

# 2013 Report to the Community



Calgary Family Services





## Report from the Board Chair (2012-2013)

Last year I talked about the ‘pillars’ of staff, management, volunteers, clients, funders, and other organizations that we work with that provide the foundation for the long-term sustainability of Calgary Family Services. Over the last year, those pillars have proven themselves again.

Our social services programs continue to remain strong with more than 40 programs currently being offered. CFS is always looking for ways to adapt to changing demands and take advantage of opportunities to collaborate with our funders and other agencies. An excellent example of this was when the United Way’s Bhayana Foundation Award for Innovation and Creativity was awarded to CFS’s Twyla Moon for her work as a Family Connector within the Calgary Learning Village, including the initiation of a collaborative Learning Club that responded to the gaps in the tutoring needs in the community.

Our Homecare business delivered best-in-class services with an AHS audit score of 98% this spring. That allowed us to submit a very competitive bid

to expand our Homecare business. Even when we found out that we were not successful in getting a new contract, CFS went well beyond what was expected by responding very quickly to ensure a smooth transition for our clients and frontline staff. This included stepping up to the plate to provide extra help to our clients that were impacted by the flood. On July 11th, CFS celebrated its more than 68 years of providing homecare services to Calgary. We have navigated through the transition and are now working to find innovative solutions to minimize the impact of the change on our overall business and set a path for the long-term viability of CFS. The Board commends Sue Mallon, Lisa Stebbins, and their teams for leading CFS through this major shift in our organization and demonstrating what CFS is really about.

Over the last year, the CFS Management Team and the Board developed a new strategic plan that outlines our vision, mission, values, guiding principles, and strategic focus areas that will carry CFS into the future. One of the key aspects of the plan is that it will be a ‘Living Document’ that gets

reviewed and updated on a regular basis to ensure that we are on track with our **Mission of “engaging Individuals, Families and Communities to realize their potential”** so that our **Vision of “Strong Families and Communities for Generations”** can be realized.

Our Five Strategic Focus areas are:

1. **Offering Quality Human Services.** This will result in “Strong families and individuals experiencing emotional health and well being.”
2. **Growing Organizational Capacity.** This will result in “A dynamic organization sustainably building capacity and enabling important work.”
3. **Building Sector and Community Capacity.** This will result in “Engaged citizens participating in and contributing within vibrant communities.”
4. **Strengthening Financial Sustainability.** This will result in “Thriving continuing care with sustainable funding.”
5. **Ensuring Quality Improvement and Safety for All.** This will result in “living, working, and learning safely in the community.”

The Strategic Plan has already proven its ability to

provide a sustainable framework for CFS. When we lost the Homecare contracts the only changes that had to be made to the strategic plan were a few adjustments to some of the specific strategies in the strategic focus areas. The Strategic Plan will be available at the AGM and online through the CFS website. Please take the time to review the Strategic Plan to get a better understanding of what drives CFS, the factors that we will be using to measure our success, and how we plan to keep the Strategy alive.

I would like to thank our retiring board members Yvonne Schmidt (6 years), Faye Laviolette (3 years) and Daniel Lai (2 years) for their contributions to CFS.

Finally, I’d like to thank Enbridge for their ongoing support of the McKillop Awards. These awards allow CFS and Enbridge to recognize others in our sector that demonstrate the kind of values that make our sector a vital part of our Calgary community.

John Palmer  
Chair of the Calgary Family Services Board



## Report from the CEO

2013 has been an eventful year so far.

Last year as I stood here I talked about change and used as my metaphor the adaptation evidenced by the animals, plants and birds of the Galapagos Islands. Even Prickly Pear cacti it seems altered their genetic expression when they did not have ground level predators eating at them.

We at Calgary Family Services pride ourselves on our 103 years of history - history that would not have been possible if all of our predecessors, charged with the stewardship of our agency, did not learn well the value of adaptation. Our agency has experienced its own 'call to adapt' this year in a more significant manner than ever before.

After 68 or so years, Calgary Family will no longer be a homecare provider in this community. This change means a reduction in our size of nearly 50% - truly a major corporate identity shift!

