

ANNUAL REPORT



2016-2017

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“Family Services of
Greater Victoria”

VISION STATEMENT

Family Services of Greater Victoria (FSGV) is the province’s premier agency for all family members facing change and challenges in their relationships. FSGV’s professional staff combines current knowledge with training to provide a wide range of caring, timely, and effective services.

MISSION STATEMENT

Family Services of Greater Victoria (FSGV) helps children, youth, and adults manage the challenges of separation, divorce, or transition to a new family structure. Our highly qualified staff, working with other community agencies, provides information and practical and emotional support so people facing these challenges can make the decisions that are best for everyone. FSGV believes all individuals can find ways to move forward in their lives when family relationships have changed or are changing.

EXECUTIVE DIRECTOR

Bruce McGuigan, MA

PUBLIC EDUCATION

First Response Services

Raji Goel, Dip. Office Admin

Sandra Teiffel, BA, Dip Ed

*Cara Kelley-Smith**

Parenting After Separation

Colleen D Kelley, BS, BSW, RSW

Craig Holm, MA, CCC

Lionel Zelniker, MA, MSW

LEGAL ADVOCACY & SUPPORT SERVICES

Pam Rudy, BEd.

David McCoy,

RN, BHS, MA(Leadership & Training)

Court Support

*Roy Asselstine**

*John Vallis**

MEDIATION

Amy Robertson,

BCom(with Distinction), Cert FamMed, FMC Cert, CFM

COUNSELLING & THERAPY SERVICES

Ava Razavi, MA, CCC

Barbara Green, MA

Craig Holm, MA, CCC

Elisabeth Tilstra, MA (in progress)

John Ricker, MA, RCC

Luciana Daghum, MA, CCC

Rebecca Corcoran, MA, RCC

Sarah Causton, MSW, RSW

Shelaine Grant, BSW, RSW

Talia Ingram, MA (in progress)

Yang Xu, MA (in progress)

Yuko Kawasumi, MA

SUPERVISORS

Clinical Supervisor

Jane Taylor Lee, MA, CCC

Legal & Mediation

Supervisor

Crystal Buchan, BA, LLB

“BEHIND THE SCENES”

Development Coordinator

Carly Eldstrom, BA

Computer Technician

*Melvin Klassen, BSc**

Bookkeeper

Linda R Barry, CGA

*Volunteer during the past year

STATEMENT OF VALUES

Safety and Well-being – We are committed to the ideals of safety, well-being, and justice for all family members, with the welfare of children our top priority.

Responsibility – We are committed to the highest standards of excellence in service-delivery and organizational management. This includes responsible, compassionate, and ethical care for everyone who uses our services as well as a commitment to ongoing training and support for our staff and volunteers.

Autonomy – We believe people are responsible for making decisions that are right for them in their own lives. Our role is to support this process.

Diversity – We embrace diversity, including that of culture, race, ethnicity, gender, age, religion, ability, income, and sexual orientation.

Inclusion – We are committed to creating an inclusive workplace that welcomes input from all staff, contractors, volunteers, members, and clients. As a team, we draw on the resources, skills, and abilities of our team members in order to best serve our clients.

Respect – We are committed to respectful behaviour and communication, both within our workplace and in our community.

PRESIDENT'S ADDRESS

I and my fellow board members are involved with Family Services of Greater Victoria because this agency provides an essential service in this community that, without us, would be absent. We help families be better families, parents be better parents, children be better future citizens. Yet, even though what FSGV does is necessary for a healthy community, we struggle every year to survive; this is an unfortunate reality for many community serving agencies.

There is no real service plan for these agencies that is supported or led by government. There is no regular government funding except in special cases. Even among granting agencies, there is seldom any coherent community service plan. We know this for sure because if there were, a family service agency like FSGV would be at the core of this plan and it simply is not.

The result of this funding incoherence is that every year is a risk. Every year we “bet the farm”. Every year the board and ED and staff struggle heroically though the budgeting and planning processes to make Family Services of Greater Victoria a reality for the following year. As thoughtful and intelligent people, part of this process is to always ask the question, should we even stay open? Should we just give up and close our doors? So far, anyway, that

question is always answered by the constant demand for services in the community, so we go on, and we keep battling to stay alive.

