



FAMILY SERVICES of Greater Vancouver



Director of Development Family Services of Greater Vancouver

Executive Profile Presented By





Family Services of Greater Vancouver (FSGV) is one of Greater Vancouver's most essential and established social services organizations, providing crisis stabilization, counselling, and education supports that empower our neighbours to create positive change in their lives. Our staff, including experienced counsellors and support workers, help unhoused youth, families and children impacted by trauma, victims of domestic violence, and other vulnerable people from an evidence-based, trauma-informed lens.

FSGV has evolved its service offerings since its founding in 1928 with a focus on social good and empowerment. Now with our 100th anniversary upcoming, several other major projects pending, and stable government funding, we have the opportunity to hire a new **Director of Development** to oversee all aspects of our fundraising and resource development, driving the establishment and execution of fundraising strategies, and building strong relationships with donors and partners.

This key leadership role will help secure the financial resources necessary to support our financial sustainability and strategic social impact. Reporting directly to the Chief Executive Officer and as a member of the Senior Leadership Team, the Director collaboratively participates in strategic planning, priority setting, budgeting, and other initiatives. The Director will manage a team of three staff.

This is an exciting opportunity for a keen community-minded fundraiser and builder to:

- Enable and build a successful fundraising strategy, vision, and program in a large yet dynamic and community-centred organization.
- Bring critical thought and best practices to an important and growing portfolio.
- Be future-focused and help prioritize among many program options.
- Capitalize on FSGV's exceptional history and upcoming 100th birthday.
- Leverage stable government funding to enable fundraising to provide the margin of excellence for exceptional services.
- Be an active and engaged member of a collaborative and progressive senior leadership group

Information for Candidates

This search is being led by FSGV's search partner, Christoph Clodius at The Discovery Group.

If you or someone you know is interested or curious, please be in touch at christoph@thediscoverygroup.ca.

Application Timing and Selection Process

All submissions should be received by October 18, 2024. Please apply to Christoph with a cover letter/expression of interest and resume/CV, in the same document.

Compensation & Benefits

The Director's salary range is \$104,000 – \$134,000, with an ideal hiring range up to midpoint, or higher depending on experience.

Benefits and perks include generous holiday, household, wellness and education leaves; extended health and dental benefits including the choice between three flexible benefit options that vary in coverage (and where FSGV pays 75% of the monthly premium in every case); enrolment in the Municipal Pension Plan for eligible employees; parking; and others.

Home Office & Workplace Location

FSGV staff engagement surveys report that what people appreciate most about working here is the positive impact on clients, and the hybrid work environment. Our hybrid approach empowers teams to find their right balance of office and home time^[1]. The Director will be empowered to find their right balance but we do prefer a frequent office presence at our headquarters at Broadway & Commercial.

We are committed to the principles of equality and diversity in the workplace. We aim to hire the best candidate for the position based on their qualifications and merit in terms of knowledge, skills, and experience. We encourage and support candidates with diverse backgrounds and lived experiences to apply.

Studies have shown that women and people of colour are less likely to apply to jobs unless they meet every single qualification. At the FSGV we are dedicated to building a diverse, inclusive, and authentic workplace, so if potential candidates are excited about this role but your past experience or competencies don't align perfectly with every desired trait listed above, we encourage you to reach out anyways. You may in fact be just the right candidate for this or other roles.

[1] every two weeks the Senior Leadership Team meets in person, and each team meets in person at least once a month.

About Family Services of Greater Vancouver

Our Vision: Brighter tomorrows in which all people are resilient, confident, and filled with hope.

Our Mission: To ensure children are nurtured, youth find optimism, adults feel empowered, and parents make choices that build strong families.

Our Values:

- Justice & Equity: everybody matters
- Integrity: we do right by people
- Optimism: change is ever possible
- Innovation: we dream; we have courage; we respond
- Excellence: it's where we start

Our Impact:

Unlike many other services organizations, FSGV is a multi-issue service organization so it can be challenging to share just how broad our work truly is. For instance, we do client-centered crisis stabilization, victim support work, trauma counselling, employee assistance, youth services, financial literacy, and education supports, and much, much more to over 12,000 people every single year.

We are bridge builders and service connectors; our strength as an organization also comes from our ability to share resources and knowledge across services.