The best way  
to predict the  
future is to  
invent it.  
~ Alan Kay

Our defining identity is not in what we are doing but rather in how and why we are doing it. Although we will no longer be purveyors of homecare in our community we continue to be purveyors of strength and hope to citizens seeking our support - and we shall do so with the highest of integrity.

Even today as we still miss our Homecare colleagues the images of renewal are abundant. In our counselling and community services department a new training program was funded and services developed - the Functional Family Therapy (FFT) Program is a collaboration with Catholic Family Services and the City of Calgary, with training funded by the Province. This has added additional skilled family counsellors to the community, offering a proven program for families experiencing challenges with launching their youth into productive lives. Our older adult team continues its community engagement activity through Elder Service Corps - a program harnessing

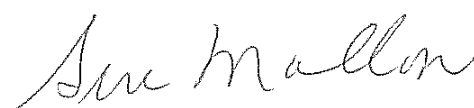
the wisdom and skill of the older generation, and an expanded outreach initiative to respond to the numerous older citizens displaced during the flood of 2013. We are participating in and on round tables convened by United Way to coordinate community responses to post-flood impacts as well as to emerging needs in our growing community.

The grace and ethical business practice undertaken by our staff and board during a major change in our agency these past few months is nothing short of exemplary. All members of the Calgary Family Services Society can be proud of the organization of which they are an integral part. Thank you to all close by and from afar that aided us in our transformation.

And so on to the next year! We are currently planning on the launch of a new 'community hub' perhaps in the south enabling professionals from within our organization and perhaps others who wish to collaborate, to join with us in creating meaningful community meeting places where citizens can gather to share experience, offer their wisdom and gain strength and support for their life

challenges. The solutions to building community lie within the community itself and we intend to join with our citizens to stimulate connections and neighborhood strength.

We have a highly dedicated and professional staff poised to create new miracles with and on behalf of our citizenry. Due to over a century of sound financial practice we are financially healthy and have absorbed unexpected change emerging stronger. Returning to Darwin's theory of natural selection, it is clear that Calgary Family Services has demonstrated once again its intention to remain a vital part of the social fabric of our community removing obstacles and creating opportunity along the way.



Sue Mallon  
CEO, Calgary Family Services

Engaging individuals, families and communities  
to realize their potential

# Strong Families and Communities for Generations



**Community**  
Our work deepens community  
when we:

- Our work demonstrates integrity when we:*

- PROFESSIONALISM**  
Our work is professionally aligned  
when we:

- Respect**  
Our work is guided by respect  
when we:

- Our work is aligned with stewardship when we:*

- Contribute to the wellbeing of the communities that we serve
- Act responsibly with all resources & relationships
- Protect others from harm and support a safe and healthy workplace
- Hold ourselves and each other accountable for our work
- Look for opportunities to champion change as community needs evolve



# Calgary Family Services: A Unique Role in the Community

## Focus on Prevention

We have a comprehensive prevention strategy that works to ensure that long-term difficulties in families are mitigated. The focus of the strategy is to establish a strong foundation for individuals and families through building capacity and resilience. Successful prevention programs result in self-reliant individuals and families which lead to stronger communities.

## Support Across the Lifespan

We offer a broad spectrum of services to children, youth, adults, families, and older adults. The programs are designed to enhance individual and family relationships and functioning, to help children reach their full potential, to engage older adults in contributing to their communities, and to assist vulnerable citizens to maintain their dignity and respect.

## Innovative and Responsive

We attribute our impact in the community to our ability to be responsive to community needs. The organization is committed to ensuring that people

have access to much needed services in their communities. To this end, Calgary Family Services utilizes an outreach model that brings highly skilled professionals and community development workers into the community. This model focuses on reducing barriers for people in need of service, such as transportation, language/cultural issues, and childcare, while at the same time creating opportunity for new ways of engagement.

## Collaboration & Community Impact

We collaborate with and work closely with funding bodies to achieve the development and maintenance of strong communities that are capable of supporting healthy growth for individuals and families. A wide variety of strategies are used to engage, support and develop families, individuals and communities and produce measurable outcomes. We understand that only by working with others will complex issues be addressed.

