

A close-up, profile shot of a young girl with dark hair, wearing a light-colored sweater, blowing a dandelion seed. The background is a soft-focus green field under a bright sky. The text 'The Federation of Community Social Services of BC' is overlaid in the top right corner.

The Federation of  
Community Social  
Services of BC

annual report



THE FEDERATION  
of COMMUNITY SOCIAL SERVICES of BC

2012-2013

# The Federation of Community Social Services of BC

## 2013 Annual Report

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# About the Federation

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The Federation of Community Social Services of BC has been a provincial leader in the child, youth, adult, and family serving field for 30 years. We represent a fast-growing membership of over 140 agencies and organizations from rural, suburban, and urban communities across BC.

Since 1982, we've been strengthening and supporting our members and BC's community social service sector by networking, exchanging information, building skills, and by consistently bringing a balanced perspective to discussions with provincial and national decision makers.

Our member agencies span the entire province of BC and offer a broad range of services to individuals, families, and communities. Our members serve people living with physical and mental challenges, vulnerable children, youth, seniors, new immigrants,

people living with addictions or mental health issues, women dealing with abuse, and those living in poverty.

Federation member agencies enjoy the benefits of shared resources, leadership training, public policy advocacy, access to decision makers, networking, and cutting edge research and information. We also offer our members comprehensive health, liability, and general insurance packages at reduced rates. Members also benefit from CoreBC, The Centre for Dialogue and Learning, which houses our knowledge generation, translation, and distribution projects including work done in partnership with MCFD, our Research to Practice network and our recruitment and retention initiatives such as Leadership 2020.

Our belief in the power of community guides us in developing

relationships with partners such as government ministries, universities, businesses, other umbrella organizations, and Aboriginal organizations. We are a strong representative voice at the provincial government level bringing forward issues, concerns, and solutions on behalf of our members, service recipients, and the sector at large.

We connect the dots between ideas, research, and practices. Members, partners, government, and other key stakeholders rely on us to provide accurate, current, and useful information about best practices, social shifts, and emerging issues facing BC's social services.

We inform, inspire, educate, and support the people, agencies, and organizations that in turn support children, youth, adults and families in communities throughout BC.

# Report from the Board President

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It has been an exciting and challenging year for the Federation. We have had many, varied opportunities to advocate on behalf of our membership in relation to the myriad of challenges facing the community social service sector and we have struggled with financial constraints while striving to continue providing services to the growing and diverse Federation membership.

The Board and staff have undertaken several collaborative initiatives over the last year. A new committee was established with CLBC which will provide a forum for addressing quality of care and other issues of mutual concern. We have continued to work with the Ministry of Children and Family Development through the Balanced Contract Management Project which has involved very extensive consultations and we

