

THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC

2018 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 60 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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A new chapter

The past year was a very eventful and very significant one for The Federation. We began the year preparing for an important provincial election—partnering with Federation members on a series of editorials, creating a ‘get out the vote’ campaign with our partners, and meeting with parties and candidates.

Then, in what seemed like no time, we shifted gears and began building and managing our relationship with the new BC government.

We had worked long and hard to prepare and position ourselves for that moment. There were many new opportunities to take advantage of and many important steps required to plot our course for the coming years.

I FEEL MORE CONFIDENT THAN EVER ABOUT THE FEDERATION'S POSITION

The Federation board and I met with new ministers, we included them in Federation conferences, strengthened existing relationships with our civil servant col-

leagues, and made important connections with the new Ministry of Mental Health & Addictions as well as the Ministry of Social Development & Poverty Reduction.

The contributions of our membership and the efforts of our Board of Directors are what laid the groundwork for this new chapter. Their strength, experience, and passion got us to where we are today.

And I feel more confident than ever about The Federation’s position and our ability to speak out (and be listened to) about the things we care about most: sustainable funding, community engagement and collaboration, leadership development, improving services to children and youth in care, reconciliation, and the importance of a strong and compassionate community social services sector.

In closing, I would like to thank The Federation membership for their faith and commitment to the important work that we do. I would also like to thank David Young for everything he has done to strengthen, inspire, and guide The Federation over the past four years. I’m more sure than ever that we are on the right course and I am excited about what the future holds.

Rick FitzZaland
Federation Executive Director

Creating change

I find it difficult to believe that it was only four years ago when I agreed to stand for election as President of The Federation. It is not a role that I had ever imagined myself in. However, like many events and opportunities in life, sometimes the most impactful are those that arrive unexpectedly and unplanned.

I have had the privilege of witnessing firsthand the knowledge, skills, and dedication with which our professional staff team and our volunteer board and committee members approach the work of our Federation.

Believe me, these are not just words but truths: countless meetings with bureaucrats at all levels; relationship building with politicians both in government and opposition; collaboration with other stakeholders and associations; leadership and professional development; member engagement and support; policy development and contract negotiation. All require focus, strategy, analysis, and expertise—which our Federation has in abundance.

This abundance is what makes us *Altogether Better*. Our membership has an abundance of knowledge, skills, expertise,

and experience and that is why our Federation is so collectively powerful and impactful.

I have had the opportunity to interact with The Federation from a government perspective. When unified, prepared, and persistent, we have a unique and unparalleled position from which to influence social policy and community practice. Don't underestimate our ability to create the change that is needed.

DON'T UNDERESTIMATE OUR ABILITY TO CREATE CHANGE

If you haven't already done so, I encourage you to seek out opportunities to engage and participate more with The Federation. As leaders, facilitate the inclusion of your team members in conferences, webinars, and other meetings. You are the abundance we need as we seek to transform society into one that is more just, equitable, and humane.

I have learned and grown much in my time as President. Thank you for allowing me to serve you.

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 volunteer time to 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 board members who have stepped up and contributed their time, energy, experience, and expertise in service of our organization, our members, and all the people and communities of British Columbia.

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Board Executive

David Young, President
Tanya Behardien, Vice President
Kendra Gage, 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

Tyrell Arnold
Deborah Joyce
Ann Kutcher
Melanie Mendonca
Rona Park
Julia Staub-French

Staff 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
Leadership 2020 Hosting Team
Leadership 2020 Administrative Support

60+

Federation members provide a wide range of programs and supports spanning more than 60 different service areas

250+

Federation members provide services in over 250 communities across BC both on and off recognized First Nations territories

6000+

Federation members employ more than 6,000 British Columbians in communities across the province

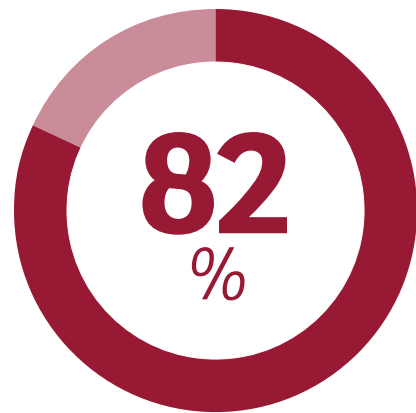
\$500M

Federation members represent almost \$500 million worth of community investment in the social services sector