It is clear that somehow we have to do something different.

Albert Einstein defined insanity as “doing the same thing over and over and expecting different results”. When it comes to funding, we need to change what we do because we need different results.

For some time we have been considering options that will reduce costs and increase revenue so we can maintain service delivery and help FSGV survive and eventually thrive. For this reason, we have taken the following moves this year:

First, we hired a Development Coordinator, in other words, a dedicated fundraiser, Carly Eldstrom. A move like this usually takes one to three years to pay off, but we made it pay off immediately. We didn't get rich, but it was a start....

Our Executive Director Bruce, cut his working hours and pay to finance Carly, who has taken on the chores of regular grant writing and grant reporting as well as the responsibility for developing new revenue sources. In the coming year this will include a direct appeal campaign to potential individual donors in the community. Consequently, you should all expect to hear from Carly.

Second, we joined with the Victoria Immigrant and Refugee Centre Society to start a new non-profit organization that has purchased the old MS society building, the space in which we are now meeting. It will become a “social innovation centre,” a place that, we hope, will become the hub for several non-profit social-service organizations in our community along with FSGV and VIRCS.

This second move may appear extremely risky, However, we were left with few alternatives since, a few months ago, we received an eviction notice from our current offices so the building can be demolished. We could either continue to rent in new quarters, or start to build equity in our own building by buying. Of course buying is risky, but our biggest expense right now is meeting our share of the leasehold improvement costs before we move in.

Fortunately, if we can use the word fortunate in this context, the cost of moving into this new building is no greater than what we would have to spend in leasehold improvements moving to another, but this time rented, office. Our direct financial commitment is lease costs and leasehold improvements that are, at most, equivalent to existing costs.

In the medium and long range, as other non-profits join us in the building, we, and they, will become owners rather than renters and FSGV's annual costs for space will go down to about half of what they are now.

Part of our move to do things differently is to stop thinking year to year. We have been around in one name or another for 40 years, and almost every one of

those years has been “interesting” in terms of raising enough funds to keep the doors open.

And, as you can see, this has been yet another “interesting” year—a very interesting year—but if our two moves pay off—and we are going to work very hard to ensure that they do pay off—we can stop thinking year to year. Now that we have our own home, and with the help of FSGV members and the community, we can hope, with some confidence, to be around for another 40 years.

I must thank my fellow board members for joining us in this difficult but interesting year. This is a group of individuals with enormous expertise and life experience in many fields and our board meetings are always lively, with a well-thought-out range of views and broad perspectives. It is a privilege to work with them, with Bruce, and with the staff and volunteers of FSGV.

*Thank you.
Paul MacRae,
President*

EXECUTIVE DIRECTOR’S REPORT

Our annual planning process generally involves a number of efforts. First, we try to develop as much funding as possible, second we try to find areas in which we can reduce the cost of service delivery, and finally we attempt to calculate our service delivery costs and match service delivery to budget.

Organizationally, we met all targets except in child counseling. Our service delivery target was 1800 hours of counseling, down significantly from past years due to reductions in funding. Demand exceeded our ability to fund and our willingness to turn away people in need of support. We delivered 1996 hours of counseling last year. Fee revenue for counseling was less than budgeted, as was fee revenue from our Caught in the Middle program. This is always an issue in planning since our fees are assessed on “ability to pay” and our clients this year simply could not pay more. More demand and less revenue did present us with significant challenges and we did have to access our reserves to complete the year. The United Way has increased funding for a range of family programs this year, allowing us to more easily meet demands in the coming year. We are grateful to the United Way for helping us plan to meet this need.

We had planned to complete development of our “Men on Their Own” post – relationship adjustment program this year. However in September our landlords informed us that our lease would not be renewed and was to end in August and finding the agency a new home in addition to regular administrative

responsibilities took away any time I had to continue with developing that program, which will resume in September. I am very grateful for the understanding and flexibility of the Victoria Foundation.