Family Services of Greater Vancouver is more than a family charity: we are a survivor's charity and youth charity as well and believe everyone should have access to the tools and resources they need to thrive. Throughout the year, our programs and services transform lives, inspiring optimism and empowerment in youth, families, survivors, and others in our local communities.

Impact on Your Local Community

Thanks to the support of our staff, volunteers, community partners, and donors, the time we spend with each of our clients really does build brighter tomorrows - for the people we serve, their families, and the community. These numbers show how dedicated partnerships at the local level can make a big impact. Together we're writing stories of hope for generations to come.

- 115,000+ hours in direct support of families and individuals
- 11,000+ people supported
- 4700 hours of volunteer support for youth, family, and trauma services

YOUTH IMPACT

39,000+

free meals and snacks served to vulnerable youth

Food is a necessity. When youth know where their next meal is coming from, they can focus on their future.



14,000+ referrals made for at-risk youth

There's always a next step. We help youth access housing, employment, health, and other services they need to thrive.



YEARS

working with each survivor of violence, on average

Healing is a non-linear journey, and our role is to walk alongside clients as they set the pace.

9 OUT OF 10



trauma counselling clients felt there were improvements to their life

With more confidence and new skills, people can start the next chapter of their life with dignity.



of trauma counselling clients reported learning new skills

With the right coping skills and resources, they can focus on creating their brighter tomorrows.

FAMILY IMPACT

2,800+

low-income people grew their financial skills

Through workshops and 1-on-1 coaching, people can take control and feel empowered with their money.



40 HOURS

spent with each family, on average

A strong community starts with healthy relationships within a family, whatever that family looks like.



7,100+



employees and their families supported through our employee assistance program

With support when they need it, these employees can focus and progress in their careers.



\$2,100,000+

of new income accessed by low-income clients

Benefits make a massive difference. Through our coaching and partner tax clinics, we help people get these vital supports.

How We Work

At Family Services, we treat clients as individuals, taking the time to understand the complex relationships, personal history, and life circumstances that contribute to trauma. With this approach, we help people where other interventions fall short — empowering them to redefine their relationships and chart their own path forward. Our staff are unbiased and objective; many have relevant lived experience that informs their work. As solutions-oriented people, we advocate for clients to reduce negative societal patterns. This proactive, forward-thinking approach to service means that clients are always front and centre, and that personalized, wrap-around care is available to those who need it most.

We believe in the power of partnership, so Family Services has long worked in partnership with governments and values-aligned corporate, academic, and community partners. Together, we expand our footprint and provide more ways for British Columbians to discover our supports.



To learn more about Family Services of Greater Vancouver: <https://fsgv.ca>

Through ongoing advocacy, Family Services is committed to reducing social inequities. In conversation with front-line staff and clients, we track the emerging needs of families across Greater Vancouver. Then, in consultation with academics and using internal and public data, we make funding and policy recommendations to government – all to improve supports for vulnerable British Columbians.

We have offices and locations across metro Vancouver, including our head office at Broadway & Commercial, our downtown Directions Youth Services Centre, and locations on Fraser Street, in Richmond, New West, and Surrey.

Across 35 programs, we ensure that youth feel confident, families make informed decisions, and survivors of violence and trauma are empowered. We carefully oversee the budget and set strategies focused on our clients' needs, bringing about the necessary changes for individuals, families, and communities to thrive.



Our Main Programs Include:

- **Directions Youth Services:** Through our 24/7 drop-in centre, outreach, and other programs, Directions provides low-barrier support to young people ages 13-25 who are at-risk, precariously housed, or experiencing homelessness. We welcome and serve all youth.
- **Victim Services:** We provide trauma-informed victim support services to survivors of gender-based violence. Our co-located wrap-around services allow us to deliver sensitive and immediate supports that simplify what is an overwhelming time for survivors. Specializing in high-risk cases, our trust-based process responds to the needs of each survivor based on their unique intersectionality, level of risk, and degree of marginalization.
- **Trauma Counselling:** Our Trauma Counselling programs serve women (cis and trans), people of all marginalized genders (including Two-Spirit, non-binary, agender, and gender diverse people), children, youth, and families who are survivors of trauma, sexual abuse, and family violence. All our programs are offered from a trauma-informed, feminist, anti-oppressive, intersectional lens.
- **Specialized Family Supports:** From counselling, parent education, and mediation to providing information and referrals to community offerings, FSGV responds to family concerns that arise from poverty, trauma, substance disorders, and more.
- **Financial Empowerment:** Through one-on-one coaching and workshops for community organizations and the public, Financial Empowerment teaches financial literacy and helps people navigate government benefits. Our staff also train other organizations working with vulnerable individuals to work with their clients to better achieve financial stability and resilience.
- **Family Services Employee Assistance Program (FSEAP):** We provide workplace wellness and employee and family assistance to organizations across BC and the Yukon. In addition to counselling, internet-based Cognitive Behaviour Therapy, and other employee supports, Saprolites Critical Incident Support Services in response to traumatic workplace events and delivers a wide range of workshops and webinars addressing the specific mental health and wellness concerns of our clients and their employees.

Recent Highlights of Impact

Here are just a sample of many recent milestones, impacts, and process improvements:

- At Directions Youth Services we re-opened our workshops and group activities that were sidelined by the pandemic, including pre-employment, life skills, and sexual health workshops. To support 2SLGBTQIA+ youth, a pilot program evolved into fully implemented programming at the Centre. On the housing front, a new rent subsidy program helped 84 youth meet their housing needs.
- To address significant waitlists in our Stopping the Violence program, we ran six new counselling groups for a total of 53 sessions with 46 participants. Participants shared that they found the group encouraging and supportive, helping them build trust.
- Our Financial Empowerment program expanded our workshop and coaching services to reach 34% more people.
- A counsellor from our PEACE program completed a series of arts-based workshops at alternative high schools to explore the nervous system and the ways it can help people develop a sense of safety and boundaries. The training wasn't just for students. We also presented to school counsellors and educators about how to support kids who have experienced trauma and with BC Society of Transition Houses at their annual training forum.
- FSEAP played host on the Call time Mental Health podcast, part of a mental health campaign for workers in the film and performing arts industry that we consult on as subject matter experts.
- As leaders in identifying and supporting victims of human trafficking and exploitation, one of our Victim Support Workers was part of a series of panels and advisory committees, even sharing their expertise for an opera production, Angel's Bone.
- In Healthy Connections, the program resumed its in-person group supports. Participants share that the group helped them to feel connected to others, feel less alone, and process trauma in a safe, supportive, and healthy way. Inflation has hit food prices and when you're a youth experiencing homelessness, finding high-quality food on a budget is a challenge. Our Directions Pantry program provided 1,426 youth with access to healthier food.
- A new partnership between our PRIYD program and Special Olympics BC resulted in a Try-It Event that brought smiles to children and youth with support needs. In the words of one child: "This is the best day ever!"

- To diversify service delivery in the SAIP program, a group counsellor developed workshops for other service providers about how to support children who have experienced trauma and sexual abuse.
- We marked 25 years of collaboration between Victim Services and the Vancouver Police Department, providing high-impact support to high-risk victims of violence.

Finances & Fundraising at FSGV

Donor support leads to transformational innovation. At both the individual client and large-scale level, when the donor community steps up to support families everyone benefits. With ongoing investment, FSGV can fill service gaps and launch new programs that help break cycles of trauma, violence, and injustice.

FSGV's annual total budget is about \$28 million, predominantly funded by Government contracts (75%) and Social Enterprise revenue, such as mental health counselling support to corporations (15%).

In recent years donors have contributed about \$2.2 - 2.6 million annually. This year we have set a goal of \$1.6 million comprised of \$1.2 million from funding for designated programs (a mix of grants, major gifts, and corporate donors) and \$400,000 in undesignated funding.

Grant fundraising is a particular strength of the program which includes funding from municipal sources, foundations, family foundations, and corporate grants. Primed for growth is our annual giving and corporate programs. Our Family Day presence as a fundraising destination is also being developed.

In recent years we had many successful major events, including: The Soirée in October 2022, which raised more than \$130,000, and Caring Neighbors, which in December 2023, brought our community of supporters together to raise \$250,000 in support of FSGV programs.