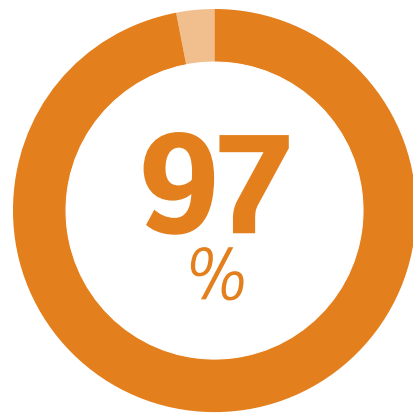
MEMBERSHIP

pie chart percentages based on 2015 member survey

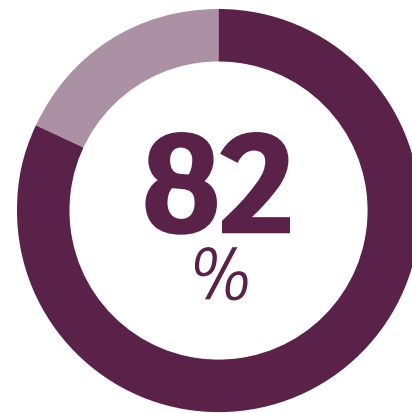
10



82% of Federation members faced an increase in demand for the services they are mandated to provide



97% of money spent by Federation members (over \$41 million) stays in their local communities



82% of Federation members have at least one student placement to help prepare the next generation of carers

Service areas and budget sizes

Our members offer 685 programs in 250 different communities throughout BC both on and off reserve. The chart on the following page details some of the wide-ranging service areas provided by Federation members. Our members are also diverse in terms of governance, budget size (\$25,000 to \$25 million), and scope (single service to multi-service and multi-location).

New Federation members

The following organizations have joined The Federation since June 2017 (and are included in the totals to the right).

June 2017

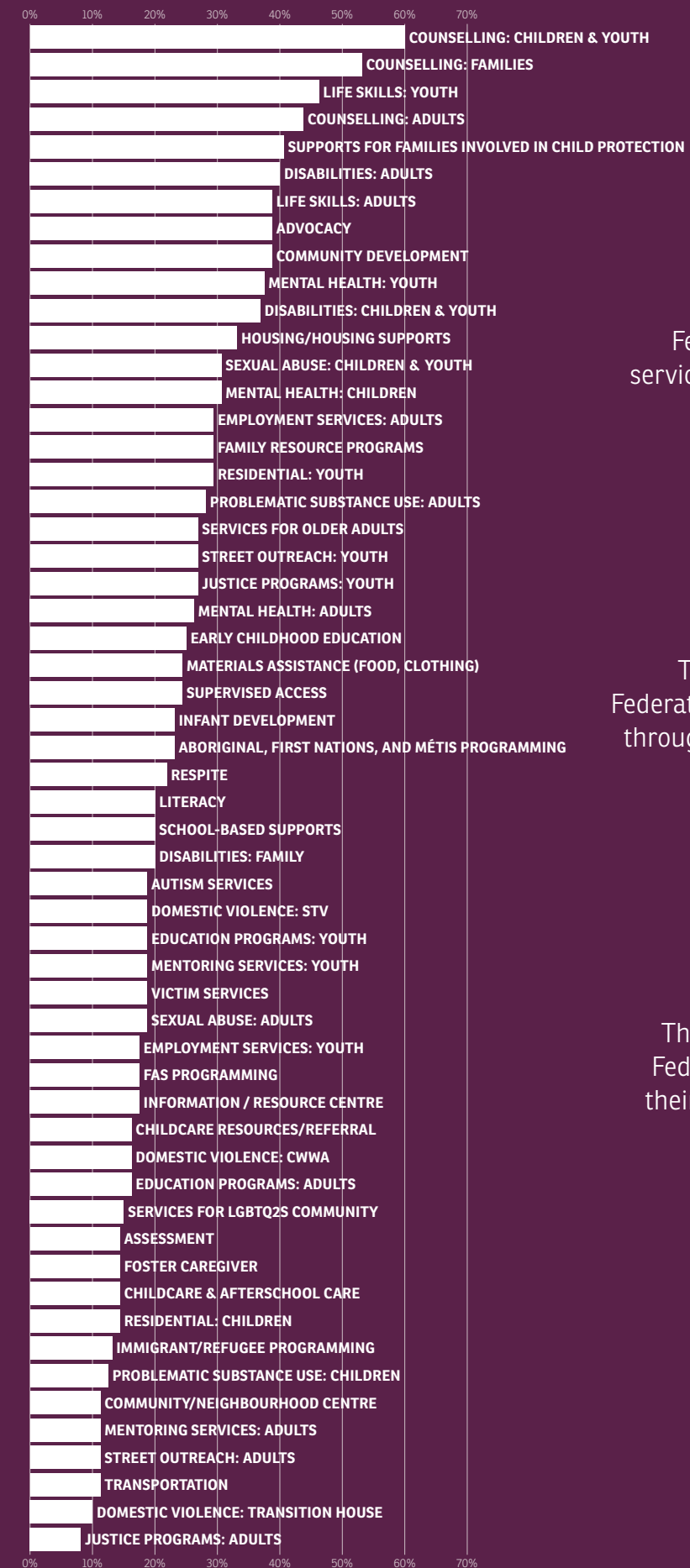
Boundary Family Services Society
Community Ventures Society
Options for Sexual Health Association
University of Victoria, Public Health & Social Policy