## Leadership

Calgary Family Services is recognized as a leader in the sector, building strong partnerships and

collaborations, working with other organizations, and striving to ensure that an integrated continuum of community care exists and that agencies work in cooperation rather than competition. We continue to be forward thinking, inclusive, and coordinated in our actions.

## Research-Informed Practice

As a learning organization, we are committed to ensuring that all programs and services are evidence-based and that staff have access to the most recent and relevant research, best practice, and evaluation information. As a result, Calgary Family Services is able to respond to growing and complex community challenges.

## Continuous Improvement and Learning

We are committed to continuous improvement and learning to ensure that the highest quality of programs, services and organizational practices are offered to the community. Research, knowledge sharing, and collaborative projects will yield opportunities for new insights, improvements and enhancements to be discovered and shared within the community through integrating them into our organization's program models, services and practices.

In every community, there is work to be done. In every nation, there are wounds to heal. In every heart, there is the power to do it.  
~ Marianne Williamson



**Heidi Campbell**  
retired in May 2013  
after 32 years of service



**Julie Molnar**  
retired in May 2013  
after 32 years of service



## Tribute to Homecare

The roots of the agency's modern Homecare Program date back to 1945 when Calgary Family Services (CFS) took over the Red Cross' housekeeper program. Although the first few years were a struggle, the program began to take shape. Concentrated efforts to improve client registration and the development of specialized training for homemakers contributed to the program's success and remained important pillars for the length of the program.

Through the 1950's and 60's the primary effort of the program was providing emergency or 'replacement' mothers for families whose mothers were absent or unable to care for their children and household. This service was a crucial help to many families during times of crisis. Toward the end of the 1960's the agency became once again focused on delivering service to Calgary's elderly. Over the next 50 years, the needs to support the elderly in their homes grew to include more assistance with personal hygiene and support for medical interventions. Shift in societal views and efforts

to relieve growing pressures on the health system created a movement to 'age in place' and a growing demand for services to support people in their homes. For many years, the Homecare program was a successful enterprise and one of the largest programs at CFS with the delivery of over 250,000 hours of service per year to Calgary and area.

In June 2013, Alberta Health Services made a business decision to reduce the number of Homecare providers in the province and chose not to renew our long-standing homecare contract. And so after 68 years, 2013 marks the end of our Homecare program at CFS. Like many helping programs, the truest testament to the program's success and strength is the remarkable group of people that report to work every day, fully committed to their role and dedicated to making a client's day better however they are able. We mourn the loss of these extraordinary workers who radiate passion and who, with their competent and reassuring presence, can fill a home with comfort, joy and resiliency.

Feelings of grief and angst have been abundant as the program gradually wound down and the agency and people prepared for a future that would be fraught with change. There have been tears but there has also been a strong sense of community and a feeling of pride knowing that over 68 years we have accomplished many things, touched the lives of thousands of people, and truly made a difference in our community.

So we move on - and as CFS has done for 103 years we continue to thrive and seek to alleviate suffering and foster strength wherever we are able. The legacy of our Homecare Program will continue to help define our history and ongoing sense of purpose. Thank you to all who have laboured here for the last 68 years.



**Sharon Heather**  
retired in July 2013  
after 32 years of service



**Linda Lange**  
retired in July 2013  
after 31 years of service

We have a responsibility as a state to protect our most vulnerable citizens: our children, seniors, people with disabilities. That is our moral obligation. But there is an economic justification too - we all pay when the basic needs of our citizens are unmet.

~ John Lynch



## Looking Ahead

For more than 100 years Calgary Family Services has offered quality human services and worked tirelessly to build strong families and communities for generations. In our current context of increased complexity and continuous change, in many ways our work has just begun.

In a time when the needs of individuals and families in the Calgary area are getting increasingly complex, these five core strategic focus areas will guide us to stay focused, maintain priorities, implement effectively and continue to offer timely and transformative supports and services. This plan ensures that we are moving toward a brighter future where our vision is a reality – a time when our Calgary area community is thriving and most importantly, individuals and families in our city area are fulfilling their potential and are strong for generations.

### **Strong Families and Individuals Experience Emotional Health and Wellbeing**

The agency will continue to offer preventative services across the lifespan. Programs for families with children increase family cohesion, decrease toxic stress, increase community connections, and set the stage for improved outcomes for children throughout their lives. We are committed to helping parents form relationships that support infants and children to grow and develop healthy minds and bodies.