This year we will be transitioning to a new home and new partnerships. We are founding members of the Victoria Social Innovation Centre Society and will be tenants and partners in the new facility. Searching for a new home, the process of making a deal with the very generous support and encouragement and guidance of Vancity, creating a new society to run the facility and all of the other associated planning was extremely time consuming for board and for me.

All of this happened against the backdrop of extensive changes in the regulations governing non-profits. We were compelled to review these requirements and re-draft our regulations, a process that required many hours of work.

It has not been an easy year to be a board member at Family Services of Greater Victoria. I am extremely grateful for the dedication, hard work and clear sober advice of our stalwart board members.

In coming years we believe that this move will allow us to reduce costs allowing us to improve service delivery. It will allow us to easily partner with other agencies to develop better services in areas in which our mandates intersect. We had a successful year: we serviced the community and survived to do it another year. We are also making plans to ensure our future for many years to come.

*Bruce McGuigan,
Executive Director*

FUNDRAISING

I took office as Development Coordinator on August 23, 2016. Since then, we have had modest success with new fundraising efforts. We experienced a funding shortfall last autumn due to a decline in fee revenue. Many applications for funding were put forward and declined, but we did receive \$9,500 for our *Caught in the Middle* program in the 2016-2017 fiscal year from the Greater Victoria Savings & Credit Union Legacy Fund (managed by the Vancity Community Foundation). Thank you Vancity!

Our funding partnership with the United Way of Greater Victoria has been an important relationship for the past decade. Despite navigating changes in the structure of their funding allocation, they approved our application for \$30,000 in this fiscal year to support counselling for children and youth and *Caught in the Middle* (children's group). This is in addition to the \$30,000 that we were already

set to receive for our “Families in Transition” program. The temporary increase in funding demonstrates a dedication to supporting the direction that our organization has taken, which is an increased emphasis on working with children and youth. Thank you United Way!

Finally, we have just found out that we are the recipients of a \$15,000 grant from the Harbourside Rotary Foundation in support of our *Caught in the Middle* program. We will be able to run extra groups this fiscal year to meet the increased demand that we experienced in the last fiscal year. Thank you Rotary Club!

Our direct mail campaign for holiday/end-of-year fundraising unfortunately didn't take off in the same way that our current, ongoing relocation campaign has. To date (June 12, 2017), \$5,265 has been raised by individuals, including substantial contributions from Victoria's legal community. We have reached out to local service organizations and foundations about grants in support of the upcoming move. Looking ahead, we hope to have this funding matched by the new capital funding opportunity put forward by the Province's Community Gaming Grants program.

We have been fortunate to be able to use Gord Warrenchuk's “Savant Database” computer software free of charge. Thank you, Gord, for your commitment to supporting non-profit organizations. I use the Savant Database to organize and manage information on donors and foundations.

As part of my role in organizational development, I re-designed the FSGV website. The new, sleek theme makes it easy to navigate updated information about our programs, services, and people. If you haven't yet seen our revamped online image, please check it out at www.fsgv.org. Additionally, efforts have been made to keep our Facebook page updated with interesting content. A Twitter profile has been created (@FSGVic) to keep up with news and information from other local non-profit organizations and our funders.

It has been my pleasure to take on a challenging role for this respected organization.

*Carly Eldstrom
Development Coordinator*

CAUGHT IN THE MIDDLE

This year we ran 10 intake sessions, and 6 group cycles and in one of those group cycles we expanded to provide additional groups.

In total, we provided 212 group sessions and over 2,200 client-hours of service.

Our intake model allows us to refer clients to counseling and other services when they are not ready for the 8 week program or when they cannot attend.

Ava Razavi coordinated Caught in the Middle and returned to the role this year after her maternity leave. During her absence Luciana Daghum acted as group facilitator and Caught in the Middle coordinator. We have a deep bench of adult and children's group facilitators, including Ava Razavi, Craig Holm, Barbara Green, Frankie Kelley, Jane Taylor-Lee, Laurie Truant, Rebecca Corcoran, Sarah Causton, Shelaine Grant, and Yuko Kawasumi. As well we had Elisabeth Tilstra, and Yang Xu do their practicum with us.