Full Member
Full Member
Associate Member
Associate Member

February 2018

Family Services of Greater Victoria
HOME Society
MSA Society for Community Living
The Bridge Youth and Family Services

Full Member
Full Member
Full Member
Full Member



107

The number of Full Members in The Federation—these members deliver direct services and guide our direction and priorities

27

The number of Associate Members in The Federation—these members support our sector through education, research, and coordination

27

The number of Honourary Members in The Federation—people or teams recognized for their outstanding contributions to our sector

13

The number of member organizations who have been a part of The Federation for more than 30 years

MEMBER ENGAGEMENT 12

"THANK YOU FOR A PROFOUND DAY OF LEARNING and for having the courage to hold this event and for giving us the opportunity to do this together."

- June 2017 Conference Participant

Altogether better

It's more than just a slogan. It's the philosophy that guides our entire organization. It's the call to action that drives our work. It's the strength of our partnerships. It's what inspires and empowers our member organizations to make BC a better place to live and it's a steadfast commitment to informed and passionate community social services.

Our member engagement efforts are three-fold. We look for opportunities to serve the needs of our members, we create opportunities to engage our members in efforts to advance and inform social policy, and we strive to collect feedback from our members (in a variety of different ways) to ensure that our events, advocacy, research, networking, and programs meet their ever-changing needs.

Without our members, there would be no Federation. We understand this very well and we work constantly and relentlessly to make sure that what we do is worthy of their relationships, their resources, their time, and their trust. That's what *altogether better* really means.

Improving member engagement

Over the past year, we have intentionally reached out to members who have not attended any Federation events in order to identify and address barriers they may face. Our travel bursary is one way we are trying to mitigate time and resource constraints and we are looking at new meeting schedules and structures to give more attention to the wide-ranging and diverse service areas of our many members. We are also reaching out to our smaller member organizations and members in remote communities to identify new programs and services that can better support them in their work.

In-person member engagement

Our three annual conferences have been celebrated for providing members with excellent information, concrete ideas, and new tools. However, members also want additional opportunities to apply new concepts and to have more focused discussions. We are currently looking at additional ways of keeping members connected and informed in addition to our conferences, regional meeting, and webinars.

The MCFD Multi-Year Action Plan

In response to MCFD's Multi-Year Action Plan (MYAP) and a renewed focus on family preservation, we worked with our members to identify what is/isn't working, what an ideal program would look like, and whether a provincial model should be considered. We also coordinated meetings about the implementation of the MYAP and service areas needing attention.