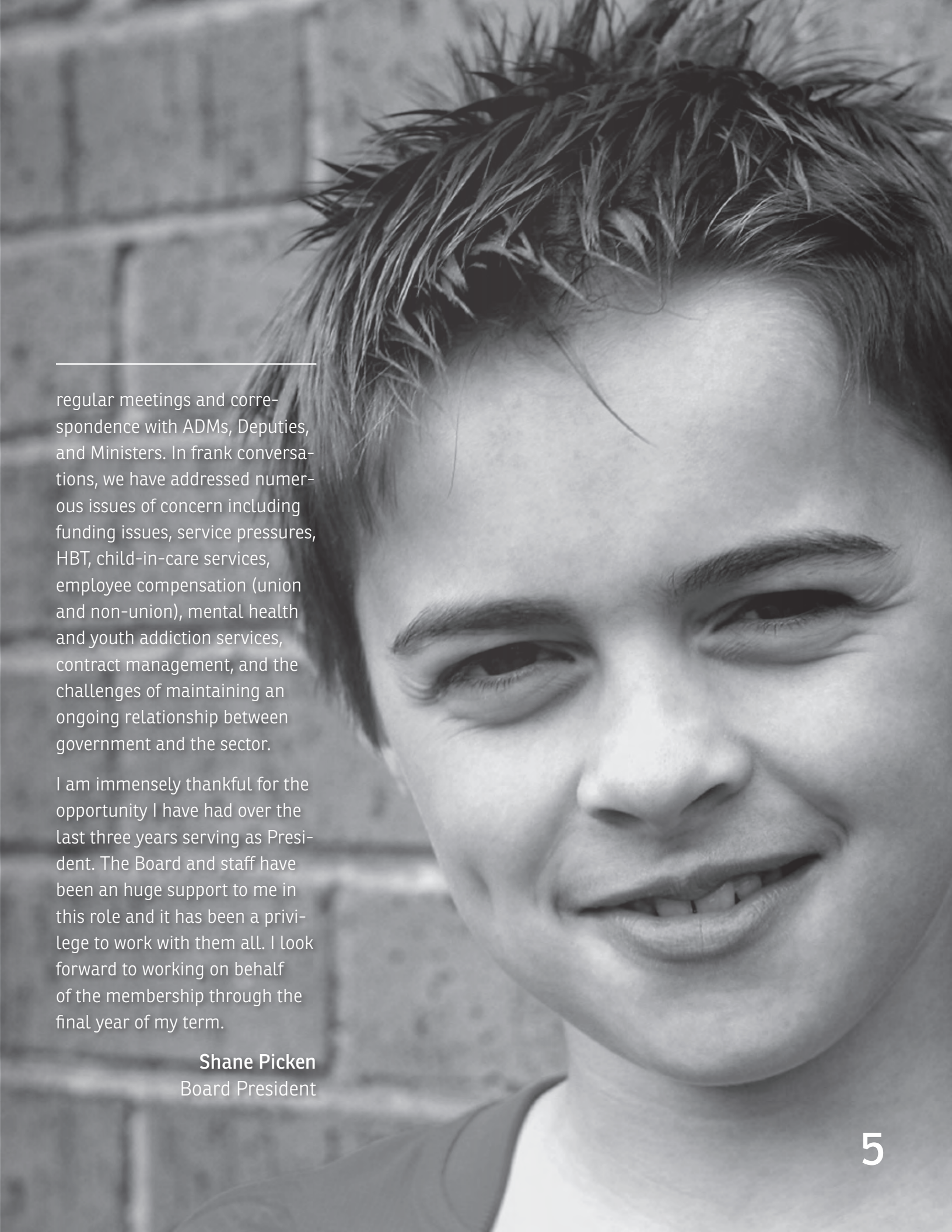
are nearing decision points on a number of key issues identified by Federation members. There will also be an ongoing opportunity to advocate on behalf of the sector as the Ministry has committed to supporting a multi-lateral Steering Committee as an ongoing forum to address procurement issues in the sector.

We have also continued to work with the Ministry on the implementation of the recommendations of the Residential Review project even though progress has been very slow, impeded by the Ministry's financial constraints. However, the Ministry has committed to continuing our work together in these areas as well as new work towards improving mental health services for children and youth and promoting evidence-based promising practices developed from the Federation's experience

with the children, youth, and families in our communities.

The Board and staff have also participated in extensive collaboration and advocacy with other stakeholders across the sector on a number of initiatives. The Federation continues to offer support to Board Voice and the Child and Youth Care Association of BC and has been working in consultation with the Representative for Children and Youth. Our support and participation with the Provincials Roundtable in their work towards raising public awareness of the sector continues to move forward through op-eds, tool kits, press releases, as well as outreach and awareness projects in advance of the recent provincial election.

And of course much of our work advocating on behalf of the membership occurs through



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regular meetings and correspondence with ADMs, Deputies, and Ministers. In frank conversations, we have addressed numerous issues of concern including funding issues, service pressures, HBT, child-in-care services, employee compensation (union and non-union), mental health and youth addiction services, contract management, and the challenges of maintaining an ongoing relationship between government and the sector.

I am immensely thankful for the opportunity I have had over the last three years serving as President. The Board and staff have been a huge support to me in this role and it has been a privilege to work with them all. I look forward to working on behalf of the membership through the final year of my term.