### **Engaged Citizens Participating & Contributing within Vibrant Communities**

Throughout life, individuals gain satisfaction by giving to others and by being active citizens in creating better communities. Immigrants find volunteering a valuable way to integrate into the Canadian culture. Calgary Family Services will continue to offer numerous opportunities for people to share their gifts and talents with others. Remaining socially engaged throughout the lifespan helps to prevent social, emotional, and health problems in the elder years.

### **Dynamic Organization Sustainably Building Capacity and Enabling Important Work**

Calgary Family Services is committed to building capacity internally at the agency as well as in the community at large. We are building our internal capacity through human capital, human resources strategies, workers' safety, building space, and board governance.

### **Thriving Continuing Care with Sustainable Funding**

We are strengthening financial sustainability through collaborative partnerships by:

- offering our strength and expertise
- participating in umbrella organizations
- collaborating with funders
- communicating our impact
- developing talent through shared learning
- developing board to board relationships
- communications, social marketing and fund raising

### **Living, Working & Learning Safely Together in the Community**

We are ensuring quality improvement and safety for all by:

- working with an outreach model
- collaborating with community partners
- continuous improvement of staff and management practices
- offering learning through preventative programs and services in the community

The thing that lies at the foundation of positive change, the way I see it, is service to a fellow human being.

~ Lee Iacocca



# Current Programming and Projects

## Aboriginal Outreach

Culturally-attuned counselling

## Act Out!/Creative Classrooms

Drama based programming in schools to help youth learn, grow, and deal with tough situations and critical life choices

## Adoption Program

Counselling with parents and children to develop positive relationships and promote attachment

## Child/Youth/Family Counselling

Counselling and group education opportunities at offices throughout Calgary

## Community Development for Older Adults

Supports the lifelong engagement of Older Adults by providing opportunities to contribute and lead community projects

## Community Resource Centre Volunteer Program

Event and program volunteer opportunities to support individuals and families residing in specific Calgary communities

## Compass for Caregivers

Trains and supports volunteer facilitators to lead support groups for family caregivers

## Counselling

Counselling and group education to decrease emotional distress and reduce family conflict

## Counselling for Older Adults

Groups and short-term individual support to make positive life changes and to reduce psychological impacts connected to the aging process, such as loss, elder abuse, family estrangement, and isolation

## The Eagle’s Back

Cultural identity and legacy education through cultural events and programs

## East Village Men’s Den

Engages older men living in Calgary’s East Village to connect, participate in community events and document vibrant village life

## East Village Vaudeville Spectacular

Engages East Village neighbourhood in a musical, digital and artistic event to increase knowledge and appreciation for the history of the area and its low-income residents

## Elder Abuse Public Awareness Campaign

Educates the broad community through digital stories and public events to increase public action to stop elder abuse

## Elder Abuse Response Team

Brings together social work, police, housing, resources, and community to identify and reduce elder abuse and to support victims

## Elder Friendly Communities Projects

Neighbourhood and culturally-based contribution programs aimed at bonding neighbours and bridging cultural and community differences

## Elder Service Corps

Engages a cohort of diverse older leaders for a year-long commitment to skill development and leadership of defined projects at agencies and organizations across Calgary

## Empowerment Seminars

Group programs to shift participant beliefs, change patterns, and develop life skills that lead to success in families and at work. Offered in English, Chinese, French, Punjabi and Arabic to women, men, youth and expectant parents.

## Family Centre for Inner City Communities

Basic needs and connection to formal and informal community resources

## Family Connectors/Calgary Learning Village

Engaging families connected to Forest Lawn area elementary schools and referring to resources

## Functional Family Therapy

Counselling youth at risk of criminal involvement within the context of their families and communities

## Group Education

Facilitated discussions to decrease stress of family conflict, increase social support networks, reduce relationship difficulties and mental health struggles



#### **In Sync**

Play-based learning that enhances parent-child attachment

#### **Language- and Cultural-Specific Counselling**

Counselling: to support adjustment and reduce trauma offered in Chinese, Vietnamese, Spanish and Polish

