



Burnaby Family Life
A place to go... a place to grow!

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Burnaby Family Life

Board of Directors

Call for Nominations Information Package

~ 2012 ~

Approved by the Board of Directors November 29, 2011

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LETTER FROM THE PRESIDENT PETER HELLAND

Thank you for your interest in Burnaby Family Life and the important programs it provides to clients in Burnaby and surrounding municipalities. Burnaby Family Life is a dynamic and exciting organization whose work makes a measurable difference to the lives of children, families, immigrants and other risk groups. Burnaby Family Life is a recognized leader in its field and has an outstanding reputation for delivering high quality and innovative services.

I am writing to ask you to consider joining our Board of Directors. We are seeking Board members who bring diverse backgrounds, experiences, opinions and perspectives to the job of understanding both the current and future needs of children, families, immigrant and other communities in and around Burnaby. Our Board members commit their time and energy to attend regularly scheduled board meetings, prepare for those board meetings, and participate in select committees, planning sessions and special events.

As Board members we have the satisfaction of guiding an organization that makes a real difference in the lives of our clients, and through them, their families and their communities large and small. If you are interested in becoming a member of the Board of Directors, please review this Board Nomination package and fill out the enclosed Nomination Form.

For further information, or to discuss the benefits and responsibilities of Board membership with a current member of the Board of Directors, please contact Executive Director, Jeanne Fike at (604)-659-2208.

Sincerely,

A handwritten signature in blue ink, appearing to read "Peter Helland", with a stylized flourish extending upwards and to the right.

Peter Helland,
President of the Board of Directors,
Burnaby Family Life



OUR VISION

Burnaby Family Life envisions healthy, supportive, inclusive communities for families, individuals, and partner organizations.

OUR MISSION

Burnaby Family Life is an accredited agency, with highly trained, caring and trusted professionals who provide quality services and opportunities for families and individuals, in all their diversity, to enable them to reach their full potential.

OUR VALUES

Cooperation

Burnaby Family Life believes that the results of working together are the greatest reward.

Empowerment

Burnaby Family Life supports people in finding their own strengths.

Integrity

Burnaby Family Life's services are guided by and held accountable to high ethical standards, confidentiality, and honesty.

Learning

Burnaby Family Life embraces and encourages lifelong personal and professional growth and development.

Respect

Burnaby Family Life is a welcoming place where differences and similarities are shared and honoured.

ABOUT BURNABY FAMILY LIFE

Since 1971, Burnaby Family Life has grown from a small grass roots, single program to a nationally recognized, multi-service organization delivering more than 100 programs each year to thousands of Burnaby residents. For the past 4 decades, "BFL" has helped thousands upon thousands of people live a better life in a better community. In 2011, BFL served 4,000+ clients representing 98 different language/cultural groups with programs delivered by staff and volunteers who collectively speak 46 different languages.

Programs are free or by donation and target the whole community, in all its diversity. Specialized services are designed to meet the needs of pregnant and parenting teenagers; women and children fleeing violence; immigrants and refugees struggling to make a new life in Burnaby, the homeless and families living in poverty, isolation, dealing with anger and depression. Families learn new skills, make new friends, overcome their challenges and become contributing members of the community.

Always responsive to the changing needs and demographics of the community, services have been delivered in Italian, Spanish, Cantonese, Mandarin, Farsi, Dari, Arabic, Swahili and American Sign Language.

BFL receives program funding from all 3 levels of government as well as donations in kind from the Burnaby Board of Education, the Fraser Health Region and the City of Burnaby. The Burnaby business community, most notably Pro Organics, the CKNW Orphan's Fund, Anton's, Burnaby Firefighters and Vancity help BFL feed more than 250 children a day. Foundations such as United Way and Vancity Foundation provide project sponsorships. Partnerships with universities, B.C.I.T. and other educational institutions provide opportunities that increase BFL's capacity to serve more families through student practicum placements for Nurses, Early Childhood Educators, Community Development workers and Clinical Counsellors. By working in partnership with more than 30 different community organizations, BFL is known for its efforts in building a strong community by bringing community organizations together to work in collaboration.