Safe care legislation

Following the introduction of *Safe Care Act* in March 2017, we gathered input from dozens of Federation members (and seven other provincial organizations) to understand different perspectives, to inform our position on the issue, and to seek additional resources. Feedback was shared with a level of passion reflective of the urgency and complexity of this issue and the ongoing loss of young lives. These efforts have informed The Federation's position on this contentious issue and inspired the creation of an ad hoc group that is monitoring evaluations of safe care both in Canada and abroad.

Responding to the opioid crisis

After fully grasping the impact BC's opioid crisis was having on members, we coordinated with the Community Action Initiative and our accreditation providers to find and share additional initiatives and tools that could support community organizations. This work is ongoing and we are continuing to engage with CAI, accrediting bodies, WorkSafeBC, and government ministries in order to best support our members.

Applied Promising Practices

In the fall of 2017, Federation staff worked with a number of member organizations in the Fraser Valley to expand on a 2013 APP project. This initiative is examining, documenting, and sharing promising practices that are improving family connectivity, fostering family resilience, and strengthening relationships between families and community service providers.

Federation Champions

The member organizations listed below have stepped up to provide financial assistance in order to help keep our provincial conferences and events affordable for our small- and medium-sized member organizations.

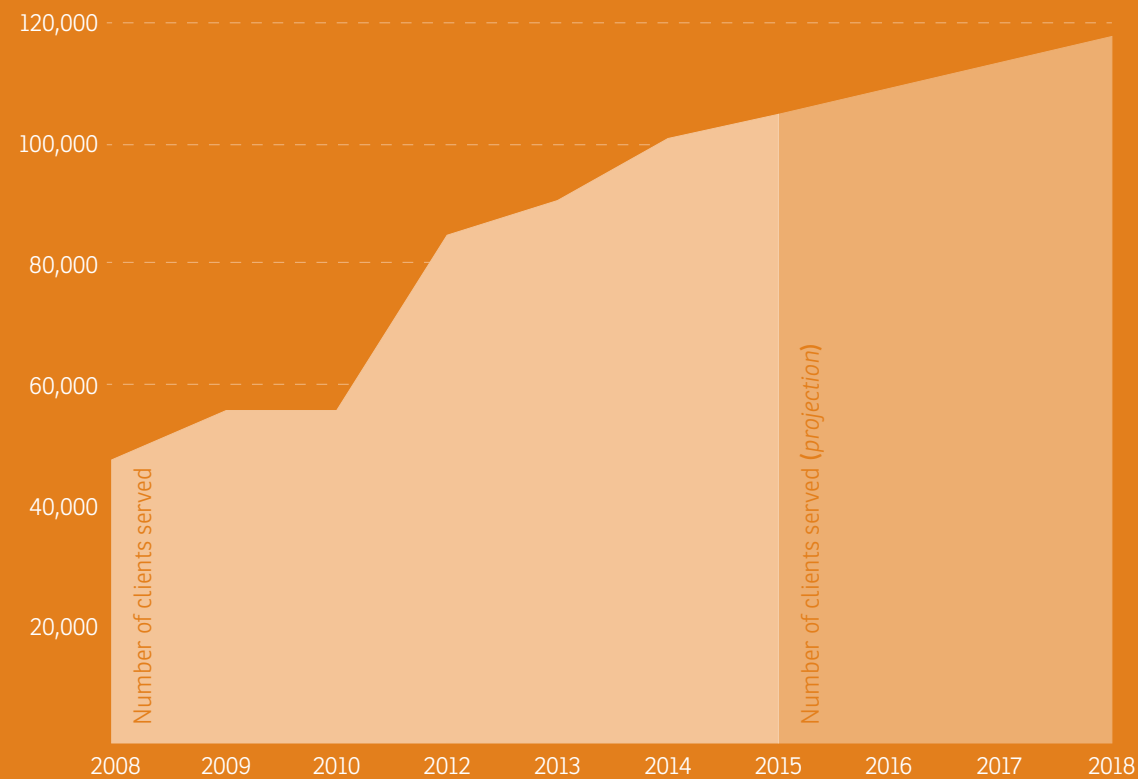
Many, many thanks to these champions for supporting our 2018 Social Policy Forum and 2018 June 'Emerging Issues' Conference in Penticton. It's examples like these that make our Federation *Altogether better*.

