



2020-21 ANNUAL REPORT

THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC



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

THE FEDERATION represents more than 135 member agencies serving over 250 communities across BC, both on and off recognized First Nations territories. Our members represent more than 60 different service and program areas, providing services and supports to people of all ages, and they employ more than 6000 British Columbians, representing over \$500 million of community investment in BC's social services 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.

OUR COMMITMENT to reconciliation and Indigenous resurgence includes recognizing that the work of The Federation and our member organizations takes place on the unceded lands of many First Nations.

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"WHERE WE FIND OUR STRENGTH"

The past year was a year like no other. We are writing this—and you may be reading this—while feeling tired and stressed. These are hard times. But we have been through hard times before and you have accomplished difficult things before.

And when we say last year was like no other, we don't mean that because of the pandemic or the social upheaval. We are referring to the way this group of dedicated and caring people came together to ensure their programs and services continued to operate in the spirit with which they were created.

Over the past year, all of our member organizations stepped up in profound and significant ways. With each day that goes by, we are more impressed and inspired by your creativity, compassion, and commitment. You have gone above and beyond to support your clients while still recognizing their individual humanity. What's more, you have also shown up for each other. That is what makes this organization so great—the strength of our relationships.

That's also why the Federation Board decided to present the

2020 Award of Excellence to all of our members. We wanted to recognize your devotion not only to this field and the people you serve, but to each other and to what The Federation represents—trusting relationships, collaboration, and meaningful inclusion.

Each of our member organizations, and each staff member within them, have the ingenuity, flexibility, and heart that is needed to do this work. But The Federation's true potential comes from our relationships—from the challenges we face together, the support we provide one another, and the ideas we create together.

That's why *Altogether better* is more than just a slogan on our website. It's the philosophy that guides our organization and the call to action that informs the work we do and how we approach that work.

Because the truth is that if we are going to make any sort of meaningful progress addressing the challenges before us—the mental health crisis, the opioid epidemic, reconciliation, inequality—we will need to move from institutional, colonial models to community-based approaches built on relationships.

That is the change we are working toward. And if the sands continue to shift beneath our feet, take comfort in the fact that the people and communities that you serve are better off because you have been there for them through this crisis.

Remember that the things you are doing today will have positive, long-term effects that will last well beyond the troubling times that inspired them. And rest assured that we will continue to be here for you, our members, offering whatever we can, whenever you need it.

Thank you, once again, for going above and beyond in a time of unprecedented crisis. Thank you for your patience and compassion and creativity—for living into what *Altogether better* is all about. It has been a privilege to experience the tremendous leadership and care that you bring to your work.

Tanya Behardien
Federation President

Rick FitzZaland
Federation Executive Director

A message from our President & Executive Director

Board of Directors & Staff Team

The Federation is governed by a volunteer **BOARD OF DIRECTORS**. They all give their time to serve on The Federation's board, guiding our organization's direction on top of running their own community organizations across the province. Many, many thanks go out to the hard-working and committed 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.

Board Executive

Tanya Behardien
President

Renata Aebi
Vice-President

Kendra Gage
Secretary-Treasurer

David Young
Past President

Regional Directors

Kelly Kelland
Interior Director

Vicki Kipps
Fraser Director

Gwen Cardinal
North Director

Ann Kutcher
Vancouver Coastal Director

Sophia Palmer
Vancouver Island Director

Directors at Large

Julia Staub-French
Tim Veresh
Liz Barnett
Christine Mohr

Federation Staff Team

Bess Williams
Events Coordinator

Bryan Travers
Administrative Assistant

Corinne Kornelson *(on leave)*
Executive Coordinator

Erin Malette
Acting Executive Coordinator

Marshall Watson
Communications Coordinator

Michelle Bell
Child, Youth & Family
Strategic Lead

Pamela Alcorn
Membership and Public Policy
Coordinator

Rebecca Lang *(on leave)*
Associate Executive Director

Rick FitzZaland
Executive Director

Sherry Sinclair
Director of Programs and
Services

Stephanie Martin
Program Assistant

Taylor Logan
Director of Finance and
Administration

Our Members



Federation Membership

Federation members are the foundation of our organization. They guide our direction, they provide the information needed to act on behalf of the sector, they provide the financial capacity to undertake the work we do, and they give this organization its purpose.