The Burnaby Board of Trade has been a significant partner at the Burnaby Intercultural Planning Table and played a key role in the award winning "Breaking Down the Barriers" project that successfully engages the business community like never before.

BFL is the founding member, Co-Chair and Contract Manager of the Burnaby Intercultural Planning Table and participates actively in the BBOT Social Development Committee and the Immigrant Integration Committee. BFL hosted the BBOT's highly acclaimed "Seeing is Believing Tour" for Burnaby business leaders which contributed significantly to the BBOT's commitment to corporate/social responsibility and the Triple Bottom Line.

Working with sensitive populations like abused children, the homeless, refugees and victims of violence, Burnaby Family Life is keenly aware of the need to meet best practices of the social services sector. BFL is committed to upholding the highest quality standards of service delivery and to this end, has been accredited by two international organizations (Council on Accreditation and Commission on Accreditation of Rehabilitation Facilities).

In 2008, BFL was recognized by CARF with two exemplary awards for responding to the diversity of the community and for building community capacity after an intensive review by a third party international panel of professionals who examined business practices, randomly interviewed persons served, community partners, the Board of Directors, volunteers and community stakeholders.

BFL's outstanding efforts in assisting the integration of immigrants in the community has also been recognized by Rotary International and the Burnaby Now newspaper.

Embracing Cultural Diversity

Burnaby Family Life is a member of the Burnaby Intercultural Planning table and our Executive Director, Jeanne Fike, also serves as co-chair of that organization. The Burnaby Intercultural Planning Table's various service providers and stakeholders work together to celebrate diversity,

build a more “welcoming and inclusive community,” and “support the integration of immigrants and refugees” into Burnaby.

Burnaby Family Life has invested significant resources to contribute to the aims and goals of the Burnaby Intercultural Planning Table, including spearheading Burnaby’s 2011 Interfaith Dialogue Forums and taking the lead on public outreach and stakeholder relations to promote cultural diversity. On February 7th, 2011, Jeanne Fike led a delegation to Burnaby City Council where the Mayor proclaimed February 8th as “Embracing Cultural Diversity Day” in the City of Burnaby.

Further, Burnaby Family Life has taken a leadership role in bringing the Safe Harbour: Respect for All program to local businesses and organizations in Burnaby. The Safe Harbour: Respect for All program provides education and training to businesses and organizations about how to provide a welcoming and safe environment for all people and to learn how to spot people in distress who may not be able to clearly communicate their needs.

Burnaby Family Life has actively encouraged this same sort of welcoming and inclusive attitude with all of our employees and volunteers in all of our workplaces. We include diversity training in our employee and volunteer orientation workshops, and our staff-wide Agency Days regularly include seminars about how to be sensitive to the diversity of clients we serve.

Our organization keeps promotional materials about population diversity issues at our locations to help promote understanding and mutual integration for both long-time residents and new Canadians.

Embracing cultural diversity is a part of our efforts everyday at Burnaby Family Life and in 2011, BFL was awarded the prestigious Not for Profit Cultural Diversity Award by DiverseCity.

Community Participation

For four decades Burnaby Family Life has been an active part of building a better community. Over the years, we’ve worked with other like minded groups and individuals to try to maximize the benefit we collectively offer our community. By coordinating our efforts through the Burnaby Interagency Council, its Planning Committee and the neighbourhood networks of interagency groups in North Burnaby, Metrotown and East

Burnaby, we’ve managed to improve services, increase opportunities for marginalized families and establish a more effective and coordinated response for families in need.

Burnaby Family Life is heavily involved in community activities and community building. Our organization uses community events as an opportunity to engage the public to talk about the services and programs we offer and how we can help them.