Social Policy Forum Champions



June Conference Champions





Engagement and advocacy

The past year has seen a new party take charge of governing British Columbia. This has led to many opportunities for The Federation to influence the new direction social policy development is beginning to take. It was a very busy year—a new chapter we have spent a long time preparing for—and we’re doing our absolute best to seize these new opportunities.

Over the past 10 months, The Federation (including our board members and member organizations) have been meeting with Minister Conroy (MCFD), Minister Simpson (SDPR), Minister Chen (Minister of State for Childcare), and Minister Farnworth (Public Safety). We have also welcomed Minister Chen and Minister Farnworth as keynote speakers at our October General Meeting and welcomed Minister Simpson as a participant of our 2018 Social Policy Forum. We look forward to welcoming Minister Conroy as a keynote speaker at our June 2018 ‘Emerging Issues’ conference.

In addition to the above, The Federation has been working with our members, sector partners, and government allies on a number of key social policy issues related to funding and contracting, caregiver screening, mental health and addiction, secure care, childcare, and residential care.

“One way to improve service delivery is to **SUPPORT AND APPROPRIATELY COMPENSATE THE PEOPLE WHO DELIVER THESE SERVICES** in recognition of the importance of their work.”

- *Select Standing Committee on Finance and Government Services
Report on the Budget 2018 Consultation*

Contracting and funding

For several years, The Federation and our allies at PARCA and the BC CEO Network have been working with CLBC to reduce the impact of proposed changes to the Funding Guide Template. As a result of these efforts, important adjustments that have been made (reducing the financial impact on the sector from over \$20 million to less than \$2 million), and The Federation has also strengthened our relationships with sector allies and paved the way for additional policy discussions with CLBC about contracting and service delivery.

Our presentation to the 2017 Select Standing Committee on Finance and Government Services also focused on issues paramount to the sustainability and strength of social care in this province: wages, workplace safety, service planning, and service delivery.

Improving service delivery

After three years of committed member-led advocacy, MCFD amended their caregiver screening policy in order to better reflect the realities of staffed residential services. While there is still work to be done around the policy’s guidelines, this was a welcomed and hard-earned result of significant advocacy efforts.

We also continue to be actively engaged with MCFD regarding services for children in care. As the scope of the ministry’s portfolio expands, we are continuing to push for a greater focus on kinship care, improved compensation for caregivers, and increased sector engagement on change work and policy development. Elsewhere, Federation members have been consulting with the newly formed Ministry for Mental Health and Addictions to inform and guide service delivery at the community level.

Official and meaningful partnerships

A highlight of the past year was the opportunity to formalize our relationship with Métis Nation BC. As with most of our official partnerships, several years of relationship building preceded the signing of this MOU. And while the agreement facilitates sharing resources and cooperation, at its core, it is about recognizing the Métis Nation's jurisdiction and responsibility when it comes to the welfare of their children. For The Federation, this was another meaningful way of making reconciliation a way of being.

In addition to Métis Nation BC, The Federation also has established formal agreements or partnerships with the BC Association of Aboriginal Friendship Centres, the Ending Violence Association of BC, the Provincial Association of Residential & Community Agencies, and Realize Strategies Co-op. Other allies in our network include Board Voice, Aspect BC, Inclusion BC, BC CEO Network, The Representative for Children and Youth, 3rd Voice, and the BC Poverty Reduction Coalition.

Commitment to collaboration

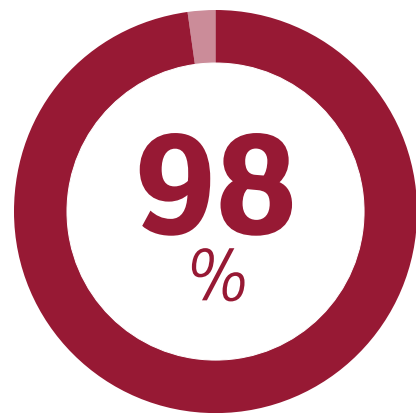
Our commitment to collaboration is not about being nice. It is a strategy necessitated by our mission—being a catalyst for positive change when it comes to social policies and community programs. As a bonus, that means we get to work with smart people and amazing organizations. We believe that partnerships and collaboration make us stronger and that's why we dedicate so much time to building strong, meaningful relationships.