Our member organizations offer nearly 700 different programs in 250 communities throughout British Columbia both on and off reserve. They are committed to delivering high-quality services to the children, youth, adults, and families of BC. They are incredibly diverse in terms of governance (for-profit, non-profit, and charities), size (with budgets from \$25,000 to \$25 million), and scope (from single-service to multi-service, multi-location agencies).

New Federation Members

We would like to extend a very warm welcome to the following organizations that joined The Federation over the past year.

BC Centre for Ability Association	Full Member
Encompass Support Services Society	Full Member
Fraser Valley Child Development Centre	Full Member
Golden Family Center Society	Full Member
Langley Community Services Society	Full Member
Nanaimo Child Development Centre	Full Member
Valley Community Services Society	Full Member
Canadian Mental Health Association BC	Associate Member
ShareVision	Associate Member
Teg Bains IT Specialists	Associate Member

Join our Membership

The Federation of Community Social Services of BC has been a provincial leader in the child, youth, adult, and family serving field for over 30 years. We provide the support and advocacy and tools that enable organizations to do their best work. By becoming a member, you join the ranks of thousands of committed and caring people working together to improve the well-being of all our community members.

[Visit our website for a list of member benefits and an explanation of the different membership categories.](#)

Federation Full Members 2020-21 (and joining year)

1-Up – Victoria Single Parent Resource Centre	2003
ACT 2 Child and Family Services	1992
Alternate Shelter Society	1991
ARC Programs	1991
Archway Community Services	1993
Archway Society for Domestic Peace	2019
Aspiral Youth Partners Association	2010
Axis Family Resources Ltd	1993
BeConnected Support Services Ltd.	2020
Bella Coola Community Support Society	2011
BC Centre for Ability Association	2020
Boundary Family Services Society	2017
Building Healthy Families Society	1993
Burnaby Association for Community Inclusion	2012
Cariboo Family Enrichment Centre Society	1994
Chilliwack Community Services	1996
Chilliwack Society For Community Living	2016
Coastal Mountain Child & Youth Services Ltd.	2002
Columbia Basin Family Resource Society	2004
Communitas Supportive Care Society	2015
Community Bridge	1993
Community Ventures Society	2017
Connect Counselling & Therapy Central Okanagan	1997
Connections Community Services Society	1995
Connexus Community Resources Society	2017
Cowichan Valley Youth Services Society	2001
Dawson Creek Catholic Social Services	1996
Deltassist Family & Community Services	1982
Eastside Family Place	2019
Elizabeth Fry Society of Greater Vancouver	1984
Encompass Support Services Society	2020
Family Services of Greater Vancouver	1985
Family Services of Greater Victoria	2018
Family Services of the North Shore	2012
Federation of BC Youth in Care Networks	2005
Foster Parent Support Services Society	2010
Fraser Valley Child Development Centre	2020
Fraserside Community Services Society	2012

Freedom Quest Youth Services Society	2005
Golden Family Centre Society	2020
Greater Vancouver Community Services Society	2010
High Road Services Society	2008
Hollyburn Family Services Ltd.	1992
Hulitan Family & Community Services Society	2012
IDM Youth Services Inc.	2019
Interior Community Services	2000
Intersect Youth & Family Services	1992
Island Métis Family & Community Services Society	2016
Janus Family Programs	1987
Jewish Family Service	2012
Kalum Community School Society	2014
Kamloops Society for Alcohol & Drug Services	2011
Kindale Developmental Association	2010
Kootenay Boundary Community Services Co-op	2006
Langley Community Services Society	2020
Maple Ridge/Pitt Meadows Community Services	2005
Marpole Oakridge Family Place Society	2011
Milieu Children and Family Services	2013
Mount Pleasant Family Centre Society	2001
MSA Society for Community Living	2018
Nanaimo Child Development Centre	2020
Nanaimo Family Resource Programs	1994
Nanaimo Youth Services Association	1994
NARSF Programs Ltd.	1995
Nelson Community Services	2009
North Coast Community Services	1989
North Island Community Services Society	1992
North Kootenay Lake Community Services Society	1998
North Okanagan Youth & Family Services	1982
Okanagan Boys and Girls Clubs	1982
OneSky Community Resources	1996
Options Community Services Society	1993
Orenda Services to Children	2003
Pacific Community Resources Society	1985
Pacific Youth & Family Services Society (Peak House)	1989
Phoenix Human Services Association	1991

