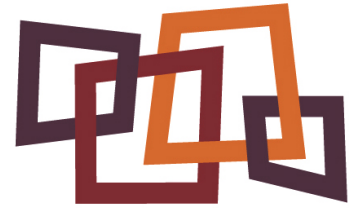


THE FEDERATION

of COMMUNITY SOCIAL SERVICES *of* BC



2017
ANNUAL
REPORT



THE FEDERATION IS A CATALYST FOR POSITIVE CHANGE TO BRITISH COLUMBIA'S SOCIAL POLICIES AND COMMUNITY PROGRAMS

THE FEDERATION represents more than 130 member agencies serving over 250 communities across BC both on and off recognized First Nations territories. Our members provide more than 50 different service and program areas to people of all ages, employ more than 6000 British Columbians, and represent over \$500 million of community investment in BC's social service sector.

OUR MEMBERS support communities through a wide spectrum of services such as support for those with disabilities, employment programs, early childhood education, homeless outreach, and family programs.

Altogether better.

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An inclusive and caring society

The Federation's mission challenges us to be a catalyst for positive social change—we want to help improve British Columbia's social policies and we want to strengthen and support community programs across the province.

Our four strategic directions have mapped ways that we can work towards this goal and inclusion and care remain central themes of our approach. The vision we are working towards requires us to be mindful of not just the change we want to see, but how we can best make such change.

As such, we have spoken a lot about reconciliation and trauma-informed practice over the past year. Organizations like The Federation have a duty to recognize and understand the impact of history and past trauma on the people we serve and we must continually innovate and evolve the way we care for and support all of the people in our communities.

These are not trends for us to follow. They are the lenses through which we view our work and the things we have pledged to hold in our hearts and in our minds as we strive to achieve our goal of a just, inclusive, and caring society. I firmly believe that it can be done and I am proud that we are doing it together.

Rick FitzZaland
Federation Executive Director

A catalyst for positive change

Earlier this year the BC government took the unprecedented step of committing \$332 million in new funding to support children and families in our province. This gives us a tremendous opportunity to turn the child-welfare system on its head so that prevention and early intervention become the primary focus of a provincial family support network that includes the public sector as well as the public service.

This is something many of us have strived for over the course of our careers and it is long overdue. While this investment will provide a welcome increase in the existing range of services in the province—particularly over the course of the coming year—it is critical that we collectively seize this opportunity to place a social innovation lens on the work we do.

Creating the space and time for dialogue over the next few years to identify and prototype new approaches to supporting families and keeping children safe will be our next great challenge. In our role as a catalyst for positive change in social policy and programs, The Federation will make every effort to provide our membership with opportunities to contribute our knowledge and expertise to this discussion. Together we can achieve better outcomes for the people we serve. I know we are up to the task and I look forward to seeing what we create together.

David Young
Federation President

SINCE 1982 The Federation has been strengthening and supporting BC's community services sector by networking, researching, building skills, and consistently bringing a balanced perspective to discussions with provincial decision makers.

Board of Directors

The Federation is governed by a hard-working and committed Board of Directors. They all serve on The Federation's board, guiding our organization's direction in addition to running their own community organizations across the province.

Many, many thanks go out to the following people who have stepped up and contributed their time, energy, experience, and expertise in service of our members and the people and communities of British Columbia.

Executive

David Young, President
Tanya Behardien, Vice-President
Deborah Joyce, Secretary-Treasurer
Shane Picken, Past President

Regional Directors

Renata Aebi, Fraser Region
Jan Shumay, Interior Region
Stefan Pavlis, North Region
Judy Valsonis, Vancouver Coastal Region
Dan Malone, Vancouver Island Region

Directors at Large

Sylvia Ceacero
Kendra Gage
Ingrid Kastens
Ann Kutcher
Melanie Mendonca

"We are proud to be a long-standing Federation member. In particular, we appreciate the Federation's advocacy efforts in relation to compensation for the sector as well as the research and work done to support organizations in responding to the current fentanyl crisis."

- Federation member, Pacific Community Resources Society

Team roles at The Federation

Executive Director
Director of Programs & Services
Director of Administration & Finance
Executive Coordinator
Administrative Assistant
Research & Policy Analyst
Events Coordinator
Community Engagement Lead
Communications Coordinator
Leadership 2020 Lead Facilitator & Hosting Team
Leadership 2020 Administrative Support

Member engagement activities

Conferences and Workshops
Action Groups
Support and Outreach to Individual Members
Planning Groups
General Meetings
Regional Meetings
Executive Director Office Hours
Board Committee Work
Webinars and Issue Briefings
Member Consultation on Policy Development and Implementation

9.5 FTE

Combined Federation staff capacity for the 2016-17 fiscal year

133

*The number of organizations that
are a part of The Federation*

108

Full members

25

Associate members

26

Honourary Members

New Federation Members

Over the past year, The Federation welcomed the following members to our organization. We are proud to have them as a part of our movement and we look forward to working with them—and all our members—over the years to come.