Caught in the Middle is an immensely successful program that we are able to provide thanks to funding from the Gaming, and The Ministry of Children and Family Development and United Way.

PARENTING AFTER SEPARATION

Parenting after Separation is a province-wide program created by the Ministry of Justice, and we have been contracted since 1997 to provide it for the community of Greater Victoria. It is a 3-hour information session with some group interaction and individual assistance. It includes an introduction to the family legal system and a large amount of information about co-parenting, with discussion and a problem-solving focus.

Our contract with the BC Ministry of Justice specifies there must always be 1 male and 1 female presenter, and whenever possible there is a guest speaker from the Family Justice Centre.

Although Parenting after Separation is mandatory for many people as part of their legal proceedings, about a third of all participants attend voluntarily.

This year we ran 38 sessions. 560 people registered and 391 people attended. Each session has, on average, 10 participants. Year after year our Parenting after Separation program is the most widely-requested and widely-attended in the province. Each participant receives a completion certificate which is valid at court for 2 years, and we are seeing increasing numbers of people having to re-attend when their court cases take longer than 2 years to complete.

Numbers are down over last year as participants now have the option of doing the program on-line. The In-Person session as it is now called has been renewed for the next 3 years with us now offering up to 25 sessions per year. So

far the sessions are filling up as people do find more value in the program in-person vs. online

Raji Goel coordinates the Parenting after Separation program and our First Response Services team handles participant registration and confirmation call-backs. Lionel Zelniker—a social worker and group counsellor for over 40 years—has been involved with Parenting After Separation since 2002. Frankie Kelley, Yuko Kawasumi, Barbara Green and Craig Holm have been doing a fabulous job in this program as well. All facilitators are exceptionally talented and this is evident once again in the program evaluations. Most participants are compelled by court order to take the program many are hostile but in the end over 90 percent of them state the workshop was very helpful. In the evaluations we are frequently told by participants that they wish the workshop could have been longer.

LEGAL ADVOCACY & SUPPORT SERVICES DEPARTMENT

A significant change this year was re-naming our legal support program to **Legal Advocacy and Support Services** to reflect providing more “expanded advocacy” (aka full representation-FR) services to eligible individuals. Under legal supervision, we have been able to assist clients in more practical ways by filling out provincial or supreme court forms, completing financial statements for court, drafting affidavits, and writing letters on behalf of clients to other organizations (Legal Aid, Family Maintenance Enforcement, etc.) about their legal matter. This has been in addition to the ongoing services we offer in terms of providing information/referral, education on rights/responsibilities, and awareness of dispute resolution options.

As advocates, working with FR clients has been very rewarding because it provides ongoing awareness of their entire legal process and resulting outcomes. Some client outcomes highlighting this past year:

- advocate assisted with a mother’s court application for guardianship in order to get her child tax benefits reinstated after ex-husband claimed their son lived with him.
- two immigrant clients obtained undefended divorces despite lengthy delays in getting Affidavit of Service documents correctly witnessed in foreign countries.
- father on disability was assisted with paperwork to vary an order; advocate also arranged for him to appear by teleconference in Chilliwack court to cancel child support and arrears for an adult child.

- mother received a child support increase after advocate informed her that self-employment income is relevant for calculating child support; advocate provided court accompaniment and heard mother's evidence mentioning self-employment which resulted in an order that nearly doubled what was previously being paid.
- father obtained full allocation of parental responsibilities of his two sons after several preparation sessions to organize a binder of information supporting best interests of the children before he attended his family case conference and subsequent hearing.

Our court support service to assist self-represented litigants on family remands is highly regarded by Family Duty Counsel, the court staff, and security staff at the Victoria Courthouse. We received a special 'Thank You' card from Madam Justice Jeanne Harvey in appreciation for how beneficial our service has been. I also want to acknowledge the valuable contributions of our court volunteers – Roy Asselstine, long-term volunteer since August 2014; and John Vallis, new volunteer since September 2016.