Associate Members 2020-21

PLEA Community Services Society of BC	2008
posAbilities Association of BC	2013
Powell River Child Youth & Family Services	1998
Prince George Native Friendship Centre	2019
Progressive Intercultural Community Services Society	2012
Richmond Addiction Services Society	2020
Richmond Family Place Society	2011
Sea to Sky Community Services Society	2004
Sechelt Community School Society	2006
SHARE Family & Community Services	1982
Sooke Family Resource Society	2015
SOS Children's Village BC	2001
Sources Community Resources Society	1987
South Peace Community Resources Society	1982
South Vancouver Family Place Society	2009
Spirit of the Children Society	2012
St. Leonard's Youth & Family Services	1982
Sunshine Coast Community Services Society	1995
Surrounded by Cedar Child & Family Services	2013
Terrace District Community Services Society	2016
The Bloom Group	2019
The Bridge Youth & Family Services Society	2018
The Cridge Centre for the Family	2010
The PACE Child and Family Society	2008
Thompson Community Services Inc.	2005
Thunderbird Neighbourhood Association	1997
Touchstone Family Association	1992
Valley Community Services Society	2020
Victoria Child Abuse Prevention & Counselling Centre	2005
Victoria Native Friendship Centre	2020
Victoria Youth Empowerment Society	1993
WJS Canada	2001
Watari Counselling & Support Services Society	1995
Westcoast Child Care Resource Centre	2008
Westcoast Family Centres Society	2004
Yellowhead Community Services	2001

Association of Neighbourhood Houses of BC	2007
BC Association of Community Response Networks	2016
BC Association of Family Resource Programs	1997
BC Council for Families	1996
BC Federation of Foster Parents Association	1990
BJP Case Administration Management Ltd.	2013
Board Voice Society	2016
Camosun College (Community Family & Child Studies)	2008
Canadian Mental Health Association BC	2020
CARF Canada	2004
Child and Youth Care Association of BC	2012
Community Action Initiative (CAI)	2019
Council on Accreditation (COA)	2007
Douglas College (Child, Family & Community Studies)	2008
Ending Violence Association of BC	2013
Foundry Central Office	2019
Langara College (Department of Social Services)	2011
McCreary Centre Society	2011
NucleusLabs Information Technologies (Canada) Ltd.	2012
Options for Sexual Health Association	2017
ShareVision	2020
Sincron HR Software	2019
SPARC BC - Social Planning Research Council of BC	2015
Teg Bains IT Specialists	2020
University of the Fraser Valley (Child, Youth & Family Studies)	2008
University of Victoria (School of Child & Youth Care)	1993
The Treehouse Vancouver Child & Youth Advocacy Centre	2016
Vancouver Island University (Human Services Program, Child and Youth Care)	1996

Please visit fcssbc.ca/about/our-members for a detailed, searchable list of our members, descriptions of different membership types, and a list of Honourary Members.

Altogether better

All of the work we undertake at The Federation, every initiative and endeavour, is guided by a set of commitments—not just about the why and the what, but also the how. These are the ways we engage with others and the principles that inform everything we do.

- **Building trusting relationships.** We do our best work when we create opportunities to strengthen relationships, when we work toward shared goals through collaboration, and when we conscientiously and authentically engage with others.
- **Advancing proven and promising practices.** We do our best work when we are grounded in research, when we are open to innovation, and when we recognize and utilize the expertise of our membership.
- **Connecting purposefully and collaboratively.** We do our best work when we are thoughtful and intentional about bringing people and organizations together in partnership.
- **Engaging inclusively.** We do our best work when we listen to other perspectives and learn by putting others first, and focus on being inclusive.
- **Consciously and boldly involving ourselves in social justice and reconciliation.** We do our best work when we are driven by the virtues of equity and justice and when we speak truth to power in our contexts individually and collectively.

Social Services Round Table

In the spring of 2019, the provincial government created a Social Services Sector Round Table chaired by Minister Simpson from the Ministry of Social Development and Poverty Reduction.