Every year, we make sure we have a presence at parent fairs for preschool and kindergarten students, Burnaby’s famous Hats Off Day, Kensington Fair, the Burnaby Multicultural Fair, Hallowe’en events, Santa Claus Parade and the Festival of Lights in December. We participate in community forums and we have worked on special projects to host our own events, such as the Women of the World and the Interfaith Dialogue forums. Our commitment to being active and involved in the community is probably just one reason we’ve been voted as the “Best Community Service Organization” by the readers of the Burnaby NOW in their Readers’ Choice Awards. In 2010 BFL and its community partners were awarded the inaugural “Welcome BC Award” by the province and in 2011 BFL won the Non Profit of the Year Diversity Award and the Burnaby Board of Trade Business Excellence Award for Non Profit of the Year.

Individual staff members have been recognized for their work in the community. Jeanne Fike was awarded a Governor General’s Commemorative Medal in recognition of her contribution to the community and to Canada. In 2010, the Pacific Immigrant Resources Society honoured Katalin Camara for being an inspirational leader in her community, and both Gabi Pistor and Katalin Camara were honoured by the Burnaby Intercultural Planning Table as “individuals who have contributed to and led the development of Burnaby and New Westminster as Welcoming and Inclusive Communities.”

Burnaby Family Life actively publicizes not only our events, but events being hosted by partner organizations and others in the community to help get the word out and to help build a stronger spirit of community.

Service Areas

Community Building

Broad continuum of services provided in partnership with 25+ community-based agencies, including:

CAPC (Community Action Programs for Children)
BIPT (Burnaby Intercultural Planning Table)
Step Ahead Settlement Enhancement Pilot Project
Safe Harbour Diversity Workshops

Pre and Postnatal Services

Pregnancy Outreach Program
Baby & Me

Family Life Education

Nobody's Perfect 1 (offered in English, Mandarin, Arabic, & Farsi)
Nobody's Perfect 2
STEP (Systematic Training for Effective Parenting)
Father's Parenting Program
Anger Management for Parents
Anger Management for Men
Single Mother's Support Group
Immigrant Women's Support Group
Parenting for Immigrants
Raising Teens without Battles

Family Resource Programs

Family Drop-Ins
Parent-Child Mother Goose
Baby & Me Second Stage

Homework Clubs for Immigrant Families

African Children's Homework Club

Burnaby South Child Care Centre

Licensed Child Care for age 8 weeks-36 months

Morley Child Care Centre

Licensed Child Care for children aged 3-5 years
Before & After School Care
Licensed Preschool

Children's Program

Childcare for Family Life Education
Childcare for Pre & Postnatal Services

Child Care for English Classes for Immigrants

Childcare for Burnaby School District
Continuing Education ELSA Classes
Childcare for MOSAIC ELSA classes
Childcare for PIRS Blended Classes

Life Skills Services

Individual Services

Group Services:

Computer Literacy
Nutrition Workshop
The Wellness Wheel
Healthy Choices
Community Resources
Life Skills One to Six
Stress Management Workshop
True Colours
Personal Vision Planning & Goal Setting
Financial Literacy
Women & Anger
Boundaries

Counselling for Women Survivors of Abuse

Individual Counselling Services for Women
Survivors of Relationship Abuse and
Childhood Sexual Abuse
Groups for Adult Female Survivors of Childhood
Sexual Abuse
Adult Survivors of Sexual Abuse
Discovery & Empowerment
Relationship and Sexuality

Children Who Witness Abuse

Individual Counselling and Group Program for
Children ages 3 to 18 years

ABOUT THE BOARD OF DIRECTORS

Corporately, as a Board, the Directors are legally and ethically responsible for all activities of Burnaby Family Life. Burnaby Family Life provides liability insurance for all Board members (Directors and Officers Liability).

According to the organizational By-Laws, the Board shall be made up of not less than five (5), nor more than fifteen (15) Directors. Eligibility criteria for Board members are as follows:

- (a) Each Director must be a member both at the time of their election or appointment and throughout their term of office.
- (b) Ideally Directors will strive to possess two or more of the qualities outlined in the skills and experiences on page 8.
- (c) The Board as a whole should reflect a diversity of skill, experience, profession, age, race, sex and ethnicity.