New Full Members

Chilliwack Society of Community Living

Island Métis Community Services

Semiahmoo House Society

Terrace & District Community Services Society

Nechako Valley Community Services Society

New Associate Members

Board Voice Society

Burnaby School District

Vancouver Child and Youth Advocacy

BC Association of Community Response Networks



"We are **so happy** to be a
member of The Federation."
- Marpole Oakridge Family Place

"A REAL FOCUS ON PERMANENCY means having enough family supports so parents and relatives don't have to give their kids up; it means an honest, culturally appropriate care plan for each and every child; it means enough foster homes for all the children in care."

- Executive Director **Rick FitzZaland** in the Times Colonist on February 24, 2017

Investing in community

The Federation continues to strive for increased investment in social care in BC and in community social services in particular. We raise the importance of increased funding at almost every single government meeting we participate in and our presentation to The Select Standing Committee on Finance and Government services once again focused on the need for increased funding.

The Federation has and will continue to invest significant time and resources in strengthening our relationships with BC's provincial government. We believe this is the most effective and constructive way of influencing change at a planning and policy level. In these efforts, we continue to focus on the necessity of implementing the 32 recommendations from the 2012 Residential Redesign Report.

Community engagement

Over the past year, The Federation has worked tirelessly to increase the amount of community engagement in policy development and planning in British Columbia. We have brought together Federation member organizations to help inform procurement issues with both MCFD and CLBC. We have also convened multiple information and consultation sessions with member organizations on key issues such as caregiver screening standards, ways of responding to the opioid crisis, and changes to the BC Societies Act.

We continued our ongoing work with CLBC, CSSEA, and WorkSafe BC to explore ways to reduce workplace incidents and injuries (and thus the cost of claims for the community living sector). After years of steady increases, the claims rate decreased in this final year of the initial pilot program.

68%

of Federation members that find it challenging (or very challenging) to recruit front line positions.

53%

of members experiencing requests for services beyond their mandate

82%


of members experiencing an increase in requests for service

Raising awareness

To raise awareness about the need for investment in BC's communities, The Federation penned a number of editorials outlining the state of social care in BC—often in response to crises resulting from years of under-funding.

Our 2017 Provincial Election Strategy was designed to inform the general public, candidates, and elected officials about BC's social care sector. Internal research identified a number of areas in which our members struggle and our approach to the election campaign was based on a belief that the public needs to better understand the value of social care in order for them to demand more sustainable, accessible, high-quality services from their government.

Fact sheets, reports, and op-eds were created to raise awareness about social care in BC and to counter the narrative that economic growth is the only solution to the problems facing our province.



"We are having conversations we haven't dared have before—this will make us **stronger**."

- Federation member

Thinking like a movement

Two years ago, The Federation changed its mission statement to the words on page two of this report. The change in wording signified our commitment to being an organization that thinks and acts like a movement. This decision wasn't made on a whim—it was done with intention and made explicit our goal of social change. Movements are about uniting with others and, over the past year, we have endeavoured to do so even more than before.

The Federation is intentional about joining with those who share our goals and objectives. This open and inclusive approach to social change has guided the considerations of our role in reconciliation and our approach to the recent provincial election and the resulting shift in BC's government.

We played a key role in the formation of 3rd Voice and are proud of the potential this new provincial network represents. As part of our election strategy, we worked closely with 3rd Voice members on a "get out the vote" campaign.

The Federation also signed a protocol agreement with Ending Violence Association of BC. While our two organizations have long worked together, this formal agreement opens the door for new opportunities and shared benefits for our respective members.

The Federation now has formal partnership agreements with a number of provincial organizations. To a degree, these are business documents formalizing already-strong relationships to the benefit of each party. However, a signed agreement is not required for aligned organizations to work together. The Federation also works closely with dozens of organizations in a more informal, grass-roots manner in order to amplify our messages and further our shared goals.

Some social movements require a strong, unified group of leaders. Others require a nimble and tactical grass-roots network of diverse participants. The Federation has and will continue to benefit from both approaches to social justice and collaborative social change.