The Round Table (now chaired by Minister Simons) brings together the social care ministries and representatives from the community sector to address (among other things) compensation, procurement, HR and sustainability issues.

Working groups have been created to focus specifically on procurement, human resources, and compensation. Each of these groups has representatives both from the community sector and from the government. The Round Table is also working to finalize the charter that will guide all of its work—with a particular focus on how it will apply a reconciliation lens to its initiatives.

The Round Table was also the mechanism that enabled a funding commitment to build capacity, support recruitment and retention, and improve sector health and safety. (You can learn more about the Community Social Service Training Fund on Page 15.)

Pandemic Support

Over the past year, The Federation team has been in contact with our members every week—on calls, in virtual meetings, and during weekly and (later) bi-weekly COVID webinars.

The daily updates and requests and questions helped us to understand the new and emerging issues our members are facing so that we can support them and advocate on their behalf quickly and efficiently. At the same time, being more connected to our members has also enabled us to better support and appreciate them as people—and the latter is just as important as the former.

Regular support calls continued through 2020 and 2021 and we brought in various special guests from public health, law offices, and various ministries to answer questions and provide guidance. We launched new sections of the website to help members share policies and practices with each other and to distribute updates from the government.

We also helped facilitate the creation of a community of practice where members are supporting each other around virtual accreditation processes.

Social Policy Forum

In February, The Federation hosted the sixth annual Social Policy Forum. This year's event focused on child and family services and featured presentations by Dr. Cindy Blackstock and Dr. Mona Paré.

The event also involved virtual strategic table topics. Members and sector partners discussed pressing issues such as child care moving to a new ministry, transitions for youth aging out of care, and coordination of harm reduction services. Each table then mapped opportunities to address those issues in ways that would improve outcomes and build a stronger, more sustainable sector.

Youth in Care Week

The Federation was once again proud to be a partner and support the work of the annual BC Child & Youth in Care Week. It was an honour to sit on the advisory committee and help raise awareness about this initiative, to support the various projects and activities, and to help reduce stigma and celebrate young people who are or have been in care.

THE FEDERATION OF COMMUNITY SOCIAL SERVICES OF BC

Sector strength



Building a strong and sustainable community social services sector requires creating spaces for relationships between leaders to form. It requires new and different learning opportunities. It requires the development and sharing of research, news, and information as well as experience, wisdom, and story. These are some of the many ways we are trying to increase the strength and capacity of our sector.

Training Funding

In the Fall of 2020, The Community Social Service Round Table announced \$10 million of one-time training funds for the sector and used a portion of that money to create the [Community Social Service Training Fund \(CSSTF\)](#).

The intention of the CSSTF is to disburse grants to BC organizations delivering community-based social services in support of broad and inclusive training and development efforts that address foundational knowledge and skill needs—including leadership and management.

There are two main granting streams that The Federation has been coordinating over the past year—one for organization-wide training and one for individual staff education and certification.

In addition to the two main funding streams, The Federation is also coordinating a series of subsidized workshops and seminars to complement the training supported by the CSSTF.

Health & Safety Council

The Community Social Services Health and Safety Council launched after five years of dedicated research and consultation with the sector and is the first of its kind in BC.

The council will promote safe and healthy workplaces by providing a dedicated hub workers and employers can turn to for health and safety resources, as well as support on fostering cultures of workplace safety.

Learning & Development

In the spring of 2021, The Federation kicked-off the second phase of our new province-wide learning and development offerings—[Support to Practice Supervision Training](#). We partnered with Community Action Initiative to develop a series of workshops for staff in management and supervisory roles, teaching a new framework for supervision across all service areas.

Labour Market Planning

In March of 2021, The Federation submitted [the Final Report and of the Social Services Labour Market Research Project](#) to our partners at the Ministry of Advanced Education and Skills Training.

The report represents three years of work with our partners at SPARC BC and CSSEA on a study of the sector's labour market and the recruitment and retention challenges faced by social services organizations.

In this report we now have the findings and data—both anecdotal and empirical—to explain the nuanced, complex challenges we face as well as the analysis, recommendations, and next steps to address those challenges.

The Federation is now working with our sector partners to fund and design a comprehensive Labour Market Development Plan.

