program was enhanced with the addition of a support document – ‘How Can I Help the Christmas Bureau Fundraising Ideas Booklet’, to be given to those interested in supporting the Bureau through fundraising initiatives.

The format for our ‘Chairman’s Letter’ – our annual

communication with our donors – was revised. An 8 ½ x 14 page with a tear away bottom serving as a return donor identification and information piece was well received.

In 2012 this committee is proposing to refocus to meet the needs of the Christmas

Bureau in order to serve more families by shifting from a fundraising program to a fund development model.

*“The 2011 Fundraising Campaign ended very successfully — 98.9% of the \$1.8M goal.”*

## Governance and Strategic Planning, Andy England

The committee identified five priority areas and then established a Committee Work Plan.

- Review Committees Terms of Reference
- Adopt-A-Teen governance structure
- Review 2005 Cash Reserves Motion
- Are we accomplishing what we set out to do?
- Address Role of Board and Position Profile

A Social Media Policy drafted by the Communications Committee with input from the Fundraising Committee was reviewed and recommendation was made to the Board of Directors to approval this policy.



The committee dedicated a number of meetings to the discussion of the ownership structure of the future Jerry Forbes Centre for Community Spirit. Consideration was given to risk management, project issues, and governance structure. Recommendation was made to the Board of Directors that a separate identity be created to hold the asset. The Christmas Bureau to have two representatives as members of the new identity. The Christmas Bureau will be a founder of the Centre and the funding provided to date will cover tenant improvements for our space in the building.

The Governance Committee revisited its established work plan and has added the review of all current Bureau documentation and modified the focus on the Board to how to better engage our Directors and ensure they receive value for the time they spend on the Board.

## Human Resources, Marc Barylo

The Human Resource (HR) Committee worked with the Executive Director in the development and Board approval process of the 2011 – 2012 Christmas Bureau Staffing Plan and Budget. The major staffing change in the fiscal year was the addition of a full time Campaign Director. At year end the HR operations of the Bureau were completed under approved budget projections.

The HR Committee provided advice and support to the Executive Director throughout the year to deal with a variety of staffing challenges and issues of staff recruitment and retention.

With the support of the Chair of the Board a 2011 – 2012 Executive Director Performance Review was completed in May 2011 with new Performance objectives and goals for the Executive Director collaboratively developed for the 2011 – 2012 year. The 2011 – 2012 Executive Performance Review will be completed by May 31, 2012.

For risk management and longer term human resource planning reasons, the HR Committee recognized that a senior executive succession plan should be developed. As part of this plan development, the Committee is considering:

- Emergency Succession – in the event of an unplanned, temporary absence of the Executive Director or Campaign Director; and
- Departure Defined Succession – when a departure or retirement date is established two or more years in advance

The HR Committee is supportive of the Executive Director in operationalizing a ‘Strategic Leader Development’ process. This process would:

- 1) identify the leadership and managements skills required for the Executive Director and Campaign Director positions;
- 2) identify/recruit, and then provide support to a potential candidate in developing any gaps in the appropriate skill sets.

On behalf of the Human Resource Committee of the Christmas Bureau, I extend our sincere gratitude to Executive Director Wendy Batty for a successful year managing the complex organizational HR needs of the Bureau.

## Adopt-A-Teen, Dick Frenz

The Christmas Bureau of Edmonton is pleased to be a partner with the Edmonton Sun’s Adopt-A-Teen Program. The Christmas Bureau provides administration and oversees distribution of the teen gifts. In 2011, of the families registered with the Christmas Bureau and Salvation Army, 7,805 teens received the teen gift cards.

This year we participated in a review of the vendor for the gift card purchase. The committee recommended continuing with Walmart as the vendor for the

gift cards, and maintaining the current level of gifting – gift cards were loaded with \$50. Recommendation was based on purchasing opportunities for the recipient and ease of access to the vendor to use the gift card.

We would like to acknowledge the Edmonton and area Walmart stores who supported this

program by collectively providing a \$30,000 contribution.



The Edmonton Sun promotion of the Adopt-A-Teen Program raised \$433,138. This was a transition year from retiring founder Graham Hicks to the Edmonton Sun leadership team. The outstanding support of this program by the donors demonstrates community support for the whole family.



## 2011-2012 Board of Directors

Chairperson	Dick Frenz
Vice-Chairperson	Willie Lee
Past Chairperson	P. Daryl Wilson, Q.C.
Treasurer; Chair, Finance	Ivan Sawchuk
Chair, Communications	Willie Lee
Chair, Fundraising (Interim)	David Dickinson
Chair, Governance	Andy England
Chair, Human Resources	Marc Barylo
Chair, Social Services	Maria Vuksanovich
Chair, Volunteers	Brian Gingras
Chair, Adopt-A-Teen	Dick Frenz

Directors	Yves Auger
	Vasant Chotai
	Leeann Currie
	Ruth Elliott
	Joe Fenrich
	Harry Fuccaro
	Kim Irving
	Dorothy Jacques
	Carol Kelly
	Chris Leung
	Sandy Mowat
	Lana Nordlund
	Andrea Peyton
	Peter Ratcliff
	Linda Romaniuk



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