**Shane Picken**  
Board President

# Report from the Executive Director

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Hanging above my desk is an abridged listing of all the services Federation member agencies provide to British Columbians across the province every day of the year. Sometimes, with all the meetings about reporting guidelines, calls to the Canada Revenue Agency, and trying to find new and creative ways of saying "the sector is vital, fund it adequately!" it can be hard to remember what it's all for.

But the list reminds me that it is by doing all these things that the Federation, as a member organization, can best be a resource, advocate, and support to our members – can best help ensure that compassionate evidence-informed care is available for all British Columbians no matter when or where they need it.

Sometimes the day to day work in the office can feel pretty far removed from the work

happening out in the community and I am humbled and inspired when I read or hear about the creative and responsive ways in which you, our members, work in service of British Columbians.

And our members who focus on education, research, and community advocacy play an important role as well by ensuring that the work that we do happens in ethical and informed ways.

This has been a hard year for the entire community social service sector and while I am confident in our ability to adapt and respond to the challenges facing us, it is also clear that there will be no easy fix heading our way. Changes are on the way and some have already come to pass. For example, the past year has seen significant changes within the Federation itself, particularly in terms of our staff team. The result has been

some realignment of roles and responsibilities in order to keep the staffing model both affordable and effective in meeting the strategic objectives of the organization.

Fiscal difficulties have also been addressed and the board is confident in the financial health of the organization going forward. We are also looking forward to some new opportunities, partnering with MCFD on new initiatives (including an expansion of the Leadership 2020 program, continued work supporting the implementation of the recommendations of our Residential Review report, and new projects supporting organizational learning and research sharing between the Ministry and the community sector).

In this report you will read about the issues facing us but you will also read about some of the

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things we are most proud of:  
the increased representation of  
sector interests; a growing array  
of services to members; and the  
increasing growth and diversity  
of our membership.

In closing, I would like to thank  
the Federation membership for  
their faith and commitment to  
the work we do. And in a year  
with as many changes as this,  
the Federation board has been  
called on to do an exceptional  
amount of work, and I offer my  
deep thanks and appreciation for  
the hours and commitment each  
board member has contributed.

Last but not least, I must share  
my deep gratitude for the most  
amazing group of people a  
person could hope to work with:  
Donna, Doug, Elaine, Jennifer  
and Marshall.

**Rebecca Ataya**  
Interim Executive Director

*"Membership in the Federation is an invaluable resource for me being a new Executive Director as well as also being new to social services. The team at the Federation provides me with a listening ear, wise counsel on challenging issues, and great referrals to people in the field. I also greatly value the excellent services of the Federation including the newsletter, website, analysis of reports and new initiatives, webinars, conferences, and the daily news clippings."*

**Lisa DePaoli**, Executive Director  
Cariboo Family Enrichment Centre

*"We fight for social services and if we didn't have the support and backing from other Federation member agencies in the province, we would not be able to have the strength of a collective voice or even the means to have that voice."*

**Dana Gorbahn**, Executive Director  
High Road Services Society

*"We all talk of the challenges that our sector faces and how these problems keep recurring in cycles, whether it be from changes of priorities, new models of funding, or the frameworks in which we are required to engage clients. We won't be able to solve the issues that confront us with the same intelligence and skills that created them. Thankfully, the Federation's Leadership 2020 Program moves people well beyond the traditional forms of leadership."*

**Kim Sinclair**, Executive Director  
Aspiral Youth Partners Association

*"I want to thank the Federation for the daily news updates we receive. They are very informative and helpful in establishing the social and political context for our work. I regularly forward the news clippings to board members and management for information and discussion."*

**Doug Sabourin**, Executive Director  
Deltassist Family & Community Services

# The Federation Staff Team



**Total - Federation Staff Team**  
**3.55 FTE Equivalent**  
Dedicated to the Federation's  
Functions and Operations

*\* Some staff members have additional hours provided to external entities and/or projects (such as Board Voice) which are funded separately and in full by those external entities.*

## Member Services

### Regional Support

Five Federation board members are dedicated Regional Directors who welcome new Federation members, connect and enhance communication between members within their region, and hold regular meetings to share issues and discuss areas of concern with government representatives.