A voice for the sector

We are committed to exemplifying the values we hold to be important in this work. These are the ways we are dedicated to showing up. These ideas are about our own moral compass. This is the ethos and ethic we aim to exhibit in all things.

Be unified. In all things, we stand together—inclusive and responsive to the needs of our membership.

Be bold. In all things, we show up to face the difficult but important and to challenge the status quo.

Be discerning. In all things, we are thoughtful and accountable to one another.

Be present. In all things, we are fully present, attentive, and curious.

Consultations & Councils

Over the past year, The Federation and our members have been invited to participate in a number of important consultations and government tables.

The Federation, represented by Executive Director Rick Fitz-Zaland, was named to Premier John Horgan's Economic Recovery Taskforce and made sure the needs and interests of our sector were represented and understood.

As we do each year, we presented to the Select Standing Committee on Finance and Government Services and urged the government to invest in strengthening our sector and prioritize reconciliation-informed policy changes.

We also presented to the Special Committee on Reforming the *Police Act* and put forth recommendations around accountability, oversight, and systemic change informed by our membership, Board of Directors, and sector partners. (See Page 19.)

In addition, The Federation continues to serve on MCFD's Social Service Sector Advisory Council which is focused on improving services and supports for children in care and their families.

Advocacy & Engagement

While The Federation focused a lot of attention on supporting our member organizations through the COVID-19 pandemic, there remained many other important issues and projects we continued to work on. Many of the issues organizations were struggling with before the public health crisis continued to have a significant impact—recruitment and retention, procurement, HR, wages and compensation, reconciliation, supports for youth in care.

We have increased engagement with our government colleagues and are strengthening relationships with both civil servants and politicians like Minister Dean, Minister Simons, Minister Malcomson, and Parliamentary Secretary Sharma.

With a volunteer board, a small staff team and many issues to address, we sometimes have to choose our areas of focus carefully. However, we have made some important progress over the past 12 months. The Federation also brought on a new team member—a Child, Youth and Family Strategic Lead—to head up our systems change efforts and initiatives related to child and family services.

Addressing Sector Issues

There are also a number of other working groups, committees, and initiatives in which The Federation is actively engaged. These include the System of Care (formerly known as Residential Redesign), the Collaborative Contract Reference Group, Childcare Resource and Referral, and Reimagining Community Inclusion.

We have met and continue to meet with and support members around (among other things) the Master Insurance Plan, the *Lobbyists Transparency Act*, specialized homes and support services, *Pathways to Hope*, health authority contracts, and involuntary care (also known as safe or secure care).

The Federation was also involved in the research and writing of BC's Representative for Children and Youth's report, [*Left out: children and youth with special needs in the pandemic*](#). The report does an excellent job of detailing the various challenges that families of children with special needs faced during (and before) the pandemic.



A social justice organization

It is not enough for the social service sector in BC to be sustainable. We need the sector to have intentions for equity and social justice. Systemic change can happen only through a deliberate, concerted, and enduring effort to engage the underlying issues inhibiting the barriers to equity and justice. We do our best work when we are driven by the virtues of equity and justice and when we speak truth to power both individually and collectively.

Police Act Reform

In 2020, the BC government appointed a Special Committee on Reforming the *Police Act*. Its mandate was to examine, inquire into, and make recommendations to the government on reforms related to the modernization of policing in our province.

The Federation remains very engaged on behalf of our members and presents to almost every special and select standing committee connected to the issues and priorities of our membership and/or issues of equity and justice more broadly.

The need for systemic change was the central theme of our submission—fundamentally changing our approach to policing and the role police play in society and in our communities.

Overall, our recommendations fell into four central themes: reconciliation and anti-racism, accountability, police in community, and systemic change. [You can read our full submission on our website.](#)

Transformative Leadership

The fall of 2020 saw the launch of a new leadership training opportunity that offered an intensive, year-long program for members who want to deepen their learning and apply reconciliation-based approaches to their organizations and programs.

The Federation partnered with Dr. Dustin Louie from the University of Calgary to offer [a cohort-based program called Transformative Reconciliation](#).

The program was designed for Federation members and sector partners to engage in transformative reconciliation through collaborative learning, design, and practice. It invites senior leaders and their staff to engage in difficult conversations and transform their practice in a supportive space.

The program's design is built to create real-world approaches to reconciliation that are founded on decolonizing principles and Indigenous Knowledges in each participant's local context.