Further, a Director may be elected from the membership by the general meeting, to hold office until the second following annual general meeting after their election or until their successor is duly elected and qualified. The procedure for nomination and election of Directors shall be outlined as a policy of the Board. A Director may be appointed by the Board to fill a casual vacancy. Directors so appointed shall hold office only until the first annual general meeting following their appointment.

Board Job Description

The job of the Board is to represent the ownership of Burnaby Family Life in determining and demanding appropriate organizational performance.

Accordingly,

1. The Board is the link between the organization and ownership.
2. The Board members will produce written governing policies that, at the broadest levels, address each category of organizational function.

- a. Ends: Organizational products, effects, benefits and outcomes.
- b. Executive Limitations: Constraints on the authority of the Executive Director that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
- c. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
- d. Board-Executive Director linkage: How power is delegated and its proper use monitored, the Executive Director role, authority and accountability.

3. The Board will produce evidence of a performance appraisal of the Executive Director.
4. The Board will fill its vacancies with members who fulfill the agreed upon criteria for directors through a process of nomination, election by the membership, and orientation and training.
5. The Board will ensure the Strategic Plan is in alignment with the ENDS.
6. The Board will determine, at least annually, the extent to which Board Members participate in activities that are related to the Strategic Plan.

Criteria for Membership on the Board

- Willingness to govern by the established policy of the Board;
- Ability to contribute to the diversity of input to the Board's deliberations;
- Willingness to form linkages with other boards for the purposes of fulfilling Burnaby Family Life's goals and objectives;
- Must be able to attend up to 10 meetings a year in Burnaby and to be available via

electronic media (telephone, fax or email); According to policy, a member is considered to have resigned if he/she is absent from 2 consecutive meetings or 3 meetings in a year without providing a reasonable explanation to the board chair.

- Previous board experience with governance is an asset;

The requirements for Directors are:

- Membership in Burnaby Family Life;
- An interest in Burnaby Family Life's Vision and Mission;
- A commitment to attend and prepare for Board meetings;
- A willingness to bring information and ideas to the Board.

Terms

Terms are two (2) consecutive years. Directors may service three (3) consecutive terms.

Expenses

The Directors of the Institute shall serve without remuneration and the Directors shall not receive directly or indirectly, any profits from their positions as Directors, but may be paid expenses incurred by them in the performance of their duties. This clause is unalterable.

Board Nominations and Election

People who wish to stand for nomination to the Board must complete the attached nomination

form and submit it to the Burnaby Family Life offices to the attention of the Nominations Committee. If there are no nominations received for the vacancies on the Board, the Nominations Committee will recruit and make recommendations to the Board.

The Nominations and Governance Committee will review all nominations and will recommend a list of potential Board Directors to the Burnaby Family Life Board for their information.

The Nominating and Governance Committee will recommend a list of potential Board Directors to the Burnaby Family Life Board for their information. It will also advise the Board of any existing Board Directors that have not been nominated.

The Burnaby Family Life Board will review the report from the Nominations and Governance Committee for any further nominations at the June Board meeting.

The Nominations and Governance Committee will present the list of candidates to the Burnaby Family Life membership at the Annual General Meeting in September

SPECIFIC SKILLS AND EXPERIENCE

Burnaby Family Life has concluded that it is most effective when at least the following knowledge, experience, skills and characteristics are represented on the Board, with each director contributing in at least one or two of the following categories. .

Skills/Experience	
i) Community Service or Not for Profit organizations	<ul style="list-style-type: none"> • Knowledge and experience within the community service or Not for Profit organization
ii) Financial/Accounting /Investment	<ul style="list-style-type: none"> • Professional Accounting designation required for at least one board member • Investment Management and/or Financial Management experience
iii) Information Technology	<ul style="list-style-type: none"> • Experience as IT professional in a leadership position in a commercial business or like organization. • Asset to have exposure to new technologies.
iv) Board Governance	<ul style="list-style-type: none"> • Experience on Boards of a similar sized organization • Experience having worked through difficult/crisis situations with organizations • Experience with Policy Governance Boards
v) Community Diversity awareness/involvement	<ul style="list-style-type: none"> • Awareness and involvement in key issues for members and potential members of the Burnaby Family Life. • Strong network connections within community • Board should reflect the diversity of the community
vi) Burnaby Business Profile Awareness	<ul style="list-style-type: none"> • Awareness of the types of Businesses and not for profits that are in the Burnaby Community