The regional meetings continue to have high attendance but many of the same issues persist. Region-specific issues (such as labour market and wage discrepancies) continue to be a focus of discussions that also cover issues such as contracting and procurement, Municipal Pension Plan (MPP), increasing cost pressures, reduction to gaming funds, Healthcare Benefits Trust (HBT), the Integrated Case Management system (ICM), and

the ways in which the change in MCFD's organizational structure has impacted its relationships with Federation agencies.

## Meetings & Conferences

The Federation also hosts three General Meetings across the province each year. The meetings combine Federation business such as board elections with sector updates, briefs from politicians, special guest speakers, and networking time.

These two-day events allow members to connect in person and are preceded by a full-day workshop with special guest facilitators covering topics from leadership and succession planning to organizational health and working cross culturally.

The past year found us looking for cost savings to keep the meetings affordable while still

providing relevant and informative speakers and topics that reflect the interests and needs of our growing membership. We are also continuing to be intentional about providing necessary time for networking and reflection through table topic sessions, hosted lunches, longer breaks, and Open Space and World Cafe discussion opportunities.

## Information Sharing

The past year saw a huge increase in the amount of informational resources available to Federation members.

A new series of fact sheets was produced covering topics such as social media for non-profits, how HBT affects the sector, and the introduction of British Columbia's new Family Law Act.

The Federation, in partnership with the Provincials Roundtable,

also created a special communications toolkit called *Talking the Talk* which provides key messages, talking points, statistics, figures and examples for those of us in the sector to use when talking with others about the important work we do.

## Election Resources

During the 2013 BC Provincial Election, the Federation provided members with many resources, providing key questions and messages to take to candidates, election info and voting information, posters with candidate lists and contact information for each agency's constituency.

The Federation also identified key issues and questions facing our sector and solicited responses from each of the major parties to inform the decision making of our members.

# Service Quality

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## Procurement & Business Practices

The central role of the Federation's Procurement and Contracting Committee is to participate in, and advise, various governmental contracting, reporting, and procurement working groups and steering committees.

Our main focus continues to be the development of a Contracting Manual for the Ministry of Children and Family Development (MCFD), which is due in 2013, and agreement on key issues to be covered therein including: financial reporting requirements; administration costs; relationship management; continuous quality improvement; and the identification and handling of surplus, deficits, and unearned income.

Future endeavours will focus on collaborative engagement with MCFD in support of the completion and implementation of the new Contracting Manual as well as joint training and orientation for sector and governmental persons. The committee is also pressing for a collaborative community development model for the delivery of community-based services including practical and reasonable outcome and financial reporting requirements.

## Research to Practice

The Research to Practice network helps enable Federation member agencies and their staff to become leaders in the provision of informed, effective, and continually improving child and family services.

Research to Practice members are leading academics in a range

of practice areas that have committed to translating the latest developments in research relevant to front-line social services workers into understandable and engaging summaries, articles, and reports.

The past year's Research to Practice articles have covered topics such as: Nurse-Family Partnerships and Children's Mental Health; Community Capacity Building in Child Welfare Services; Change Management and Implementation; Youth Suicide and Gender; and a new program of Indigenous Women, RCMP and Service Providers Working Together for Justice in the Yukon.

## Residential Review

Over the past year the Federation has continued to work with the Ministry of Children and

# Hosted Speakers & Presentations

Family Development (MCFD) on implementing the recommendations from the joint Residential Review Report completed last year. Due to the Ministry's funding constraints progress has been much slower than expected but the Federation continues to encourage action.

That said, the Federation has participated in the Deputy Minister's Steering Committee and multiple government forums focused on the development of select recommendations such as foster care hubs and enhanced post-majority supports for youth.