In addition to myself as a full-time family advocate, we have been very fortunate to have David McCoy as an additional advocate on Thursdays, who has been a great asset to our program since February 2014. Last but not least, I wish to thank our supervising lawyer, Crystal Buchan, who meets with our legal advocacy team frequently and is invaluable in providing guidance for the services we deliver.

*Respectfully submitted by,
Pam Rudy*

MEDIATION

Our mediation program that we started in May 2015 with Family Mediator, Amy Robertson, continues to be strong. Over the last year, Amy has provided outstanding service mediating all aspects of family separation. 29 families were served. This continues to be a remarkable achievement given that Amy is only available on Tuesday afternoons while devoting the rest of the week to her private practice. Mediation continues to be a financially self-sustaining program due to the fees paid by clients.

Pam Rudy provides the initial consultation before clients meet with Amy. It is hoped that Pam will also start to provide mediation with clients, now that her training is almost complete.

COUNSELLING SERVICES

Our agency has offered group counseling programs since 1979, and an array of individual, couple, and family therapy services since 2006. Since then we have greatly expanded the size, scope, and versatility of this department to serve all ages, all walks of life, and all family configurations. By now we are able to respond to almost any family situation in which changes in relationships are the primary concern using expressive arts and play therapy techniques

Our counselling services consist of individual and couples counseling for children ages 4 & up. Some of our children's clients benefited with Animal Assisted Therapy by having Ava's dog Leo, accompany her with appointments, and continued when Luciana brought her dog, Misty with her on appointments as well.

In this fiscal year we provided 1,996 hours of counseling services down from 2,176 hours last year. Given our budget limitations we had planned and budgeted for 1,800 hours of counseling for this fiscal. This program area was over budget. An increase in funding from the United Way for next year will allow us to meet at least this level of need in the coming year.

Our principal area of service delivery in this area remains children. Some of these children come to us as a consequence of separation and divorce in their families, and these children are serviced in counseling through support for our Caught in the Middle program, while the rest are serviced through support for child, youth and family counseling support.

Children are more of a challenge, since we frequently work with them for longer than we would have to with adult clients.

The department is coordinated by John Ricker and John also provides supervision to counselors working with adults. Jane Taylor-Lee provides clinical supervision for our children's counselors. Last year our counseling staff consisted of:

<i>Ava Razavi, MA, CCC</i>	<i>Rebecca Corcoran, MA, RCC</i>
<i>Barbara Green, MA</i>	<i>Sarah Causton, MSW, RSW</i>
<i>Craig Holm, MA, CCC</i>	<i>Shelaine Grant, BSW, RSW</i>
<i>Elisabeth Tilstra, MA (in progress)</i>	<i>Talia Ingram, MA (in progress)</i>
<i>John Ricker, MA, RCC</i>	<i>Yang Xu, MA (in progress)</i>
<i>Luciana Daghum, MA, CCC</i>	<i>Yuko Kawasumi, MA</i>

FINANCIAL STATEMENTS

Income Statement

	Draft 2016-2017	Reviewed 2015-2016	Reviewed 2014-2015
Revenue			
BC Gaming	\$99,000	\$99,000	\$99,000
United Way	30,000	30,000	67,605
Law Foundation	75,000	75,000	90,000
Ministry of Justice	20,331	19,760	23,533
Fees & Miscellaneous	84,585	92,358	84,451
Ministry of Children and Family Development	42,977	42,240	42,000
Telus			
Foundations (Donations)	34,669	13,370	63,643
Amortization of deferred contributions	13,686	13,686	13,686
	\$400,248	\$385,414	\$483,918
Expenses			
Program Delivery Personnel	\$233,218	\$235,234	\$236,459
Rent & Utilities	93,890	84,805	85,847
Contractor Fees	36,708	34,885	46,021
Administration*	18,215	17,179	18,257
Accounting/Audit	8,059	8,630	8,801
Supervision, Legal	5,000	5,000	5,000
Supervision, Clinical	5,330	5,787	6,455
Telephone, Fax, Internet	3,745	8,386	9,536
Amortization	14,553	14,783	15,811
Advertising	1,673	1,648	4,087
Security	1,008	1,008	1,034
Training & Travel	130	5,969	1,448
Memberships	544	1,423	1,268
Insurance	1,254	1,148	1,300
Program Development	847	1,147	1,644
Deferred Revenue			
	\$424,174	\$427,032	\$442,968
Surplus (Loss)	(\$23,926)	(\$41,618)	\$40,950