Cross-sector collaboration

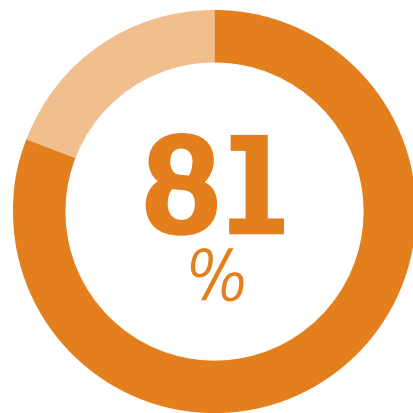
In October of 2017, The Federation hosted a second professional development conference in partnership with the Ministry of Children and Family Development. Over two days, participants created new connections during sessions about mental health, reconciliation, outcomes and evaluation, leadership development, and gender-based violence. Collaborating on these cross-sector learning opportunities is an important way we are working to break down silos among different service areas while also building bridges between government and community-based social services.

A safe and healthy social sector

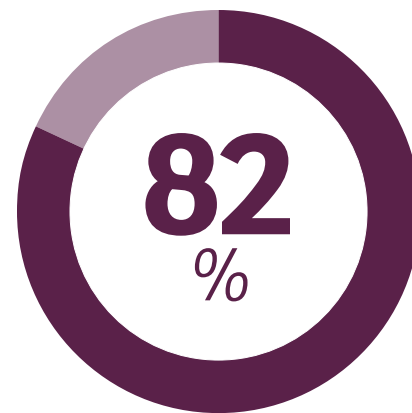
Following three years of work, The Federation and our partners at the Community Social Services Employers' Association of BC and Work-SafeBC jointly launched the Community Social Services Health & Safety Handbook. The Handbook is a first-of-its-kind resource in Canada and, among other things, provides strategies for preventing workplace injuries, responding to injuries, and reintegrating employees back to the workplace following an injury.



98% of Leadership 2020 participants enhanced their capacity and willingness to work across differences



81% of Leadership 2020 participants increased their ability to work effectively in complex systems



82% of Leadership 2020 participants improved their ability to understand others and overcome fears and bias

The future of social care

Leadership 2020 is The Federation's custom-built leadership development program. It builds 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.

Programs and impact

The Federation continues to offer a variety of leadership development programs under the Leadership 2020 banner (info on the next page) and we launched our 12th cohort in 2018. Clearly, demand for this learning has not diminished and we continue to look for new ways to improve and expand Leadership 2020's model.

Meanwhile, graduates of the program are applying their learning and making significant contributions in their teams, organizations, and communities that go above and beyond their current job descriptions. Over 75% of graduates have undertaken an initiative in addition to the expectation of their position—at the level of their team (8%), their community (18%), their region (25%). Some initiatives are even provincial (33%) or national (5%) in scope.

"I FOUND MY VOICE, WHICH WAS BIGGER THAN I EVER IMAGINED IT COULD BE. I embraced my vulnerability. I learned to trust my gut."

- Leadership 2020 participant

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 summer of 2018 will also see the launch of a new program dedicated to past participants who want to continue their leadership journey. The new **Apprentice Circle** program will (a) create opportunities for past Blended and Indigenous cohort participants to serve as an apprentice Leadership 2020 hosts for new cohorts and (b) give them the tools and support to launch community-based projects that will put their learning into action in ways that support the goals of their organizations.



"My own fear, shame, and guilt have kept me from moving forward. I leave these behind and **EMBRACE CURIOSITY, COURAGE, AND WILLINGNESS.**"

- 2018 Social Policy Forum Participant

Reconciliation as a way of being

The Federation continues to work to make reconciliation a way of being—in terms of how we conduct ourselves, how we approach our work, and in the new and different ways we provide support to our members across the province. We may make mistakes along the way—individually and organizationally—but we are embracing new practices, learning much as we go, and benefiting from the good guidance and teachings of our allies during the journey.