**Directors generally have skills and experience in at least one or two of the above categories. As a result, it is expected that the total number of targeted directors will be considerably higher than the actual number of directors that will sit on the Board*

2011/2012 BOARD OF DIRECTORS

President:

Peter Helland, P. Eng., MBA

Treasurer:

John Crawford, CA, CFE

Secretary:

Carol Matusicky, PhD

Directors:

Karen Ewing

Leza Muir

Angela Pirozzi

William Tsai

BASIC PRINCIPLES OF POLICY GOVERNANCE

1. *The Trust in Trusteeship*

We represent the owners of Burnaby Family Life, but who are the owners? Members, agencies using our materials, governments, which fund our activities, and families we serve. Probably all of these, and more.

2. *The Board Speaks with One Voice or Not At All*

We must present a united voice to the “outside world” in order to have credibility and the power of the group. However, internally, we must have discussion and argument to ensure that diverse points of view are heard and considered. Only in this way can we ensure that we have reached the best decisions possible and that the final position represents the distillation of many different ideas.

3. *Board Decisions Should Predominately be Policy Decisions*

Policies are the expression of the Board’s soul, embodying our beliefs, commitments, values and vision. It is our responsibility to craft these carefully, taking into account individual values to reach a consensus that reflects our collective values.

Policies cover the following additional areas:

- Ends - what is to be achieved.
- Executive Limitations - boundaries beyond which the staff cannot go in achieving the Ends. Any reasonable interpretation by the ED is acceptable.
- Board-Staff Linkage - how the Board will exert its influence upon management and how it evaluates staff performance.
- Governance Process - how the Board will run itself and how it accomplishes its mandate.

4. *Boards Should Formulate Policy by Determining the Broadest Values Before Progressing to More Narrow Ones.*

The large issues include assumptions about all of the related smaller issues. We are at the stage of having made the first pass at the broad values. We still have to clarify the details of the narrower ones implicit in the work we have already done. In the meantime, the ED is entitled to make whatever choices s/he likes as long as they are within the Ends and Limitation Policies.

5. *A Board Should Define and Delegate, Rather than React and Ratify*

To do its job, the Board must look outwards and into the future. It should set out the minimum constraints and hire an ED capable of handling the details, within the constraints set by the Board. A Board that insists upon doing the ED’s job will be unable to do either one and will stifle the potential of the organization. “Reacting and ratifying” does not add value - rather it detracts from it.

6. *End Determination is the Pivotal Duty of Governance*

The justification of Burnaby Family Life’s existence is the difference it can make. It is up to the Board to determine what the difference should be and the methods that are unacceptable to achieve it.

Our challenge is to determine what the ends are and how to measure what is being achieved against those ends and at what cost. Ends issues qualify as ends issues only if they directly describe what good, for whom, or at what cost.

7. *The Board’s Best Control over Staff Means is to Limit, Not Prescribe*

Means describe how Burnaby Family Life will achieve its ends. Means apply to the Board and to staff separately and distinctly.

Since it is impossible to foresee every possible situation and circumstance, the best approach to ensuring staff conduct themselves in a

manner consistent with the wishes of the Board is to describe what cannot be done, rather than what can be done. This approach allows staff the freedom to use their creativity and deal with a changing environment expeditiously as long as they do not do anything which has been set down by the Board as a constraint on their activities. It results in staff being more accountable, not less, since the Board has not told them what they can do, only what they cannot do.

8. *A Board Must Explicitly Design its Own Products and Processes*

The Board states what it expects of itself in terms of how it will conduct itself and how it will do its own job. It must provide enough detail that it is confident that any reasonable interpretation of the policies by the chairperson will be acceptable.