Leadership 2020

98%

of Leadership 2020 participants enhanced their capacity and willingness to collaborate and work across differences—one of the key goals of the program.

81%

of Leadership 2020 participants learned new concepts, frameworks, and tools that increased their ability to work effectively within complex systems and organizations.

The future of social care

Leadership 2020 is The Federation's custom-built leadership development program. It fosters leadership knowledge, skills, and capacity in the current and future leaders of BC's social, health, and Indigenous services sectors.

The Federation's commitment to our Leadership 2020 program is about more than addressing the recruitment, retention, and succession planning gaps in our sector. Yes, those are the reasons the program was created, but it has become so much more.

Supporting leadership development is helping BC's entire social services sector become better able to help improve the lives of the children, families, and vulnerable adults in our communities.

Leadership 2020 offerings

The Leadership 2020 program combines personal experience, cutting-edge research, relevant theory, and participatory approaches to inspire and empower participants.

The **Blended** program brings community and government staff together into a cohort of learners that experience in-person residencies, online teaching, and self-directed learning over a 10-month period.

The **Indigenous Focus** program follows the same framework while weaving in Indigenous storytelling, ceremony, and practices.

The **Online** program helps people who are unable to participate in the more intensive in-person cohorts invest in their leadership development through a shorter-term distance-learning approach.

"The greatest lesson was that **LEADERSHIP COULD BE PERSONAL**, one-on-one, and not necessarily leading a group."

"Leadership 2020 inspired me to rise above the current conditions and create **A VISION FOR CHANGE** going forward."

– Leadership 2020 participants

2016-17 cohorts

Over the past year, The Federation hosted two different Leadership 2020 cohorts—one **Blended** and one **Indigenous Focus**—that brought together people from community organizations (including Delegated Aboriginal Agencies and Friendship Centres) and BC government employees over the 10-month program.

We also prototyped a new version of the **Online** program for two full cohorts of participants who were introduced to core leadership concepts and approaches over the 6-month distance-learning program.

We believe that true leaders exist at all levels of an organization and that leadership is as much a way of being as it is a title or position. The program will continue to be offered through 2017-18.

Acknowledgements

The Federation extends many thanks to the various guest speakers who generously gave their time to present and speak to Leadership 2020 participants over the past year.

Kim Lyster	Al Etmanski
Audrey Lundquist	Doug Hayman
Kathi Camilleri	Al Etmanski
Tuesday Ryan-Hart	Ian Chisholm
Anne-Marie Daniel	Sarah Schulman
Jonas Piet	Caroline Bonesky
David LePage	Jody Paterson
David Stevenson	Paul Lacerte
Barb Ward Burkitt	Caitlin Frost
Chris Corrigan	Wedlidi Speck
Annemarie Travers	

Reconciliation as a way of being


During our 2015 Social Policy Forum, our members made very clear their desire for The Federation to “live into reconciliation” and to intentionally incorporate this goal into our many other initiatives.

In October 2016, we brought together Federation member organizations, Indigenous organizations, and government for two and a half days of dialogue and learning. Sessions included dialogue workshops hosted by Reconciliation Canada and the KAIROS Blanket Exercise. We were honoured to have Chief Dr. Robert Joseph deliver an opening address in which he expressed the encouragement he felt by our approach to reconciliation as a continuous effort. We also worked with the Federation of BC Youth in Care Networks to include youth delegates as both participants in the conference and as co-hosts for dialogue sessions.

We know that as a non-indigenous organization we risk falling back into dangerous old habits of trying to “save” or “fix” rather than creating space, listening to others, and looking at how we can change ourselves. We are constantly reminding ourselves that this journey requires mindfulness, humility, attention, and great care.

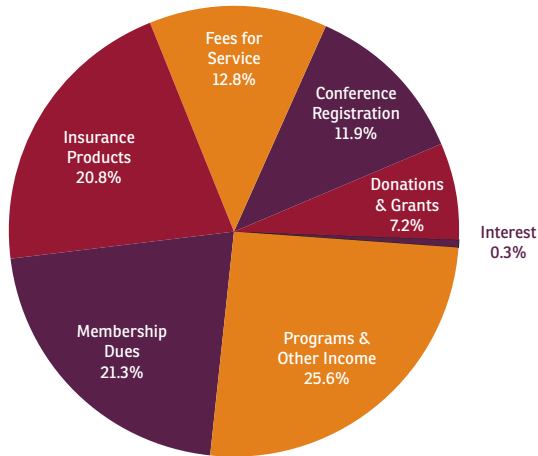
The Federation’s commitment to reconciliation will continue in part through our conferences in June 2017 and October 2018. It is shaping our ongoing dialogue with government, our relationship with the Office of the Representative for Children and Youth, and the ways in which The Federation coordinates community engagement opportunities across the province. We are also building stronger and more meaningful relationships with the First Nations on whose land we host our meetings and conferences.