That said, we will continue to advocate for the implementation of *all* of the recommendations noting that several recent reports by the Representative for Children and Youth over the past year have advocated for similar changes as well.

**Minister Stephanie Cadieux, MCFD**

**Stephen Brown, Deputy Minister, MCFD**

**Mark Sieben, Deputy Minister, MSD**

**Claire Trevena, MLA**

**Shane Simpson, MLA**

**Paul Kershaw, UBC**

**Alden E. Habacon, UBC**

**Dr. Frances Ricks, University of Victoria**

**Norma Strachan, ASPECT**

**Gentil Mateus, CSSEA**

**Monique Gray Smith**

**Dr. Robert Lees**

**Michael McCarthy Flynn, First Call**

**Nancy Poole, BC Women's Hospital**

**Donald MacPherson,  
Canadian Drug Policy Coalition**

**Nicole Mezzarobba, LIFT Philanthropy**

**Daniel Stavert, CARF Canada**

**Tobi Harrington Murch, COA**

# Sector Leadership

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## Leadership 2020

This marked the second year of the Federation's Leadership 2020 program. The program's first cohort of leaders graduated in June and a second blended cohort (of both staff from Federation member agencies and employees in the Ministry of Children and Family Development) launched in January.

Due to the overwhelming success of the program thus far and the subsequent demand for more participant spots, the Federation also launched a new Leadership 2020 Mini program with a cohort of 130 participating in a scaled-down distance-learning version of the program.

## Advocacy Efforts

Much of the advocacy that the Federation undertakes

on behalf of our membership takes the form of meetings and phone calls with politicians, government Ministers and Deputy Ministers. In ongoing and frank conversations, we have addressed serious issues such as accreditation recognition, funding levels and service pressures, HBT's unfunded liability, employee compensation across union and non-union agencies, and the many, nuanced challenges of maintaining the ongoing relationship between the government and the sector.

The support given to our members for their own advocacy efforts has also increased this year. From the recent Election resources to messaging toolkits, Standing Committee resources, press releases, fact sheets and ongoing webinars, our members have benefitted from an increasing array of valuable resources.

## Board Voice

The Federation has also continued supporting the development of the Board Voice Society of BC which leverages the skills, resources, and knowledge of volunteer board members on behalf of the social care sector.

Board Voice not only helps bring the concerns of community agencies to politicians but is also carving out a niche as an important advocate for the sector in terms of public awareness. Recently, Board Voice has been developing collaborative inter-board work in a number of communities to coordinate service delivery, strengthen networks, and increase social capital.

## The Roundtable

Over the past year, the Federation has been coordinating the

# Federation Committees

work of the Roundtable of Provincial Social Services Organizations of BC - a loose affiliation of provincial umbrella organizations that have come together for the express purpose of finding ways to better represent the community social service sector to the people of BC.

The last twelve months have seen the Roundtable undertake public opinion polling in addition to publishing a series of editorials in newspapers around the province on a variety of social service issues such as funding levels, mental health and substance use, and post-majority supports for youth. In cooperation with the Federation, the Roundtable also produced comprehensive communications resources for the social sector containing key messages, speaking points, PR best practices as well as statistics and figures.

Our volunteer committee members have an unparalleled depth of knowledge about the field of community social services. Federation committees are active in many different areas and provide a valuable service to our members.

## **Bursary Committee:**

Noreen Boudreau, Penny Parry, Stacie Prescott,  
Derek Pollack, Bob Cornish, Joel Kaplan.

