



May 2007

REPORT
From
CHAIRPERSON AND PRESIDENT & CEO

Family service agencies are fundamental to Canada's social service infrastructure. At the community level, they play leadership roles and operate within a sophisticated and complex web of interrelated services. Family service agencies are diverse and multifaceted: each agency serves a unique population with a range of services appropriate at the local level. At the same time, all agencies share a common objective: to support families. In working toward this goal, family service agencies are on the leading edge of understanding and implementing services that link individual, family and community well-being. Family service agencies are also at the forefront of the social enterprise movement. Family Service Canada provides a 'gathering place' for family service agencies across Canada, promoting a model of a network of agencies stretching across the country. Within this network, family services agencies have the strengths and assets to build our collective capacity from coast to coast to coast.

As you all know, Family Service Canada has faced a recent loss of our organizational funding grant and a large reduction in project monies. These changes have provided a strong rationale for finding new ways of doing business, and we are looking forward to a transition year during which member agencies, together, will envision and enact a new and invigorated national infrastructure. Member organizations are encouraging Family Service Canada to develop a model for sustainability, and we believe that there are opportunities and unrealized potential for growth within a new paradigm that does not rely on government funding. Success depends upon the active engagement, leadership and expertise from the network. Your continued support and membership has provided

the foundation for the transformation of Family Service Canada over the coming months and years.

The transition that we are undertaking in 2007-2008 will lay the foundation for the next stage of growth and development of Family Service Canada and FSEAP. The underlying principle of the transition plan is flexibility: we believe that Family Service Canada needs to be in a position to respond with speed and agility to opportunities and to the results of member consultations.

Our priorities for the rest of this fiscal year (to March 2008) were developed on the basis of consultation with member organizations that took place during March and April. In these consultations, members identified the following as important and valuable services of Family Service Canada:

- Networking and Information-sharing (ED Training, Conference);
- Advocacy;
- And, FSEAP.

A work plan and budget have been developed for the 2007-08 fiscal year based on your feedback.

The most significant challenge faced by the Transformation Cabinet and Board of Directors was how to maximize the positive impact with our limited resources during this transition year. A review of the budget quickly made clear that Family Service Canada would not be able to sustain the previous model of a CEO-driven organization with an Ottawa office and centralized services. Instead, we will be eliminating infrastructure costs and using existing staffing within member agencies through a “virtual” model with distributed leadership and decentralized service delivery.

The past few months have not been easy and this contingency plan was developed with the participation of the staff, Board and Transformation Cabinet. The central office and staffing will be transferred as of mid-June to identified lead agencies for the duration of the fiscal year. During this transition year, the Board of Directors will be responsible to ensure deliverables. Part of the work of the Board of Directors during this year will be to

undertake comprehensive member consultation in order to identify a model for Family Service Canada that will take us beyond this transition year.

The lead agency for the FSEAP work will be Family Service of Thames Valley. Family Services à la famille Ottawa will take over as administrative lead agency and will be responsible for accounting and finance. Family Service of Eastern Nova Scotia will take on the role of co-ordination of the transition and governance functions. Family Service Association of Halifax Regional Municipality, with support from a national and local committee, will take the lead in planning the 2008 conference which will be held in Halifax. Our annual Leadership Institute will be planned by a national committee. The F&ST program will become decentralized with leadership from a national advisory committee. Family Resource Programs of Canada, a long-time partner, will take the lead this year on National Family Week and the family educators' certification program.

Governance during this transition year is based on a model of shared leadership at the new Board of Directors. A small Board with eight members for this year is recommended in order to streamline decision-making. The current Board of Directors is putting forward a slate of officers for this transition year. Revisions of the By-laws are needed to facilitate the change to a smaller Board which will allow for 7-11 members with regional representation. An integral part of the transition will be a governance review which will include more extensive revisions to the By-laws to reflect the new Family Service Canada.

During the transition to March 30, 2008 the following activities goals will guide the work of Family Service Canada:

GOALS and ACTIVITIES for 2007-08:

1. Promote LEADERSHIP within family service agencies.

- a. Conduct the annual Leadership Institute (ED training with a focus on Succession Planning)
- b. Advocate through the development of an Advocacy Committee and participate in existing Coalitions (ie Campaign 2000)

- 2. Foster NETWORKING and information sharing for best practices**
 - a. Plan the Conference 2008 Halifax
 - b. Expand the use of the FSC website for information sharing
- 3. Manage FSEAP integrated company**
 - a. Institute new outcomes program (OQ30 and OQ45)
 - b. Improve national website
 - c. Work on branding
 - d. Implement marketing strategy and new materials
 - e. Improve network of clinical affiliates (manual and database)
 - f. Continue Quality Assurance activities (Webinars)
 - g. Host a 2007 Training event
 - h. Enhance partnerships (NQI)
 - i. Distribute new products (Manager's Toolkit)
- 4. Implement TRANSITION (Organizational Development)**
 - a. Conduct ongoing Member Consultation on future directions for FSC and FSEAP
 - b. Continue dialogue with Family Service Ontario on potential strategic alliances
 - c. Implement new Board structure
 - d. Conduct a Governance and By-law review
 - e. Work on strategic planning beyond 2008

The revenue for 2006-07 was approximately one million dollars, as it had been for several years. Half of the budget contributed to core operations from membership fees, FSEAP fees and the \$250,000 core operating grant from the federal government. For 2007-08, the total budgeted revenue has decreased to \$348,000. Included within that revenue is one project: F&ST Pace. The budget for this project is \$119,000, most of which funds the pilot sites. This leaves a core operating budget for Family Services Canada and FSEAP of approximately \$230,000 for the fiscal year 2007-08. Budgeted expenditures for this year include transition costs such as the closure of the office, severance pay for long term employees, termination of office equipment leases, moving

and storage space rental. The activities that are listed above have been accounted for and are realistic within the budget remaining after these transition expenditures.

It has been a difficult year at Family Service Canada as we have faced the challenges of decreased revenues and the consequent massive changes in organizational and governance structures. It has been our privilege to work with so many committed individuals and organizations during this time of change. We know from experience that there is a solid foundation upon which to build a promising future for Family Service Canada and to nurture the leadership from within. There has never been a more important time to make a contribution to better social services in Canada for our most vulnerable and marginalized populations. Family Service Canada will emerge even stronger and more influential.

Jacquelyn Burkell
Chairperson
Board of Directors

Dianne Bascombe
President & CEO