#### **Making Room**

Education, support, collaboration and consultation for older adults and families to reduce the impacts of hoarding and extreme clutter

#### **Micro Local Community Groups**

Encouraging older adults who live within walking distance of each other to gather in small groups

#### **Multi-Cultural Elder Brokers**

A collaborative project that employs older adult newcomers to successfully link isolated immigrant seniors to The Way In services

#### **Odyssey**

After-hours school-based programming for boys

#### **Prime Time**

Coaching the most vulnerable families in healthy parenting practices that promote positive child and parent outcomes

#### **Public Forums**

Education opportunities to guide parents through the legal, financial and parenting issues arising from separation and divorce in ways that reduce harm to children

#### **Ready 4 Learning**

Community based engagement projects that impact school readiness/success, employability and income through improvement of early literacy practices and conditions

#### **School-Based Child and Youth Emotional Well-Being Program**

Counselling, classroom presentations and groups offered in selected schools

#### **Senior Support**

In-home practical supports and companionship to increase social connection by keeping older adults in their homes and connected to resources and to their communities

#### **Sounds of Home**

Connecting elders across cultures and generations through structured sharing of stories and music

#### **Starbright**

After-hours school-based programming for girls

#### **Starburst/Spirit**

School-based programming for junior high girls that supports emotional and social development

#### **thirdagecommons.ca**

A web tool to provide resource information and discussion forums for older adults, their families and professionals

#### **Training Institute**

Continuing education of Calgary's professional community through the provision of accredited presentations and workshops

#### **The Way In Network**

Facilitation and staffing of a city-wide collaboration to increase accessibility and consistency of services and supports to diverse, vulnerable older Calgarians no matter which neighbourhood, language or culture

#### **The Way In Programs, Calgary Family Services**

Case management, assistance with benefits, information, referral, and group learning opportunities to enhance the quality of life for vulnerable older citizens living in North, West and Central Calgary

#### **Urgent Family Care**

In-home support to maintain family cohesion in times of medical crisis



Statement of Operations for the year ended March 31, 2013

	Operating Fund	Program Technology Fund	Capital Reserve Fund	Total 2013	Total 2012
<b>REVENUES</b>					
United Way Grant	\$ 1,917,594	\$ -	\$ 31,717	\$ 1,949,311	\$ 1,733,034
United Way Donor Designation	5,224	363	-	5,587	13,357
Federal Government	97,197	-	-	97,197	178,868
Provincial Government	270,352	-	-	270,352	212,663
FCSS contribution	4,469,461	-	-	4,469,461	4,376,839
CFSA	587,398	-	-	587,398	563,293
Alberta Health Services	8,321,021	-	-	8,321,021	8,029,213
Client Fees	289,747	-	-	289,747	301,167
Society fees - memberships	394	-	-	394	305
Charitable donations	101,076	9,203	-	110,279	42,286
Casino and CIP	65,661	-	-	65,551	-
Other	538,798	-	-	538,798	377,316
Interest	-	29,055	3,147	32,202	45,024
Deferred revenue	-	-	-	-	225,211
	16,663,923	38,621	34,864	16,737,408	16,098,576
	Operating Fund	Program Technology Fund	Capital Reserve Fund	Total 2013	Total 2012
<b>EXPENDITURES</b>					
Amortization	-	-	31,717	31,717	43,836
Benefits	1,715,935	-	-	1,715,935	1,655,042
Building occupancy	722,240	-	-	722,240	679,371
Community relations	47,999	-	-	47,999	27,138
Contracted services	493,736	-	-	493,736	471,147
Membership services	-	-	-	-	2,158
Office expenses	285,294	-	-	285,294	229,917
Program expenses	203,567	85,667	-	289,234	219,254
Recruitment	13,618	-	-	13,618	18,428
Salaries and wages	12,375,331	36,292	-	12,412,260	11,826,857
Staff development	121,953	2,974	-	124,927	139,029
Travel	732,453	-	-	732,453	640,223
	16,712,126	125,570	31,717	16,869,413	15,952,397
Excess (deficiency) of revenues over expenditures before allocations	\$ (48,203)	\$ (86,949)	\$ 3,147	\$ (132,005)	\$ 146,179