## **General Meeting Committee:**

Deborah Joyce, Ingrid Kastens,  
Marianne Drew-Pennington

## **Silly Fundraising Committee:**

Jeanne Fike, Penny Parry,  
Merlyn Horton, Devika Ramkhelewan

## **Representatives to the Contract and Procurement Committee:**

David Young, Shane Picken

## **CLBC Committee:**

Dana Gorbahn, Jo-Anne Crawford,  
Nanette Taylor, George Klukowski

## **Election committee:**

David Young, Nanette Taylor, Renata Aebi,  
Tim Agg, Andrew Jarrett, Debbi Flann

## **Governance committee:**

Jeannette Anderson, Deborah Joyce

# Social Change

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## Youth Education Bursary

The Federation's Youth Education Bursary supports youth in BC who are, or have been, in care and who want to pursue post-secondary education in the fields of social service, health, education, or social justice. In June 2013, 24 youth received bursary awards ranging from \$800 to \$2,000. The total amount the Federation awarded to youth-in-care for their post-secondary education this year was \$38,600.

The Youth Education Bursary is made possible by the generosity of Federation members, agencies, staff, and the many other committed donors and volunteers who contribute their time and energy. Since its inception in 2009, the bursary program has helped over 80 young people realize their goals of post-secondary education.

## Wage & Compensation

Increasing disparity in wages and compensation levels across the province is an ongoing issue for many of our members.

Differences in compensation between the union and non-union sector as well as parity issues between the community social service sector and government continue to result in serious recruitment and retention issues for the sector.

This issue is very close to the heart of the Federation and many of our members, and will be an area of increased action by the Federation and our partners over the coming year.

## Recruitment & Retention

As part of the Federation's continued interest and commitment to recruitment and retention

initiatives in the sector, Rebecca Ataya continues to sit on both the Emerging Leaders working group, and the Sector Advisory Council of the Non-Profit Sector Labour Market Partnership. The Federation's very successful Leadership 2020 program, a key recruitment and retention initiative, is highlighted in detail elsewhere in this report.

## Social Innovation

The Federation also continues to support social innovation in BC. Jennifer Charlesworth remains a member of the Partners for Social Impact which grew out of the BC Advisory Council on Social Innovation. Among their other activities, the group is currently investigating and developing ways to utilize 'change labs' to address some of the most complex social issues facing people in our province.

# 2012-13 Federation Board of Directors

Shane Picken, ARC Programs President

David Young, Sources Community Resources Society Vice President

Nanette Taylor, Hollyburn Family Services Past President

Michelle Fortin, Watari Youth, Community & Family Services Secretary-Treasurer

Dana Gorbahn, High Road Services Society North Rep

Ann Kutcher, Westcoast Family Centres Society Van Coastal Rep

Mitzi Dean, Pacific Centre Family Services Association Van Island Rep

Tanya Behardien, Penticton & District Community Resources Interior Rep

Deborah Joyce, District 69 Family Resource Association Director at Large

Jo-Anne Crawford, Shuswap Association for Community Living Director at Large

Stacie Prescott, Options Community Services Society Director at Large

Tony Lapointe, Mission Community Services Society Director at Large  
(Through Nov 2012)

John Belfie, North Okanagan Youth & Family Services Secretary-Treasurer  
(Through Feb 2013)

Jeannette Anderson, Terrace & District Community Services Society Director at Large  
(Through May 2013)



# CoreBC

## Centre for Dialogue & Learning

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CoreBC was officially launched in 2012 but the Federation has actually been engaged in CoreBC related activities for many years; our Applied Promising Practices projects, work on the Residential Redesign, and our recruitment and retention initiatives all fall under CoreBC's mandate.

In developing CoreBC as an arm of Federation operations, the board determined that external funding was required and would define the scope of the work and staffing. Over the past year we applied for a significant number of applied research and innovation grants but unfortunately did not receive any external funding.

However, interest in the Leadership 2020 program has continued to grow. The second cohort, currently under way, is a larger, blended group made up of both community sector staff

and employees in the Ministry of Children and Family Development (MCFD). Due to overwhelming demand, we have also launched a scaled-down distance learning version of the program: Leadership 2020 Mini.

It is also worth noting that the first Leadership 2020 cohort has continued to meet even after the end of the formal program. The group has been organizing site visits to each others agencies, continuing to meet via webinar, and continuing to build on the relationships they developed.

