



**FAMILY**  
*service* **CANADA**

Fostering leadership excellence in  
family serving organizations.

Annual Report 2010/2011

## Message from the chair, Sue Mallon (Calgary)

On behalf of FSC I am pleased to comment on the highlights of the past year. I was honoured to assume the role of interim Chair in January, when elected Board Chair Teri Nicholas stepped down due to a new career opportunity outside the social service sector. The board members have all been stellar in rallying around and supporting me in this role as we carry on with our work in repositioning Family Service Canada.

Over the past couple of years, the board has focused its attention and efforts in recreating the foundation of our organization--establishing new bylaws and governing documents, along with crafting a new vision, mission, and overall strategic direction. Our past few Executive Leadership Summits have provided the forum for our members to vet this important work.

Though rife with uncertainty and confusion at times, the membership has been clear in articulating the value for the leaders in our sector, providing access to unbiased support

and mentorship, as well as providing a forum for inspiring new ideas. It is in this spirit that Family Service Canada continues to move boldly forward. Direction from this year's ELS is to frame the organization as a leadership focused group. The Board along with our Operations Manager, Heather Underhill have further developed the themes to create a blueprint for the coming year.

One of our most exciting initiatives is a new partnership with Essential Learning—an online e-learning institute dedicated to the social service sector—which we will explore with you in depth at the upcoming Executive Learning Summit.

We are also exploring the feasibility of a coaching program to support emerging leaders in our sector—a timely decision as the major shift of baby boomers out of the leadership roles has commenced. At present, 40% of

the chief positions in our FSC member agencies have been in their roles for less than three years.

All in all, it has been a busy year for FSC and has kept us on our toes. It is clear that members see value in a revitalized Family Service Canada—and one dedicated to supporting leaders in their challenging and complex roles. The board of directors is committed to seeking the means to deliver this value to members in a collaborative manner and be ready to switch gears when required. Thank you for your support and continued commitment to FSC. It is our honour to serve as your board.

## Highlights/Achievements

### Building on Strategic Direction with revised mission

Following on February's Executive Leadership Summit, the board continues its work of positioning itself as a leadership-driven group offering education, coaching, and various face-to-face learning opportunities to its members. The mandate of Family Service Canada was revised slightly to reflect this direction: **"Fostering Leadership Excellence in Family Serving Organizations"**

### Executive Leadership Summit

The 2010/2011 Executive Leadership Summit was held in February at the beautiful Hotel Mont Gabriel in Quebec. Brian Hayday facilitated a session enabling the membership to debate and consider options on how to best sustain the organization. The timing of next year's ELS will move to the Fall 2011, to accommodate weather conditions and align with the timing of the organization's annual general meeting.

### At-Work

In order to provide a forum to members to keep better connected, a password-enabled member communication website was established and is being kept up-to-

date with new and relevant information. If you require a password to "At-Work", please contact Heather Underhill, Operations Manager at [heather@familyservicecanada.org](mailto:heather@familyservicecanada.org), or at our toll-free number: 1-877-451-1055.

### National Salary & Compensation Survey

FSC participated in a National salary and compensation survey by encouraging members to participate. Results were then shared with all participating organizations.

### Financial position

Membership has remained stable this past year and Family Service Canada continues to operate with a surplus. Through careful management of its limited resources, FSC has been able to operate with revenues solely from membership fees.

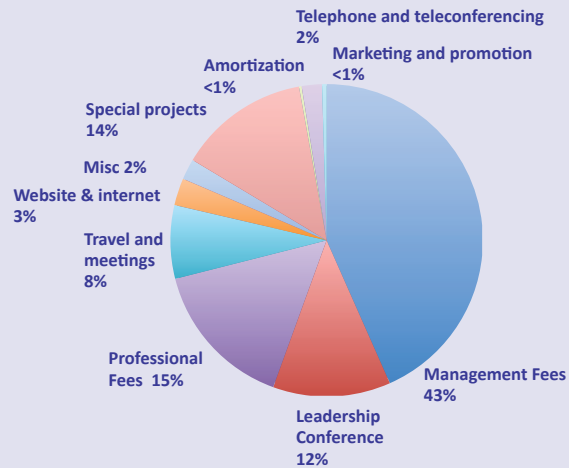
If you have any thoughts or questions you would like the organization to address, please feel free to contact Heather Underhill, Operations Manager at [heather@familyservicecanada.org](mailto:heather@familyservicecanada.org), or at our toll-free number: 1-877-451-1055.

# Statement of Operations

## For the year ended March 31, 2011



### REVENUES



### EXPENSES

Revenues	%	2011	2010
Membership fees	84%	\$190,921	\$191,708
Leadership conference fees	11%	\$25,955	\$32,376
Interest and others	4%	\$9,321	\$6,210
		<b>\$226,197</b>	<b>\$230,294</b>

Expenses	%	2010	2009
Management fees	43%	\$84,000	\$104,000
Leadership conference	12%	\$23,604	\$21,648
National conference costs	0%	-	\$7,500
Professional fees and contracts	15%	\$30,002	\$12,109
Travel and meetings	8%	\$14,704	\$19,864
Website and internet	3%	\$5,437	\$7,880
Miscellaneous	2%	\$4,175	\$4,308
Special projects	14%	\$26,273	\$28,355
Amortization	<1%	\$536	\$5,670
Telephone and teleconferencing	2%	\$4,055	\$6,630
Marketing and promotion	<1%	\$905	\$3,914
		<b>\$193,691</b>	<b>\$221,878</b>

**Excess of revenue over expenses** **\$32,506** **\$8,416**

**Note: National FSEAP included in the above revenue and expenses**

FSEAP Revenue	\$126,308	\$118,948
FSEAP Expenses	\$105,948	\$127,728

**FSEAP deficiency of revenue over expenses** **\$20,360** **\$(8,780)**

## 2010/2011 Board of Directors

**Sue Mallon, *Chair*** | Home agency: Calgary Family Services (Calgary, AB)

**Keith Harding, *Vice-chair*** | Home agency: fseap Toronto (Toronto, ON)

**Valerie Bobyk, *Secretary*** | Home agency: Family Service Association (Halifax, NS)

**Maurice LeBlanc, *Director*** | Home agency: Family Service Moncton (Moncton, NB)

**Laurie Patterson, *Director*** | Home agency: Dawson Creek Catholic Social Services (Dawson Creek, BC)

**Shellie Pociuk, *Director*** | Home agency: Family Service Regina (Regina, SK)

**Peter Portlock, *Director*** | Home agency: Lethbridge Family Services (Lethbridge, AB)

**Sonia Pouyat, *Director*** | Home agency: kidsLink (Waterloo, ON)

**Rod Rode, *Director*** | Home agency: The Family Centre of Northern Alberta (Edmonton, AB)

**David Sax, *Director*** | Home agency: Catholic Family Service Society of Regina (Regina, SK)



### Contact:

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**NEW!** Toll-Free number: 1-877-451-1055  
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