Statement of Changes in Fund Balances for the year ended March 31, 2013

	Operating Fund	Program Technology Fund	Capital Reserve Fund	Total 2013	Total 2012
Balance, beginning of year	\$ 60,571	\$ 1,109,197	\$ 250,861	\$ 1,420,629	\$ 1,274,450
Excess (deficiency) of revenue over expenditures	(48,203)	(86,849)	3,147	(132,005)	146,179
Prior year adjustment	(12,368)	12,368	-	-	-
Balance, end of year	-	\$ 1,034,616	\$ 254,008	\$ 1,288,624	\$ 1,420,629

Statement of Financial Position as at March 31, 2013

	Operating Fund	Program Technology Fund	Capital Reserve Fund	Total March 31 2013	Total March 31 2012
ASSETS					
Current					
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ 1,119,226
Investments	1,020,166	1,275,890	203,944	2,500,000	2,500,000
Accounts receivable	347,852	-	-	347,852	457,147
Prepaid expenses	74,939	-	-	74,939	122,191
	1,422,957	1,275,890	203,944	2,922,791	4,198,564
Property and equipment	-	-	86,347	86,347	66,483
	\$ 1,422,957	\$ 1,275,890	\$ 290,291	\$ 3,009,138	\$ 4,265,047
LIABILITIES					
Current					
Bank overdraft	\$ 104,839	\$ -	\$ -	\$ 104,839	\$ -
Accounts payable and accrued liabilities	629,962	-	-	629,962	730,388
Grants received in advance	-	-	-	-	1,072,069
Deferred revenue	708,156	-	-	708,156	734,204
Deferred contributions related to property and equipment	-	-	36,283	36,283	66,483
Deferred contributions related to rent	-	241,274	-	241,274	241,274
	1,422,957	241,274	36,283	1,720,514	2,844,418
Fund balances	-	1,034,616	254,008	1,288,624	1,420,624
	\$ 1,442,957	\$ 1,275,890	\$ 290,291	\$ 3,009,138	\$ 4,265,047



## Board of Directors 2012-2013

John Palmer, Chair  
Barb Giba, Vice Chair  
Yvonne Schmitz, Past Chair  
John Nygren, Treasurer  
Eniko Molnar, Secretary  
Dariel Bateman  
Dolores Herman  
Jacqueline Lacasse  
Daniel Lai  
Faye Laviolette  
Maureen Sikorski  
Al Lennox, Honorary



**Lilian Dick**  
1927 - 2013

Lilian worked at Calgary Family Services for over 30 years, during which time she earned her MSW at the age of 50.

Be of service. Whether you make yourself available to a friend or co-worker, or you make time every month to do volunteer work, there is nothing that harvests more of a feeling of empowerment than being of service to someone in need.

~ Gillian Anderson

### With Gratitude

Generous contributions, big and small, enable Calgary Family Services Society to fulfill its mission in service of thousands of Albertans each year. We are grateful for the continued support of the many individuals, groups, corporations, and municipal and provincial government departments that make our work possible.

### Membership

Membership in the Calgary Family Services Society is available with an annual membership fee of \$5.00. Membership in the society tells our funders that we have a caring and growing membership that supports our work. We gratefully acknowledge the support of our members.

### We are supported by:

Alberta Culture and Community Spirit; Alberta Health Services, Calgary Health Region; Bowmont Seniors Assistance Association; Calgary 2012 Grassroots Inspired Grants Program; The Calgary Foundation; Calgary and Area Child and Family Services Authority; Calgary Real Estate Board Charitable Foundation; Citizenship and Immigration Canada; Community Incentives Program - Alberta Lottery; Community Initiatives Program, Alberta Culture; Driving Force; EFW Radiology; Enbridge Inc.; Family and Community Support Services, City of Calgary; Family Literacy Initiative Fund; First Calgary Savings; Lion's Club of Calgary; The Muttart Foundation; National Victims of Crime Awareness Week, Department of Justice Canada; New Horizons for Seniors Program, Human Resources and Skills Development Canada; Nexen; Safe Communities Innovation Fund, Alberta Justice and Solicitor General; TELUS; United Way of Calgary and Area; Victims of Crime Fund, Alberta Justice and Solicitor General; and Individual Calgarians



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