Our goal of a more sustainable, responsive, and inclusive system of social care requires us to recognize, understand, and address issues of inequity and inequality in all that we do.

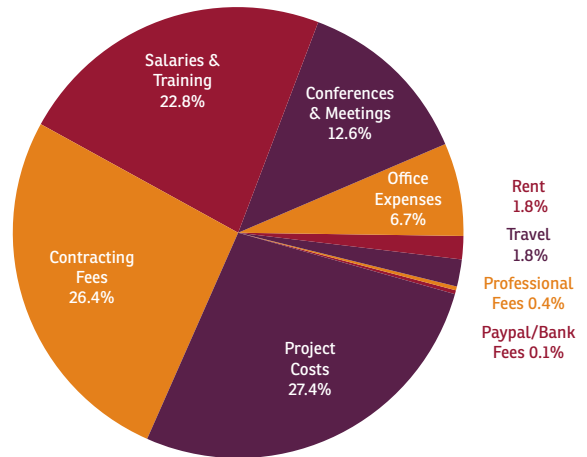
A close-up photograph of two young women of Asian descent. The woman on the left has long dark hair and is wearing a red top with a white collar and a light blue denim jacket. She is holding a clear plastic water bottle. The woman on the right has long brown hair, wears red-rimmed glasses, a blue top with a decorative white beaded collar, and a grey zip-up jacket. They are both smiling and looking down at a tablet computer held by the woman on the right. The background is a blurred outdoor setting with trees and a building.

"We have a **duty** to understand the impact of history and past trauma on the people we serve."

- Federation Executive Director



2016-17 Revenue



2016-17 Expenses

Finances and acknowledgements

The charts above detail The Federation's revenue and expenses for the 2016-17 fiscal year.

Over the past year, \$8550 was awarded through The Federation's Travel Bursary to help offset costs of agency participation in conferences and general meetings for Federation members whose geographic location and/or budget size make it difficult for them to otherwise attend.

The Federation would like to acknowledge Schmunk Gatt Smith and Associates and Megson FitzPatrick Insurance for their support of our Federation conferences and the Vancity Community Foundation for their support of our Leadership 2020 program.

Insurance products

The Federation's insurance products are designed to benefit all parties involved. First and foremost, we want to ensure BC's community sector has choices when it comes to quality insurance products. We also believe that ensuring the staff in our member agencies have access to good health care products will address recruitment and retention issues in a competitive sector.

Taking care of our employees is important and general insurance is something all agencies need. By purchasing benefits and insurance through The Federation's products (FABP and FGIP), our members can stretch their money and increase the value of their membership dollars. These insurance products are a significant revenue source for The Federation and allow us to do even more on behalf of our members.

"Over the course of my time in care, I've learnt that **SOCIAL WORK IS WHAT I'M MOST PASSIONATE ABOUT.** I'd like to help children who, like me, are just trying to navigate through the system. This bursary will help me in achieving my goal of becoming a social worker and I couldn't be more grateful."

- 2016-17 Bursary Recipient

A career in social services

The FCSSBC Youth Education Bursary assists young people that are or have been in care and want to pursue a career in the field of Human and Social Services. Since it was established in 2009, this bursary has helped students with the financial costs of tuition, books, and supplies for post-secondary academic education.

More than just financial support, this bursary is about supporting youth in care throughout their young lives. It's about offering them a pathway to a career in our sector. It's about welcoming young people into this field of work with open arms and a helping hand.

Applications for next year will be available in the fall of 2017. If you have any questions about the bursary, please email us at info@fcssbc.ca

11

young people received funds from the FCSSBC Youth Education Bursary in 2016-17

\$22,000

in bursaries were awarded to young people from government care in 2016-17

138

Since 2009, the bursary program has awarded over \$150,000 in bursaries to 138 worthy recipients

"THE FEDERATION IS UNIQUE. It provides learning and support for leaders in BC's social services sector. Regardless of organization size, our voices are heard, acknowledged, and brought forward to government. The Federation provides an important, informed voice at key tables that many organizations would not normally be invited to. And the resulting changes are improving the day-to-day lives of children, youth, and families in BC."

- Federation member, Federation of BC Youth in Care Networks