At the end of the 2012/13 fiscal year, the Federation received a significant project contract with MCFD. The funds have been earmarked to complete future work in three project areas: Communities of Caring (which builds on the work of Residential Review), Child and Youth Mental Health,

and MCFD's Applied Practice Research and Learning Initiative.

Several of the initiatives within this contract build on previous work the Federation has done with the Ministry and this contract provides ongoing opportunities for collaboration between the Federation, the Ministry, and member agencies with the goal of enhancing services, supports, and outcomes for children, youth, and families in BC.

The Federation is also engaged in work to support the Ministry's efforts in using research to better inform practice and vice versa. The Federation and other partners have been working with MCFD in developing a shared research agenda, and the Federation will also assist with the development of an online platform to share the work coming out of this joint initiative.

corebc

CENTRE *for* DIALOGUE & LEARNING

# Finance Report

## REVENUE

MEMBER FEES	\$258,300
INSURANCE FEES	\$125,500
FEE FOR SERVICES	\$187,800
OTHER (DONATIONS, FUND DEVELOPMENT)	\$1,023,400*
TOTAL	\$1,595,000*

## EXPENSES

SALARIES, BENEFITS & CONTRACTS	\$486,000
MEETINGS & EVENTS	\$14,500
TRAVEL	\$48,500
OFFICE OPERATIONS	\$35,500
PROFESSIONAL FEES	\$5,000
TELECOMMUNICATIONS	\$22,000
BURSARY	\$22,500
TOTAL	\$634,000

<b>BALANCE</b>	<b>\$961,000*</b>
DEFICIT FY 2012/13	(\$39,000)

## YOUTH BURSARY FUNDS

RAISED (FY2012/13)	\$20,900
AWARDED (FY2012/13)	\$22,500

\* \$1,000,000 of the amount listed under 'Other' is conditional money to be brought forward for ongoing contract work between The Federation (CoreBC) and MCFD as noted in the finance report.

Over the past year the Federation faced some significant challenges in funding our core operations. Rather than see a cut to the services and benefits offered by the Federation, the membership voted instead for a fee increase, the first in six years. A thorough review of the budget and human resource plan and a passionate discussion among the membership took place leading up to this important decision.

Some other one-time-only expenses and cash flow issues were resolved at the end of this fiscal year and the board is confident in the sustainability of our financial situation moving forward. That said, we are now looking for ways to rebuild our reserve and strategic funds. There are also funded projects on the horizon with the Ministry of Children and Family Development to build on the work of the Residential Redesign report and facilitate community consultations relating to child and youth mental health.

Audited financial statements have been released to members and will be presented at the Federation's Annual General Meeting in June.

# Join the Federation

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The Federation represents over 140 agencies from rural, suburban, and urban communities across BC. Services provided by our members range from prevention and early intervention to intensive mandated services and they directly benefit British Columbians of all ages and from all walks of life.

We began as the Federation of Child and Family Services but in 2009 we changed our name to better reflect the sector we represented. Membership growth has been steady and we have welcomed an increasingly diverse array of community agencies over the past ten years.

However, we are also mindful of our roots, our history, and the

unique role we have in representing some of the specific areas of the community social service sector - particularly those that address the complex needs of the vulnerable children, youth, and families involved in British Columbia's child protection system.

We work to find a balance between being a voice for the community social service sector as a whole, while also using our expertise, experience, and history to speak on behalf of marginalized populations.

Here at the Federation, we take time to nurture relationships with our members in order to create an environment where people feel valued, supported,

and well-informed. We work closely with the other provincial umbrella organizations to coordinate our efforts and to advocate for a sustainable social care system and a healthy and vibrant province.

We are a powerful, professional and practical voice for BC's community social services and we are constantly looking for ways to include and invite other organizations to add their voice to ours.

To learn more about our organization, become a member, download reports and fact sheets, or look at the many projects and policy initiatives we are working on, visit [www.fcssbc.ca](http://www.fcssbc.ca) or contact us below.

## Visit us at:

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## Contact us at:

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**THE FEDERATION**  
*of* COMMUNITY SOCIAL SERVICES *of* BC