Director Responsibilities

Fundraising Department Leadership

- Ensure that a comprehensive fund development plan is in place to support FSGV's strategic plan, including; donor acquisition, retention and stewardship; annual giving and events; major gifts, corporate partnerships and planned giving.
- Arrange for relevant evaluation measures to monitor fund development activities and results on a regular basis.
- Establish and maintain effective working relationships with a variety of external stakeholders, including individual donors, corporate partners, foundations, and others.
- Promote a culture of philanthropy among internal and external stakeholders by adding consistent value for programs and services, reporting the impact of fund development, and celebrating success.
- Enhance their knowledge in the areas of fund development and non-profit leadership, and stay current with best practices.

Team and Volunteer Leadership

- Provide dynamic leadership to and manage a team of three staff: Manager Grants, Manager Individual Giving, and Fund Development Coordinator.
- Lead employees and volunteers by effectively communicating vision, strategic directions, values, expectations, intended outcomes and budgetary parameters.
- Supervise and assess the performance of staff to support them to build on strengths and to focus on opportunities to improve.
- Take a leadership role in creating and sustaining an organizational culture that encourages others to provide high quality and innovative ideas and initiatives in the manner established by the CEO.
- Ensure all staff abide by all FSGV policies, as well as the AFP Donor Bill of Rights and Imagine Canada's Ethical Code when working with Agency donors and prospects.
- Promote, reflect, and protect the culture and integrity of the Agency and maintain a positive profile in the community on behalf of the Agency.
- Ensure that workplace practices foster employee involvement and teamwork and contributes to employees' ability to achieve their full potential. Identify candidates for succession and develop personal development plans to help prepare them for future opportunities.

Program Collaboration

- Participate as a key member of FSGV's leadership group in key strategic discussions and provide input and support to the CEO and other leaders.
- As the subject matter expert, ensure internal staff and external partners have current resource development information and understand best practices relevant to their areas.
- Collaborate with Senior Leaders to develop and fund pre-approved strategic capacity building opportunities.
- Collaborate to create inter-departmental efficiencies that support fund development efforts.

Strategic Planning and Risk Management

- Ensure adherence and accountability to program mandates, agency policy, and accreditation standards.
- Support the creation of strategic, operational and project plans, with supporting budget to achieve the goals of the organization, and ensure that an ongoing planning and evaluation process is in place.
- Contribute to the development of the Agency's operational and strategic plans.
- Support the strategic and operating plans and corresponding KPIs as it relates to securing donations, sponsorships and grants for the Agency.
- Help promote a long-term view that is essential to effective planning and to building a shared vision with other leaders in the Agency
- Translate the objectives set out in operating plans into strategies for implementation.
- Evaluate potential benefits and liabilities of projects, proposals or strategies being planned.
- Liaise with programs to understand client and community needs, to better support service gaps and funding risks.
- Maintain accurate records and prepare reports related to department and program activities, risk and contract management and reporting.
- Liaise with the CEO regarding any issues or concerns that may impact the agency.

Finance & Budget

- Contribute to the Agency's financial stability by exercising strong fiscal planning and management.
- Develop annual fundraising budgets and manage operations within these budgets.
- Ensure all donations and other fund development income are handled in accordance with Canada Revenue Agency guidelines.
- Manage the implementation of appropriate internal audits, financial management, information and record-keeping systems to fully satisfy the requirements of auditors, regulatory authorities, funders, managers, and the Board of Directors.



Qualifications

Education, Training, Experience & Professional Certifications

- Significant progressive and successful comprehensive fundraising experience, ideally in a broad-based general program that includes annual giving, major gifts, corporate fundraising, and grants.
- Operational and strategic planning experience.
- Event and volunteer management and planning would be helpful.
- A commitment to anti-oppressive fundraising practices, or a willingness and commitment to actively engage with them.
- Knowledge and ability to leverage and elevate fundraising communications and social media in partnership with the Communication and Marketing team.
- Experience and competence with data management, including with Raiser's Edge or other fundraising databases.
- Degree in relevant discipline, or equivalent education, experience, and training.
- Member of the Association of Fundraising Professionals (AFP) and Certified Fund-Raising Executive (CFRE) is preferred.
- A criminal record check and proof of education is required for all hires.