*includes bank charges, supplies, etc

Balance Sheet as at March 31st

	2017	2016	2015
Assets			
Bank Acct, Cash, GST Receivable	\$101,873	\$132,791	\$156,588
Term Deposits			
Funding Receivable	2,423	2,423	4,759
	\$ 104,296	\$ 135,214	\$ 161,347
Capital Assets	\$ 51,248	\$ 65,802	\$ 80,585
TOTAL ASSETS	\$ 155,544	\$ 201,016	\$ 241,932
Liabilities			
Fixed Operating Costs Payable	\$ 5,172	\$ 9,997	\$ 10,951
Variable Operating Costs Payable	8,272	6,301	10,959
Deferred Income	114,000	119,000	99,000
Deferred Revenue	47,901	61,587	75,273
Total Liabilities	\$ 175,345	\$ 196,885	\$ 196,183
Unrestricted Net Assets	\$ 19,801	\$ 4,131	\$ 45,749
	\$ 155,544	\$ 201,016	\$ 241,932

TREASURER'S REPORT

I am pleased to submit the Report on the financial situation of Family Services of Greater Victoria for the period April 1, 2016 to March 31, 2017. The figures above include the last 3 years reviewed.

The figures presented here are in draft form from our auditors Obara & Company Chartered Professional Accountants. The time between financial year end and the required dates for our AGM in our old bylaws did not allow our book-keeper and auditor to complete their work until June 12, the day of the AGM. All that is required is the signatures and executive meeting with the auditor, so these figures are not likely to change. When the annual report is placed on the website, it will be have been finalized. Our new bylaws will allow us to send out notice of the AGM once the financial report is completely finalized.

Financial management in the past year was good. We did have a deficit, and did access our reserve, but not nearly as much as last year. Unanticipated drops in fee revenue, increases in cost for our lease space, and demand for counseling services for children were the principal issues driving our deficit. We also carried forward revenue from last year on our books to ensure completion of the Men's Program funded by the Victoria Foundation. With the leasehold improvements to our new space our reserve will be exhausted in the next fiscal year and we will be engaging in aggressive fundraising to ensure stability going forward.

Significant variations from year to year and between program areas in our fee revenue means that from now on we will regard these funds as general agency revenue rather than linking them to any specific program budgeting. Variations in fee revenue between programs are not as closely linked as one might think to variations in demands for services. In other words, to ensure consistency in planning budget and program delivery we may not necessarily be linking fee revenue to a specific program and we will assign those funds where they are needed most.

The cash on hand numbers warrant a comment. We generally receive Gaming funds and some small grants before the end of fiscal and these funds are earmarked for spending in the following fiscal, leaving us with significant apparent cash reserves at the end of each fiscal. These are not surpluses.

If you have any questions regarding the information on the Financial Statements, please let me know and I can be of further assistance to you.

*Paul MacRae
President.*

BOARD OF DIRECTORS 2016 - 2017

Paul MacRae, MA - President
Editor

Elizabeth Cox - Director
Consultant

Samantha de Wit, LLB - Director
Lawyer

Malcolm McMicken, LLB - Director
Lawyer

Donna Miller – Director
Social Worker

June Preston, MSW - Director
Social Worker

Shauna Tucker, LLB - Director
Lawyer

AGENCY FUNDERS



Allen and Loreen Vandekerkhove Family Foundation

Individual Donations

Our thanks to all who financially supported our organization