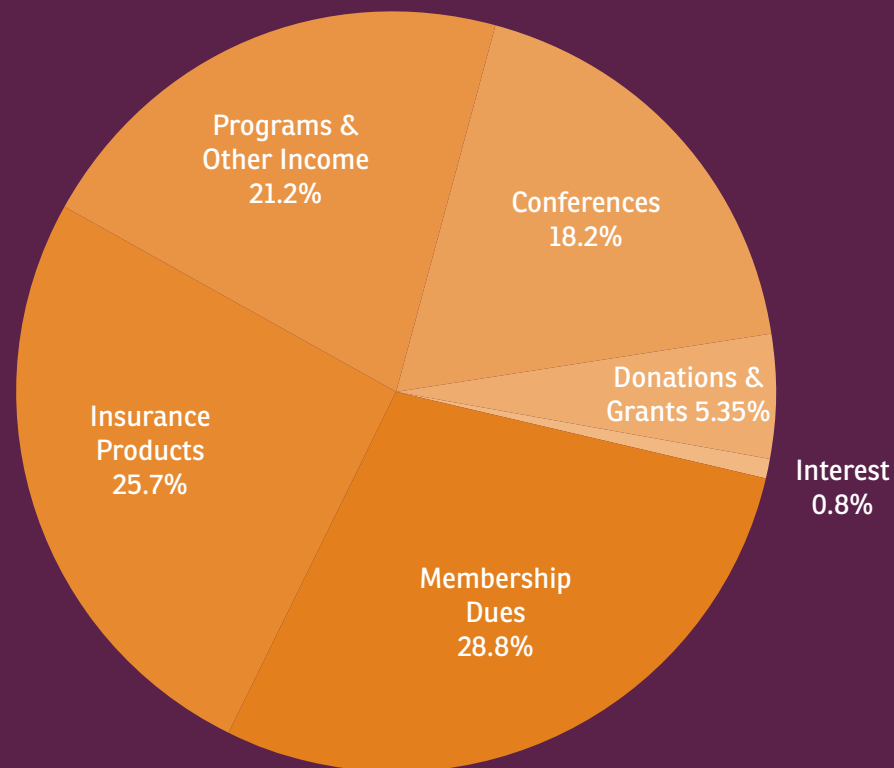
Reconciliation Book Club

June 2018 will see the launch of a reconciliation book club—an idea inspired by members of The Federation's Reconciliation Action Group. Participants will meet every two months to discuss the work and ideas of Indigenous authors.