Core Competencies

- Collaborative Communication, including teamwork and cooperation, interpersonal communication, presentation skills, diversity and cultural agility.
- Personal Effectiveness, including integrity and ethical behavior, personal resilience, adaptability/flexibility, commitment to learning. Confidence, assertiveness, and initiative.
- Personal Leadership, including influence, judgment and decision making, creativity and innovation. Mentorship and leadership abilities to allow others to build their skills.
- Commitment to Excellence, including results focus, client-centered service, planning and organization, professional expertise and technological proficiency.
- Deep commitment to our mission; desire to understand our programs, needs, and why we do it. Ability to honour and leverage the exceptional work being done.

Knowledge, Skills, & Abilities

Fund Development

- Capable of active involvement in devising and executing on an ambitious and effective fundraising plan.
- Effectively tell FSGV's story and can make compelling asks of donors and partners.
- Does what it takes within allocated resources to meet related targets and inspires the team in a similar way.
- Goal and achievement oriented; accountable.

Relationship Building

- A people person who possesses the presence, sensitivity, maturity, political savvy, diplomacy, and passion to generate respect and inspire confidence and action with donors, community agencies, key stakeholders, the Board, staff, and volunteers.
- A strong external focus and natural ability to connect with people at all levels.

Strategy Development

- A strategic and creative thinker who maintains a focus on the organization's nature and long-term evolution and can devise strategies that will ensure it can meet its mandate now and in the future.
- Able to identify significant philanthropic opportunities and anticipate challenges, both in the internal and external environments.
- Enthusiastic and open to a challenge; keen to bring best practices and creativity to bear as appropriate.
- Patience and perseverant; organized and meticulous with plans and follow-through.

Governance

- Understands how and when to engage Board members and other senior volunteers; experience managing and leading presentations and discussions.

Personal Effectiveness

- Maintains effectiveness in the face of change, demonstrating both adaptability and a commitment to learning. Can be flexible in approach as the organization evolves.
- Is aware of own assumptions, values, principles, strengths and limitations and acts consistently with integrity and in alignment with relevant ethical guidelines.
- Demonstrates personal accountability and congruent behaviours; holds space for others to engage and participate.
- Appropriately manages emotions and strong feelings maintaining calm and tactful composure under a broad range of challenging circumstances.
- Establishes and maintains appropriate boundaries; makes self-care a priority.

Collaborative Communication

- Establishes connection and rapport quickly with others; highly collaborative by nature.
- Builds and maintains relationships based on mutual respect and trust, appropriate sensitivity and transparency, empathy, and compassion with clients, colleagues, professional associates and the greater community.
- Exudes confidence and can communicate between and with donors and passionate advocates.
- Ability to understand available resources for the program and keep quality in the forefront of all resource utilization decisions, providing feedback and detailed analysis on budget variances, and make recommendations for corrective action.
- Actively and effectively manages a team; practices transparency and openness.

Leadership



Maria Howard
Chief Executive Officer

Maria has led Family Services of Greater Vancouver as CEO since September 2020. She is an experienced leader with a demonstrated record of advancing the non-profit sector in support of people in need. Having started as a rehabilitation counsellor she has spent her career supporting and advocating for people who are challenged by health and social issues to live the fullest life possible, engaged in their communities.

Maria holds an MBA in Leadership from the University of Athabasca, and an M.Ed. in Rehabilitation from the University of Washington. With decades of extensive business experience, she has held leadership positions in the public healthcare sector, as CEO of the Alzheimer Society of BC, as well as provincial and national governance roles. At FSGV, she leverages her operational excellence, while guided by a commitment to caring and inclusive communities.

It is Maria's natural alignment of personal values and professional impact that has allowed her to be effective in her career; she is a change-maker and leader with a hopefulness and vision that energizes and builds confidence in both internal and external stakeholders.

Currently, Maria serves as Chair of Family Services of Canada, Regional Director with the Federation of Community Social Services of BC, and board member with Voices in Motion, an intergenerational choir for people living with dementia in Victoria, BC. In her personal life, Maria enjoys travelling with her family, gardening and spending time with her two four legged friends!



Navigating complex challenges for social profits

The Discovery Group is an international consulting firm dedicated to the social profit sector. We believe that social profit organizations can change the world. Since 2017 it has been our mission to help social profits across the globe achieve their vision and elevate community impact. We work side-by-side with our clients to help them envision change, determine how to make it happen, and put the necessary tools and skills in place for success.

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