9. *A Board Must Forge a Linkage with Management that is Both Empowering and Safe*

The Board must empower the ED to accomplish Burnaby Family Life's goals as set out in the

Mission/Vision/Values statements and the Ends policies, but at the same time not abdicate the Board's own responsibility for leadership and control. This is accomplished via the Board-Executive Director Linkage policies and the Executive Limitations policies.

10. *Performance of the ED Must be Monitored Rigorously; But Only Against Policy Criteria*

When the Board has told the ED to achieve certain ends without violating certain limitations, monitoring is as simple as checking actual performance against these two sets of expectations.

This is done in one or more of three ways:

- Requiring regular reporting from the ED to the Board
- Requesting third party reviews of performance against goals and/or limitations (external auditing)
- Direct inspection by a Board member(s)

Source: The Carver Guide Series on Effective Board Governance - Carver Guide 1

NOMINATION FORM: BOARD OF DIRECTORS, BURNABY FAMILY LIFE

The information you provide will be used in the profile sent to members for the election.

Please be as specific as possible within the space provided. Please note that all information provided will be kept confidential and not share outside of BFL.

PERSONAL INFORMATION:

First Name | _____ Last Name | _____

Address _____

City | _____ Province | _____ Postal Code | _____

Occupation | _____

HOME

Telephone | _____ Cell | _____

Fax | _____ Email | _____

WORK

Telephone | _____ Fax | _____

Email | _____

Having reviewed the criteria listed in the "Call for Nominations", which criteria do you personally meet?

Previous board experience and/or volunteer involvement:

NOMINATION FORM *continued*

Do you have skills in any of the following areas: Community Service or Not for Profit organizations, Financial/Accounting/Investment, Information Technology, Board Governance, Community Diversity Awareness/involvement or Burnaby Business Profile Awareness? What other skills would you bring to the Board?

Work-related and/or academic background:

Reason for interest in serving on the Burnaby Family Life Board:

I am attaching a Criminal Record Check (First level) with the application form

Yes

No

I agree to let my name be considered for nomination to the Board of Burnaby Family Life and if elected, I agree to sign and abide by the Directors' Code of Conduct included with the Call for Nominations.

Signature | _____ Date | _____

Please include a short bio to be shared with the BFL Board and at the Annual General Meeting.

Send to:
Nominations and Governance Committee
c/o N&GCommittee@burnabyfamilylife.org

GOVERNANCE PROCESS POLICY: GP #2c - BOARD MEMBERS' CODE OF CONDUCT

As adopted by the Board on November 30, 2010

The board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

1. Members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - B. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote, but also from the deliberation
 - C. Board members will not use their positions to obtain employment in the organization for themselves, family members or close associates. A board member who applies for employment must first resign from the board.
3. Board members may not attempt to exercise individual authority over the organization.
 - A. Members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - B. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except explicitly stated board decisions.
 - C. Except for participation in board deliberation about whether the Executive Director has achieved any reasonable interpretation of board policy, members will not express individual judgments of performance of employees or the Executive Director.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for board deliberation.

6. Members will support the legitimacy and authority of the final determination of the board on any matter, irrespective of the members' personal position on the issue.

A member is considered to have resigned if he/she is absent from 2 consecutive meetings or 3 meetings in a year without providing a reasonable explanation to the board chair.

Name (Please Print)

Signature

Date



Membership & Donation Form

As a member of Burnaby Family Life, you will have voting privileges at our Annual General Meeting, as well as an added opportunity to contribute ideas and strategies to add to the quality of our programming. Your support helps us serve thousands of families each year.

Help us build a strong community; join or donate today.

Memberships cost \$10 per year; donations above \$10 are tax receiptable and are greatly appreciated.

The best way to donate is online at www.burnabyfamilylife.org. We gladly accept cheques and administration staff can accept cash donations.

Name _____

Organization (*if applicable*) _____

Address _____

City _____ Postal Code _____

Home Phone: _____ Mobile Phone _____

E-mail _____

Yes, I'll donate to Burnaby Family Life! \$ _____

Yes, I want to become a member! \$ _____