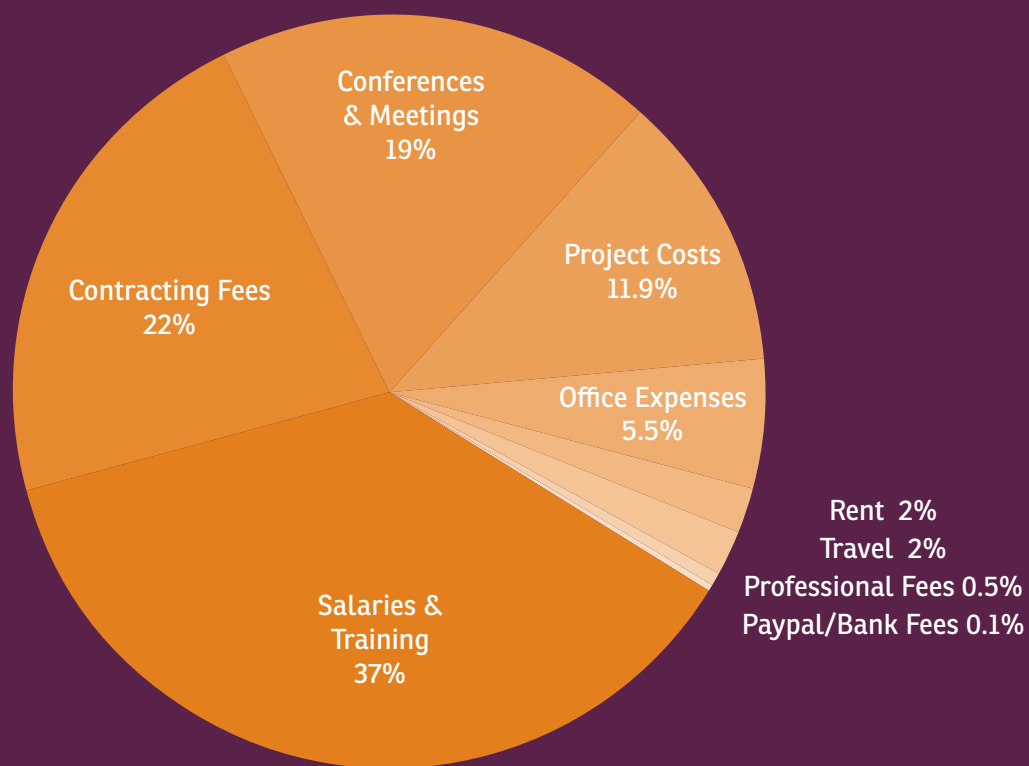
Reconciliation-focused events

The Federation's June 2017 conference created an opportunity for participants to reflect on what their own personal journeys of reconciliation could look like. The KAIROS Blanket Exercise offered an experiential way to think about the ongoing impacts of colonization and conference sessions invited leaders, activists, and community members to share stories of their work from which participants could "harvest" knowledge to guide and inspire future actions.

February's Social Policy Forum incorporated "Cultural Safety and Cultural Agility" as a lens through which to investigate the strength and sustainability of our sector. Participants considered their fears, named their challenges, and reflected on the work of others in order to learn how to create more culturally safe workplaces.



2017-18 Revenue



2017-18 Expenses

Our insurance products

The Federation believes that in order to be strong and sustainable, BC's community social services sector needs access to high quality, affordable insurance products. That's why we've worked with two excellent partners to make available a suite of comprehensive and reliable insurance options at a competitive cost. We take a lot of pride in these products—and have worked with our insurance partners to develop them with care and consideration so they can best meet the needs of our sector.

The benefits of partnership

At the end of the day, all agencies need insurance. And our insurance products are designed to benefit everyone. By purchasing benefits and insurance through The Federation, our members can stretch their money, increasing the value of their membership dollars. The revenue from these plans supports everything we do—advocacy, research, member engagement, and more.

To learn more about The Federation's suite of insurance products, please contact our office or visit: fcssbc.ca

Federation Associate Benefit Plan

It was 1984 when we began working with Schmunk, Gatt, Smith & Associates to develop the Federation Associate Benefit Plan (FABP). Thirty-four years later, we're still working together to offer this plan—one of only three compliant with the BC Community Services Collective Agreement. In many ways, the FABP is like The Federation itself—responsive to the needs of our members, changing and adapting to their requirements and constraints. Our friends at Schmunk, Gatt, Smith & Associates consistently go above and beyond and we're incredibly thankful for this partnership.

Federation General Insurance Plan

Megson FitzPatrick Insurance truly understands and embodies the spirit of our sector and has committed to making our General Insurance Plan (FGIP) more competitive and more effective than ever. They are innovative, they have collaborated with us to develop something new and valuable, and they provide information and resources to all of our members—even those that aren't on their plan. That is the true spirit of partnership.





6

Young people received funds from
the FCSSBC Youth Education
Bursary in 2017-18

\$12k

The total value of bursaries awarded
to young people from government
care in 2017-18

144

Since its inception in 2009, the FCSSBC
Youth Education Bursary has helped
144 young people pursue their dreams

\$162k

The total amount of bursary money
awarded to worthy young people since
the award's inception in 2009

"I am immensely
grateful for this
amazing bursary.
**IT WILL HELP ME
REACH MY GOAL
OF BECOMING
A CHILD AND
YOUTH CARE
WORKER."**

- 2017-18 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 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—supporting them as they become young adults and empowering them to fully realize their potential.

Many thanks to bursary committee members Penny Parry, Noreen Boudreau, Calum Scott, James Kelly, and Dan Malone. Over the coming year, the committee members will be reviewing the bursary criteria and promotion efforts in order to ensure that the bursary is still maximizing its potential in light of recent changes to BC's post-secondary landscape (such as the expansion of tuition waiver programs).

Applications for next year will be available in January 2019. If you have any questions about the bursary, please email us at info@fcssbc.ca

YOUTH EDUCATION BURSARY

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THE FEDERATION

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Altogether better.

**The Federation of
Community Social Services of BC**

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