Living into Reconciliation

Building on the work The Federation's board has done to examine our organizational commitment to reconciliation and resurgence, our organizational bylaws have been amended to state that 2 seats will be held specifically for members or organizations that identify as Indigenous.

We are also continuing to work on ensuring that The Federation board is a group that Indigenous community members want to join and feel safe among.

In 2021, The Federation also hired an Indigenous Advisor to develop, encourage, and recommend changes to support our board's vision of reconciliation and decolonization.

We also re-launched our [Reconciliation Book Club](#) for staff of member organizations who want an accessible space to increase their knowledge of Indigenous issues, history, and culture.

Dear Bursary Committee,

I am very grateful for the funding that has been provided. I have worked incredibly hard over this past year studying nursing and have been very successful. However, knowing that the program is going to intensify has made me anxious for being able to provide the resources I need to continue to be successful. [...] The Federation has stepped in and provided this support for me allowing me the means to purchase supplies rather than worrying about how I am going to provide these items. Growing up as a child people saw my flaws and my massive file rather than my potential. It is hard to describe the feeling when someone believes in your capabilities. Thank you so much for the funding that you have provided me I look forward to sharing my progress with you.

- Sierra

Supporting BC Youth in Care since 2009

The Federation 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. Bursaries support students with the financial costs of tuition, books, and supplies for post-secondary academic education, training, or upgrading.

This year, we were able to award Sierra and 12 other very worthy applicants \$2,000 each **for a total of \$26,000 in bursary funding**. Some, like Sierra, had received the bursary funding before and some applicants have now reached Master's level programs of study.

Since 2009, The Federation's Youth Education Bursary has awarded **a total of \$237,925 to 183 recipients** to help with the financial costs of tuition, books, and supplies for post-secondary study.

The bursary was established by Federation members in 2009 to encourage and support young people to develop a career in our sector. Students are welcome to apply over multiple years as we share a long-term interest in their studies and development into social services professionals.

Support the Youth Education Bursary

The bursary continues to be as important as ever. That's why The Federation will continue to support those young people who want to join our committed, caring, and hardworking sector by pursuing post-secondary education in the social or human services.

[Visit the Youth Education Bursary page on our website](#), share it with your colleagues and friends and family, and consider supporting the bursary fund in whatever way you can—either directly or by raising awareness about this wonderful program and its impact on young people in and from care. The bursary is 100% supported by donations from Federation members, staff, partners, and the public.

Youth Education Bursary

Insurance

The Federation believes that a strong and sustainable community social services sector must have access to high-quality and affordable insurance products. As such, Federation members have access to a suite of comprehensive and reliable insurance products and services at a reasonable cost. Our insurance providers deliver excellent service to members and tailor coverage to fit agency and employee needs. And purchasing insurance through our providers helps benefit The Federation's financial operations—enabling us to do even more work advocating for and improving BC's social care sector. [Contact our office or visit our website](#) to learn more.

Federation Associate Benefit Plan

In 1984 we began working with Schmunk Gatt Smith & Associates to develop the Federation Associate Benefit Plan (FABP). Thirty-six years later, we're still working together to offer this plan—one of only three compliant with the BC Community Social Services Collective Agreement. This partnership is one of our oldest and strongest relationships and we are immensely proud of what the FABP stands for. Schmunk Gatt Smith & Associates work incredibly hard on our behalf and consistently go above and beyond for our members.



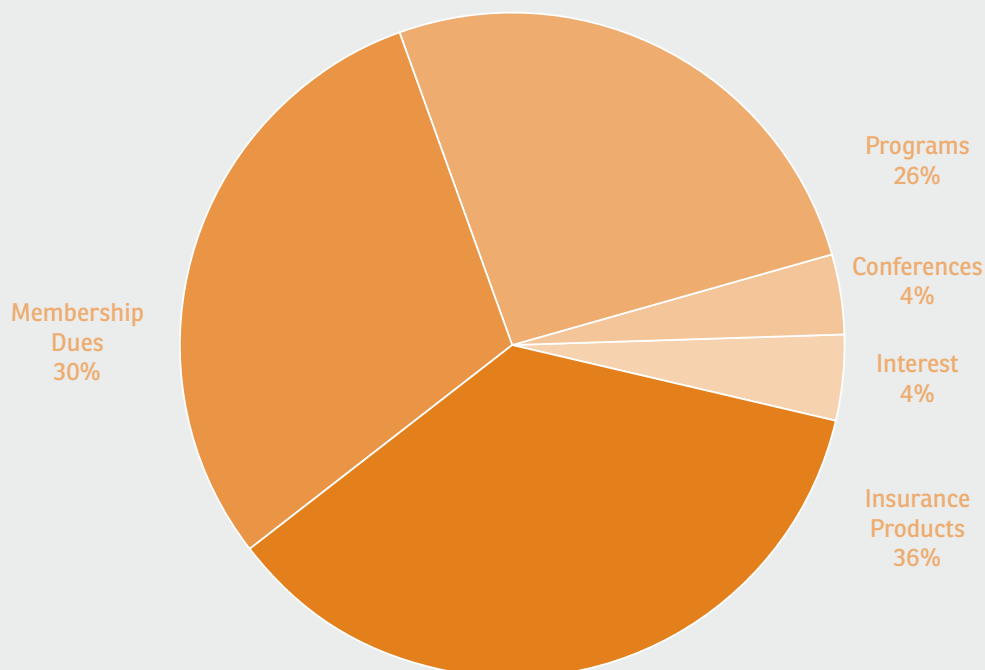
General Insurance

We know that many Federation members have long-standing relationships with insurance providers in their communities. But we also know that many of our members (particularly smaller organizations) have struggled to access high-quality, affordable insurance products that work for them. That's why we partnered with HUB International Limited to provide our members with coverage grounded in a solid understanding of the social services sector landscape.

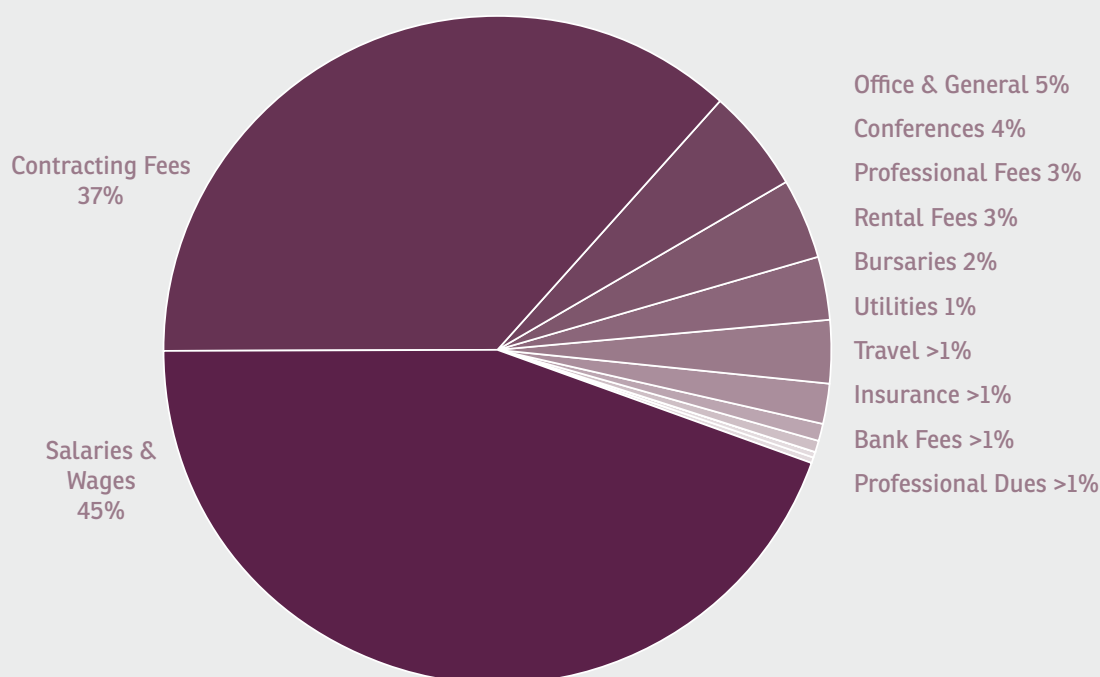


Financials

REVENUE



EXPENSES



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Altogether better.